



IIHF SUSTAINABILITY AGENDA A VISION FOR THE FUTURE



INTERNATIONAL
ICE HOCKEY
FEDERATION

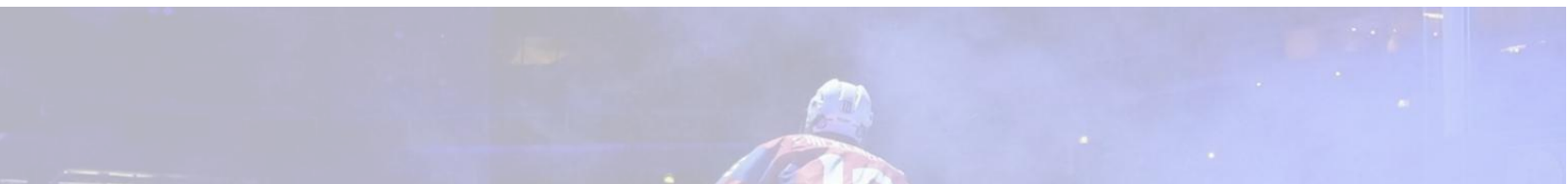


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IIHF SUSTAINABILITY AGENDA

INTRODUCTION

At the International Ice Hockey Federation (IIHF), we take great pride in the progress we have made in shaping a more inclusive and globally connected sport. Our core values: integrity, respect, passion, and community, have long guided our efforts to expand access to ice hockey and foster its development worldwide. Building on this strong foundation, we are now taking the next step by integrating sustainability into our vision, ensuring that the sport continues to grow in a way that benefits both people and the game itself.

Sustainability is not just a challenge to address but an opportunity to innovate and strengthen ice hockey's future. As climate change presents new realities, from the loss of natural ice to the need for more energy-efficient rinks, the IIHF is committed to working proactively with our partners to develop long-term solutions that safeguard the sport for generations to come.

Aligned with the IIHF Ice 2026 strategy, our sustainability action plan is rooted in the progress we have already made in growing the game and bringing communities together. By collaborating with national federations, the Olympic community, and key stakeholders, we will continue to drive meaningful initiatives that enhance both the social and environmental sustainability of ice hockey. Whether through expanding opportunities in women's hockey, introducing new disciplines like 3x3, or strengthening development programs, we remain committed to making the sport more accessible, inclusive, and future-ready.

With this strategy, the IIHF reinforces its leadership in driving positive change in sports. By leveraging our existing foundations and embracing new opportunities, we are shaping a future where ice hockey not only thrives but does so in harmony with the evolving needs of our global community.

WHY IS SUSTAINABILITY IMPORTANT TO THE IIHF?

Sustainability is critical to the IIHF as it directly impacts our ability to continue operating and growing ice hockey in an environmentally responsible and socially inclusive manner. The IIHF recognizes that embracing sustainability is not only essential for reducing the sport's environmental footprint, but it also enhances our positive influence as a global leader in winter sports. By driving sustainable initiatives, we aim to protect our arenas—both natural and indoor—while promoting ice hockey as a force for good, inspiring positive behavioral change and safeguarding the planet for future generations.

Adopting sustainability practices allows the IIHF to address environmental, social, and governance issues, minimizing risks while seizing opportunities to differentiate ourselves as an ethical, responsible, and innovative international federation. By defining our sustainability mission, we can reduce costs, limit regulatory and reputational risks, and identify new market opportunities. Through this approach, we aim to strengthen support for the global ice hockey community and increase the sport's accessibility and inclusivity.

The IIHF's commitment to sustainability is more than an environmental obligation—it's a strategic imperative that ensures the long-term growth and appeal of ice hockey, while preserving the sport's future for generations to come. By leveraging innovative technologies and practices, we are reducing carbon emissions, conserving water, and minimizing waste within ice rinks. Through collaboration with our stakeholders, we aim to address these challenges and generate added value for our members, ensuring that ice hockey remains a vibrant, competitive, and inclusive sport worldwide.



IIHF AND THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)

The 17 SDGs were adopted by the United Nations Member States in 2015 as a universal call to action to end poverty, combat climate change, fight injustice and inequality, and many other aspirations to protect the planet and ensure that all people enjoy peace and prosperity by 2030.

By evaluating the IIHF's current and future sustainability efforts through the SDG framework, we hope to continue to build more resilient, more inclusive and more equitable communities - using ice hockey as a catalyst for change.

The following 9 SDGs have been identified as of particular relevance for IIHF in order to provide a globally recognized framework to track progress and to ensure that development balances social, economic and environmental prosperity.



SUSTAINABILITY AGENDA DEVELOPMENT PROCESS

The IIHF's Sustainability Agenda was developed through a comprehensive and structured process to align with its mission and values. Central to this development was a **Research & Diagnostic** phase, which encompassed robust stakeholder engagement initiatives. These engagements helped identify key priorities and expectations, leading to the formulation of actionable objectives under two categories: **IIHF as an Organization**, focused on leadership and internal practices, and **IIHF as an Event Organizer**, aimed at supporting sustainable event operations. The process included a **Maturity Matrix Gap Analysis** to assess performance across five sustainability pillars: Environment, Social, Economic, Governance, and Regeneration, highlighting strengths, pinpointing areas for improvement, and uncovering both opportunities and challenges. A **SWOT Analysis** further evaluated risks and opportunities, while a **Materiality Analysis** prioritized the most significant sustainability issues for the IIHF and its stakeholders. These insights informed the **Strategy Development**, which was detailed into an actionable **Action Plan with KPIs** to measure progress. To ensure effective implementation, practical **Tools & Templates** were developed. Ultimately, the strategy aligns with global frameworks like the UN SDGs and the UNFCCC and includes a phased action plan with short, medium, and long-term goals, ensuring a future-focused, actionable approach to addressing ice hockey's sustainability challenges.

STAKEHOLDER ENGAGEMENT

In developing this strategy, a comprehensive stakeholder mapping and engagement process was undertaken, including flash interviews (30min interviews) conducted in August-September 2024 amongst a fortnight of IIHF stakeholders including IIHF Staff, Council members, sustainability committee, etc.

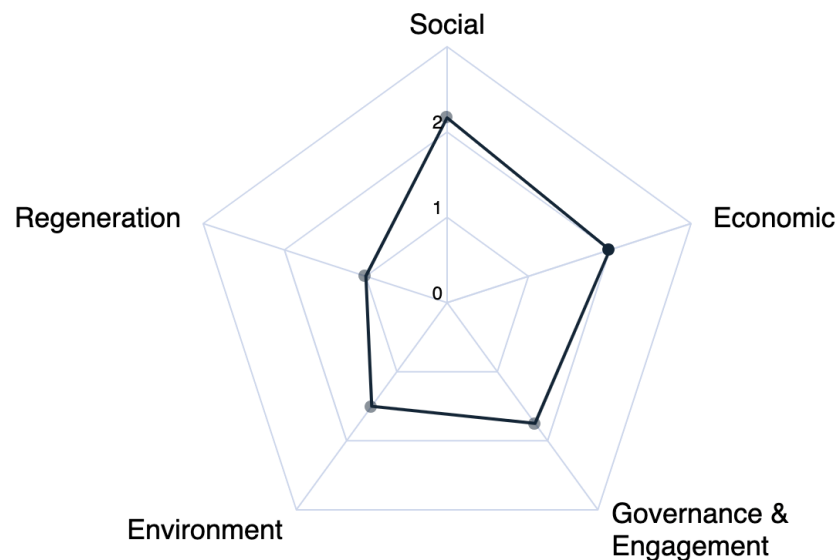
This was followed by a governance workshop with the sustainability committee to form and consolidate the strategy, and to define detailed objectives and targets. The IIHF's sphere of influence and responsibility has been divided into 2 categories:

- A. IIHF as an organisation - leading by example.
- B. IIHF as an event organiser - supporting and empowering ice hockey events

MATURITY MATRIX

An analysis of existing initiatives was undertaken to assess the IIHF's current approach to sustainability. The following program and initiatives are currently ongoing across five pillars of sustainability: **Environment, Social, Economic, Governance** and **Regeneration**.

IIHF Maturity Matrix, March 2025



Each topic of the Sustainability Maturity Matrix is assessed on a **3-point scale**: Minimal (1) / Improving (2) / Engaged (3).

The results of the initial IIHF Maturity Matrix conducted in March 2025 showed that IIHF had good Social principles (level 2) with level 1 perceived for the following: Environment, Governance & Engagement and Regeneration. Additional efforts were recognized as being needed on the Economic pillar.

1. Strengths

- **Leadership commitment**
 - Long-standing involvement of the management with IIHF and his focus on sustainability
 - Creation of the sustainability committee, focusing on gender equality and social responsibility
- **Integrity & Gender equality**
 - A strong programme and a digital Hub in place and accessible to all
 - Gender equality initiatives through women's hockey camps, leadership programs, and involvement in IIHF governance.
- **Youth Engagement**
 - Introduction of 3 on 3 hockey, aimed at making the sport more dynamic and accessible to young players.
- **Governance & Strategy**
 - "Ice 2026" strategic plan to integrate a sustainability focus
 - Development of a sustainability handbook for ice rinks.
 - "New Energy for Ice Rinks" conference in Berlin
- **Resource Conservation**
 - Experimentation with CO2 as freezing gas, reducing energy costs and improving ice quality
- **Financial support**
 - 80% of income from top-level competitions (World Championship), enabling investment in development programs like women's and youth hockey.

2. Weaknesses

- **Facility Control:**
 - Lack of direct control over sustainability practices in local arenas and ice rinks (run by cities or private owners).
 - No standardized sustainability requirements for facilities.
- **Low Engagement:**
 - Limited engagement with athletes on sustainability.
 - Need for greater integration of sustainability into all aspects of operations.
- **High Travel Costs:**
 - Extensive travel for international events, especially for smaller countries, contributing to high carbon emissions.
 - Resistance from national federations to reduce travel due to the importance of world championships.

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- **Slow Adoption:**
 - IIHF sustainability maturity rated at 4-5 out of 10, showing room for improvement in implementing and promoting sustainability.

3. Opportunities

- **Innovative Event Formats:**
 - Expanding the 3x3 ice hockey format, reducing resource use and travel, with potential inclusion in the 2034 Olympics.
- **Regional Competitions:**
 - Shift towards regional competitions to reduce travel-related emissions.
 - Opportunity to implement more localized tournaments and reduce reliance on international travel.
- **Sustainability in Facilities:**
 - Potential to partner with cities for sustainable ice rink development using the published guidelines.
 - Expansion of CO2 freezing gas technology to arenas globally, reducing energy use and operational costs.
- **Social Integration:**
 - Programs to provide affordable hockey equipment for kids, making the sport more inclusive and democratic.
 - Creating opportunities for women to thrive in ice hockey through empowerment programs and increased representation
 - Enhancing accessibility in ice hockey to ensure a more inclusive and welcoming environment for all players
- **Income Diversification:**
 - Promoting women's hockey and junior hockey tournaments to attract new sponsors and marketing partners, reducing reliance on the World Championship for income.
 - Develop the Sustainable Cities and communities programme to strengthen links

4. Threats

- **Hesitation Toward Change:**
 - National federations' reluctance to alter event formats or reduce travel, posing a barrier to sustainability initiatives.
- **High Costs & Complexity:**
 - Sustainability measures (e.g., using sustainable ice rinks) are expensive and complex to implement, especially for smaller MNAs (Member National Associations).

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- Women's hockey, though growing, requires continued investment with limited immediate returns.
- **Environmental Impact of Facilities:**
 - Many ice rinks are outdated and lack sustainable energy solutions, and it's difficult for IIHF to enforce change without facility ownership.
- **Global Logistics:**
 - Logistical challenges of organizing 40 IIHF events per year, with significant emissions from travel and accommodation.
 - Potential backlash from stakeholders against reducing travel and introducing new event formats like 3x3.

Through the stakeholder engagement undertaken to define this strategy, the following areas were identified as posing particular risks, but also opportunities, for the IIHF:

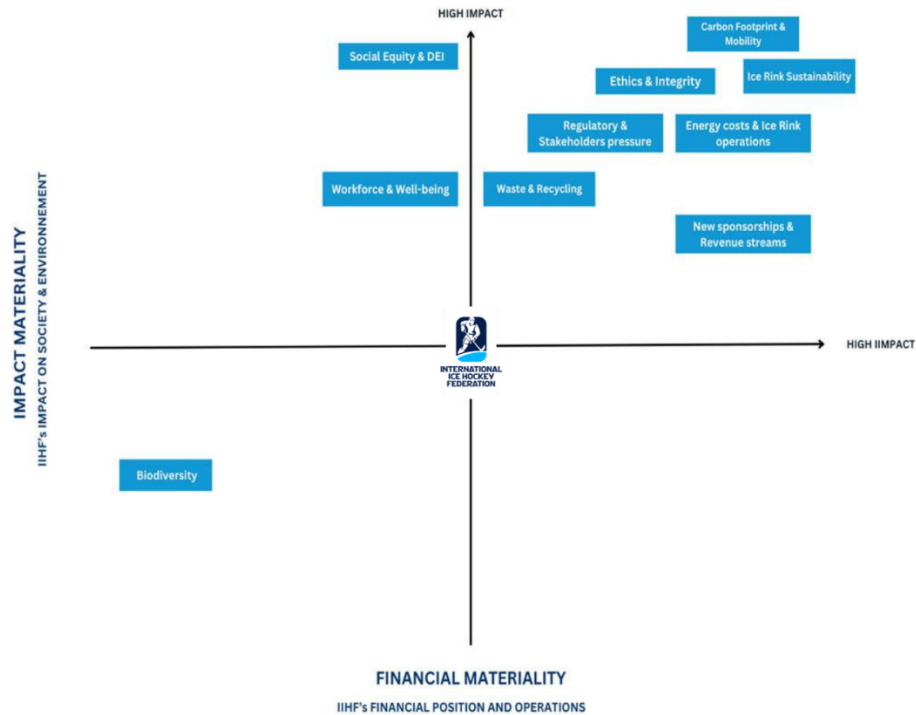
- Sustainability of ice rinks
- Sustainable events
- Youth engagement
- Climate change impacts on ice generally
- Carbon footprint of travel
- 3x3 ice hockey format

The IIHF is committed to addressing these challenges through sustainable event management, with a focus on reducing emissions, conserving resources, and engaging local communities. By implementing preventive and reactive measures, the IIHF will work to minimize the risks and negative impacts of its events, while seizing opportunities to promote inclusivity, gender equality, and sustainability in the sport, ensuring a responsible and innovative future for ice hockey.

In addition, ISO20121 may be used to guide IIHF Events on their sustainable journey, providing a framework for Sustainable Event Management.

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DOUBLE MATERIALITY MATRIX

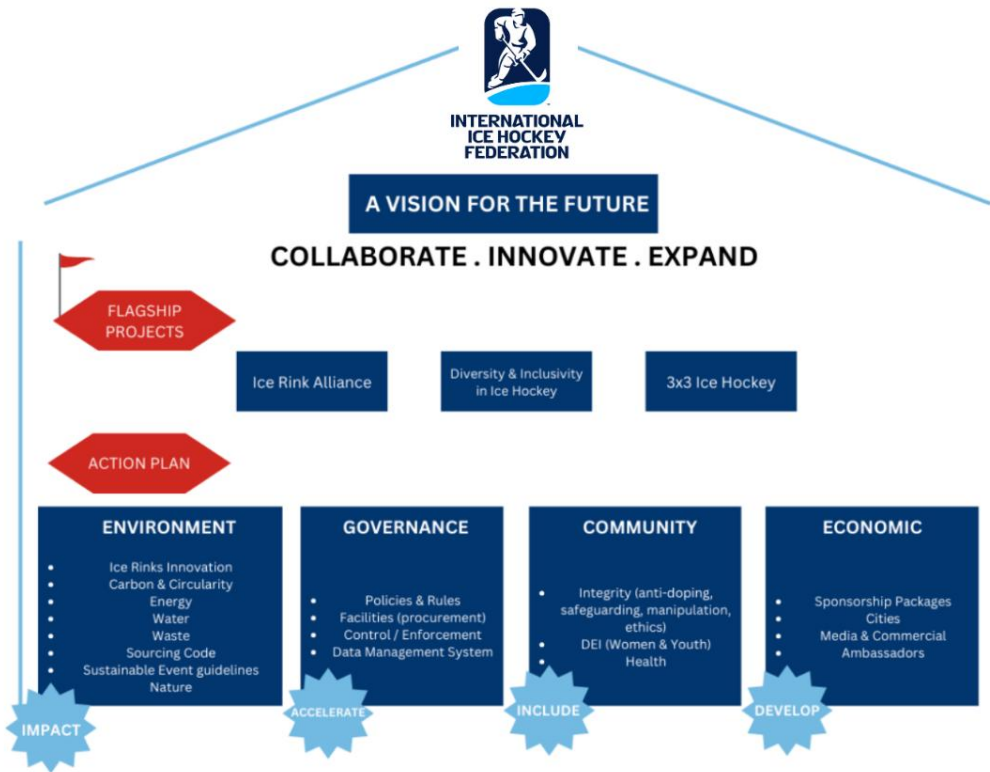


This double materiality analysis is a **theoretical assessment** designed to provide an external perspective on the IIHF’s sustainability impact and financial risks and opportunities. It serves as a strategic framework for key stakeholders to better understand the intersection of sustainability and ice hockey operations.

While this analysis highlights critical sustainability challenges and potential opportunities, it is intended as a conceptual tool rather than an operational audit. Future refinements and stakeholder engagement will be essential to enhance these findings.



IIHF SUSTAINABILITY VISION



IIHF SUSTAINABILITY AGENDA

IIHF SUSTAINABILITY STRATEGIC PRIORITY
FLAGSHIP PROJECTS

1. SUSTAINABLE ICE RINKS

Strategic Objectives	Topics	Targets	KPI (TBD)
<p>Ice Rinks : encourage regeneration, sustainable innovation and efficiency.</p>	<ul style="list-style-type: none"> ● Accessibility ● Air Pollution and subsequent health risks ● Community Engagement ● Energy use for heating and cooling ● Event Legacy ● Health, safety and security ● Economic Development ● Sustainable Building ● Waste ● Water ● Biodiversity 	<p>IIHF as an organisation:</p> <ul style="list-style-type: none"> ● Establish a collaborative Ice Rink Platform (The Sustainable Ice Rinks Alliance) with other ice sports, ice rink venues, event hosts and solutions providers to encourage scientific research and innovative good practices in the: <ol style="list-style-type: none"> a. Sustainable construction, management and long-term use of ice rink venues. b. Develop Sustainable Guidelines for Ice Rink owners and all Ice skating Events that include a sustainability reporting framework. <p>IIHF as an event organiser:</p> <ul style="list-style-type: none"> ● Prioritize local and regional sourcing for IIHF Events. ● Provide accessibility to IIHF events for persons with disabilities and limited mobility. <p>Potential Partnerships ISU - DEB - NHL,...</p>	



2. DIVERSITY & INCLUSION HUBS

In addition with the Integrity Hub already developed, IIHF will expand into the topics of Diversity & Inclusion to pursue the expansion of the game within Respect, Integrity and Passion.

In Year 1, IIHF will focus on making its best efforts to implement actions under this flagship project. Quantified targets and real figures will be introduced from Year 2 onward as the program develops and insights are gathered from the initial implementation phase.

Strategic Objectives	Topics	Targets	KPI
<ol style="list-style-type: none"> Foster Inclusive Participation Promote equal access to ice hockey across all genders, races, abilities, and socio-economic backgrounds. Drive Cultural Transformation Build a culture of respect, understanding, and celebration of diversity within the IIHF community. Enhance Global Representation Support the participation of underrepresented regions and communities in ice hockey. Improve Awareness and Accountability Implement robust frameworks to monitor and promote diversity and inclusion at all levels of the organization. 	<ol style="list-style-type: none"> Inclusive Policies: Develop and enforce anti-discrimination and inclusion policies. Youth Engagement: Create programs to engage children from underrepresented communities. Leadership Diversity: Increase representation of women and minority groups in leadership roles. Accessible Infrastructure: Advocate for adaptive sports facilities and accessible arenas. Education and Awareness: Conduct workshops on unconscious bias, cultural competence, and inclusion. Partnerships: Collaborate with NGOs, schools, and organizations specializing in diversity and inclusion. 	<ol style="list-style-type: none"> Player Diversity: Increase diversity in national and international teams Leadership: Achieve diversity (gender, ethnicity) in IIHF governing bodies. Participation Programs: Launch programs in underserved regions. Policy Implementation: Ensure compliance with anti-discrimination policies by all member associations. Fan Engagement: Develop inclusive marketing campaigns to increase engagement with diverse audience groups 	<ol style="list-style-type: none"> Policy Metrics <ul style="list-style-type: none"> Number of anti-discrimination and inclusion policies adopted by member associations. Percentage compliance rate with IIHF's diversity standards. Participation Metrics <ul style="list-style-type: none"> Increase in registration rates from underrepresented groups (gender, ethnicity, ability). Number of new community engagement programs launched. Leadership Metrics <ul style="list-style-type: none"> Representation percentages of diverse groups in executive committees and leadership positions. Awareness Metrics <ul style="list-style-type: none"> Number of workshops conducted and participants trained annually. Survey results indicating improved understanding of diversity topics among players and staff. Event Accessibility Metrics <ul style="list-style-type: none"> Number of arenas retrofitted to accommodate athletes and fans with disabilities. Feedback from inclusive events measured through post-event surveys. Fan Engagement Metrics <ul style="list-style-type: none"> Social media and marketing campaign reach and engagement rates among diverse demographic groups. Growth in attendance of diverse fans at ice hockey events.



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3. 3x3 ICE HOCKEY AS PILOTS FOR SUSTAINABLE INNOVATION

Aligned with ICE 2026 Objective: “Establish a new 3-on-3 discipline that provides competitive opportunities for developing ice hockey nations”

In Year 1, IIHF will focus on making its best efforts to implement actions under this flagship project. Quantified targets and real figures will be introduced from Year 2 onward as the program develops and insights are gathered from the initial implementation phase.

Strategic Objectives	Topics	Targets	KPI
<p>SHORT-TERM</p> <p>1. Promote Resource Efficiency Utilize the smaller 3x3 format to reduce the environmental impact of ice hockey games and events.</p> <p>2. Champion Climate Action Use 3x3 ice hockey as a platform to raise awareness about climate issues and showcase the IIHF’s commitment to sustainability.</p> <p>MID-TERM</p> <p>1. Foster Broad Accessibility Leverage the 3x3 format to engage diverse communities, including those in regions with limited access to traditional ice hockey infrastructure.</p> <p>2. Drive Technological Innovation Pilot cutting-edge sustainable technologies and practices in arenas, equipment, and event management.</p>	<p>SHORT-TERM</p> <p>1. Low-Impact Events: Develop guidelines for low-carbon 3x3 tournaments, including waste reduction and local sourcing.</p> <p>MID-TERM</p> <p>1. Sustainable Equipment: Test and promote eco-friendly player equipment and rink materials</p> <p>2. Energy-Efficient Arenas: Implement energy-saving measures in smaller rinks used for 3x3 games.</p> <p>LONG-TERM</p> <p>1. Community Accessibility: Expand participation by creating temporary rinks in urban areas or regions without traditional ice hockey infrastructure.</p> <p>2. Youth Engagement: Introduce 3x3 ice hockey as an accessible format for youth in developing hockey nations.</p> <p>3. Carbon Neutrality: Pilot carbon offset programs specific to 3x3 ice hockey events.</p>	<p>SHORT-TERM</p> <p>1. Awareness Campaigns: Launch a major campaign to educate fans and players about the sustainability innovations piloted in 3x3 games.</p> <p>MID-TERM</p> <p>1. Participation Growth: Expand 3x3 programs to new countries or regions, prioritizing underserved areas.</p> <p>2. Sustainable Innovation: Introduce new sustainable technologies (e.g., LED lighting, synthetic ice, recyclable gear) in 3x3 formats.</p> <p>LONG-TERM</p> <p>1. Infrastructure: Retrofit or build 20 energy-efficient 3x3 rinks</p> <p>2. Carbon Emission Reduction: Decrease greenhouse gas emissions from 3x3 events compared to full-scale tournaments</p>	<p>1. Environmental Metrics</p> <ul style="list-style-type: none"> Reduction in energy consumption per game at 3x3 venues. Percentage of waste diverted from landfills during 3x3 events. Number of carbon-neutral 3x3 tournaments hosted annually. <p>2. Innovation Metrics</p> <ul style="list-style-type: none"> Number of sustainable technologies successfully piloted and scaled. Feedback from players and teams on new eco-friendly equipment. <p>3. Participation Metrics</p> <ul style="list-style-type: none"> Increase in 3x3 participation rates in new regions. Growth in youth registrations for 3x3 programs globally. <p>4. Community Impact Metrics</p> <ul style="list-style-type: none"> Number of temporary rinks set up in urban or underserved areas. Attendance rates at community 3x3 games and events. <p>5. Awareness Metrics</p> <ul style="list-style-type: none"> Engagement rates with sustainability-focused campaigns (social media, surveys, and events). Percentage of surveyed fans and players reporting greater awareness of climate and sustainability issues.



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IIHF SUSTAINABILITY STRATEGIC PRIORITY
1: ENVIRONMENT



ENVIRONMENT TOPICS:

- Ice Rinks
- Carbon & Circularity
- Energy
- Water
- Waste
- Nature

Supporting Documents

- [Sourcing code](#)
- [Sustainable Event Guidelines](#)

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IIHF AS AN ORGANISATION

In Year 1, IIHF will focus on making its best efforts to implement concrete actions. Quantified targets and real figures will be introduced from Year 2 onward as the program develops and insights are gathered from the initial implementation phase.

Environmental Topics	Objective	Target	Action	KPI	Support/ Documentation
Ice Rinks	Improve the environmental impact of ice rinks worldwide.	Encourage affiliated rinks to adopt green certification	Develop and share a green ice rink certification program and best practices guide for member federations.	Percentage of rinks certified (%), energy/water usage reductions reported by certified rinks.	Green Rink Certification Program, best practices guide.
Carbon & Circularity	Reduce IIHF's carbon footprint and promote circularity.	Advance towards achieving carbon neutrality, in alignment with UNFCCC Sports for Climate Action	“Anticipate, Avoid,, Reduce, Offset, Mobilize.” Implement carbon tracking across operations, reduction plan, offset emissions. Develop circular resource strategies, prioritize local suppliers, and promote reuse of materials.	Annual carbon emissions reductions (%), circular materials adoption rate.	Carbon accounting reports, circularity strategy document.
Energy	Transition to renewable energy across IIHF facilities.	Increase the use of renewable energy	Partner with renewable energy providers to power IIHF facilities and promote energy efficiency upgrades.	Renewable energy usage rate (%), energy consumption per facility (kWh).	Renewable energy partnership agreements, energy audit reports.
Water	Optimize water use in IIHF operations and affiliated facilities.	Reduction in water usage	Implement water recycling systems in facilities and share water-saving guidelines with stakeholders.	Reduction in water usage (%), number of facilities with water recycling systems installed.	Water management toolkit, facility case studies.
Waste	Minimize waste generation and improve waste management at IIHF facilities	Improve waste management strategies to minimize landfill contributions	Implement comprehensive waste management strategies, enhance recycling programs, and promote reduction of single-use plastics.	Waste diversion rate (%), number of venues with advanced waste management systems.	Waste audits



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Environmental Topics	Objective	Target	Action	KPI	Support/ Documentation
Nature	Protect and restore natural ecosystems impacted by IIHF operations and facilities	Sign the Sports for Nature (S4N) Framework and commit to measurable nature-positive actions	Assess biodiversity impact of IIHF activities, integrate nature-positive measures in event planning, and support habitat restoration projects near IIHF venues	Hectares of natural habitat restored or protected through IIHF-supported initiatives, percentage of IIHF-affiliated venues adopting green infrastructure, number of biodiversity awareness initiatives conducted with stakeholders	S4N Framework commitments, biodiversity assessment reports (biodiversity compass), restoration project documentation

IIHF AS AN EVENT ORGANISER

In Year 1, IIHF will focus on making its best efforts to implement concrete actions. Quantified targets and real figures will be introduced from Year 2 onward as the program develops and insights are gathered from the initial implementation phase.

Environmental Topics	Objective	Target	Action	KPI	Support/ Documentation
Ice Rinks	Promote sustainable ice rink operations at events.	Encourage all event venues to adopt energy-efficient practices	Require event-hosting rinks to meet minimum energy efficiency and sustainability standards.	Percentage of compliant event venues (%), energy savings achieved (kWh).	Event venue agreements, energy efficiency guidelines.
Carbon & Circularity	Lower the carbon footprint of IIHF events.	Advance towards achieving carbon neutrality, in alignment with UNFCCC Sports for Climate Action	“Anticipate, Avoid,, Reduce, Offset, Mobilize.” Implement carbon tracking across operations, reduction plan, offset emissions. Develop circular resource strategies, prioritize local suppliers, and promote reuse of materials.	Carbon footprint per event (tCO ₂ e), percentage of reused or recycled materials.	Carbon offset program reports, circular economy event checklist.
Energy	Utilize renewable energy sources for event operations.	Increase the use of renewable energy at events.	Negotiate with venues and suppliers to use renewable energy for event power needs.	Renewable energy usage rate (%), total energy consumption per event (kWh).	Event energy plans, renewable supplier contracts.



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Water	Conserve water usage during events.	Strengthen water conservation efforts to reduce consumption at events.	Install water-saving equipment at venues and track water usage during events.	Water usage per event (m ³), number of venues with water-saving systems installed.	Event water usage reports, supplier agreements.
Waste	Reduce waste generation and increase recycling at IIHF events	Enhance waste management strategies to maximize diversion from landfills at event venues	Implement comprehensive waste management plans and collaborate with suppliers for sustainable packaging.	Waste diversion rate (%)	Event waste audits, supplier agreements, waste reduction guidelines.
Nature	Enhance biodiversity and minimize ecological impact at IIHF events.	Sign the Sports for Nature (S4N) Framework and implement biodiversity measures at event venues	Conduct biodiversity impact assessments at event venues, integrate nature-positive solutions (e.g., green spaces, pollinator-friendly landscaping), and support local ecosystem restoration projects	Number of event venues with biodiversity initiatives, hectares of habitat restored, percentage of events implementing nature-positive measures.	S4N Framework commitments, biodiversity impact assessments, event sustainability guidelines

SUPPORT/IMPLEMENTATION TOOLS

1. **Green Rink Certification Program:** A guide and certification program promoting energy, water, and waste efficiency in ice rink facilities.
2. **Carbon Accounting Reports:** Detailed reports tracking carbon emissions and reductions for operations and events.
3. **Circularity Strategy Document:** Guidelines for transitioning to circular economy practices in procurement and waste management.
4. **Biodiversity Action Plans:** Initiatives to restore and protect natural habitats in collaboration with conservation organizations.
5. **Event-Specific Guidelines:** Sustainability requirements for venues, suppliers, and organizers.



IIHF SUSTAINABILITY STRATEGIC PRIORITY 2: GOVERNANCE



GOVERNANCE TOPICS

- Policies & Rules
- Facilities (procurement)
- Control/Enforcement

Supporting Documents

- Bylaws
- Rulebook
- Data Management system
- Events Code

IIHF AS AN ORGANISATION

In Year 1, IIHF will focus on making its best efforts to implement concrete actions. Quantified targets and real figures will be introduced from Year 2 onward as the program develops and insights are gathered from the initial implementation phase.

Governance Topics	Objective	Target	Action	KPI	Support/ Documentation
Policies & Rules	Ensure transparency and consistency in governance	Review and update of policies and rules.	Conduct an annual review of bylaws and the rulebook to align with best practices and compliance needs.	Percentage of policies updated annually, number of compliance breaches reported and resolved.	IIHF Bylaws, updated Rulebook.
Facilities (Procurement)	Promote sustainable and ethical procurement practices	Assess suppliers against sustainability criteria	Develop and enforce a sustainable procurement policy for all facilities and operations.	Percentage of suppliers compliant with criteria, number of procurement audits conducted.	Procurement policy, supplier audit reports.
Control/ Enforcement	Strengthen enforcement of governance standards across the IIHF	Increase compliance with governance requirements among member federations	Implement stricter enforcement measures and provide training for federations on governance rules.	Compliance rate of member federations (%), number of training sessions delivered.	Governance audit reports, training materials.

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IIHF AS AN EVENT ORGANISER

In Year 1, IIHF will focus on making its best efforts to implement concrete actions. Quantified targets and real figures will be introduced from Year 2 onward as the program develops and insights are gathered from the initial implementation phase.

Governance Topics	Objective	Target	Action	KPI	Support/Documentation
Policies & Rules	Ensure adherence to governance standards during events	Ensure event compliance with IIHF's governance standards	Integrate policies into the Events Code and train organisers on IIHF's governance requirements.	Compliance rate per event (%), number of governance-related issues reported and resolved.	IIHF Events Code, organiser training guidelines.
Facilities (Procurement)	Adopt sustainable and cost-effective procurement for event facilities	Prioritize the use of sustainable materials and suppliers	Establish preferred supplier lists and guidelines for event infrastructure.	Percentage of sustainable materials used, number of contracts with preferred suppliers.	Event procurement guidelines, facility sustainability checklist.
Control/Enforcement	Monitor and enforce adherence to governance rules during events	Prevent major governance breaches during events	Deploy compliance officers and use real-time reporting tools to monitor events.	Number of governance breaches reported per event, time taken to resolve issues.	Event-specific governance reports, real-time monitoring tools.

SUPPORT/IMPLEMENTATION TOOLS

1. **Bylaws:** Foundational governance document outlining the roles, responsibilities, and operational framework of IIHF.
2. **Rulebook:** Comprehensive guide to the rules of play and governance standards
3. **Data Management System:** Centralised platform for tracking governance compliance, supplier data, and event monitoring.
4. **Events Code:** Governance manual for event organizers covering procurement, compliance, and enforcement standards.

IIHF SUSTAINABILITY STRATEGIC PRIORITY
3: SOCIAL/COMMUNITY



COMMUNITY TOPICS

- Integrity (anti-doping, safeguarding, manipulation, ethics)
- DEI (Women & Youth)
- Health

Support

- Integrity Hub
- HR Rules

IIHF AS AN ORGANISATION

In Year 1, IIHF will focus on making its best efforts to implement concrete actions. Quantified targets and real figures will be introduced from Year 2 onward as the program develops and insights are gathered from the initial implementation phase.

Community Topics	Objective	Target	Action	KPI	Support/ Documentation
Integrity (Anti-doping, Safeguarding, Competition Manipulation, Ethics, Reporting)	Ensure fair play and uphold ethical standards in hockey.	Strengthen compliance with anti-doping and safeguarding policies	Strengthen Integrity Hub services, deliver annual training for member federations.	Percentage of compliance audits passed, number of training sessions conducted, reported incidents resolved.	Integrity Hub resources, updated HR rules, training guides.
DEI (Diversity, Equity, Inclusion - Women & Youth)	Promote inclusivity and equal opportunities in hockey.	Increase women and youth participation	Pursue dedicated youth hockey programs and women's league development initiatives.	Growth in women/youth registrations (%), number of DEI programs implemented.	DEI action plan, registration reports.
Health	Promote mental and physical well-being for players and staff.	Provide mental health resources and support to IIHF members and National Federations, including grassroots levels	Collaborate with mental health experts to develop and implement mental health awareness campaigns, educational resources, and wellness programs	Number of participants in programs, engagement levels in awareness campaigns, feedback from workshops and initiatives, and the effectiveness of grassroots programs	Well-being program documentation, health workshops calendar.



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IIHF AS AN EVENT ORGANISER

In Year 1, IIHF will focus on making its best efforts to implement concrete actions. Quantified targets and real figures will be introduced from Year 2 onward as the program develops and insights are gathered from the initial implementation phase.

Community Topics	Objective	Target	Action	KPI	Support/ Documentation
Integrity (Anti-doping, Safeguarding, Manipulation, Ethics)	Maintain high integrity and fairness standards for events.	Conduct pre-event integrity workshops	Deploy Integrity Hub resources on-site and implement real-time monitoring for match manipulation.	Number of workshops conducted, reported incidents addressed during events.	Integrity Hub toolkit, pre-event ethical guidelines.
DEI (Diversity, Equity, Inclusion - Women & Youth)	Create inclusive environments at IIHF events.	Increase gender-balanced representation in event staff	Require event organisers to hire diverse teams and host DEI-focused community engagement activities.	Gender balance ratio in staffing (%), number of DEI community activities conducted per event.	Event DEI guidelines, diversity hiring reports.
Health	Foster a safe and supportive environment for players and spectators, prioritising mental well-being at events	Decrease major injury incidents reported during events.	Provide on-site medical teams, mental health support zones, and health awareness campaigns.	Number of health and injury incidents reported, availability of health support services at events.	Health safety protocols, post-event health assessments.

SUPPORT/IMPLEMENTATION TOOLS

- Integrity Hub:** Centralised platform for addressing issues related to anti-doping, ethics, safeguarding, and match manipulation. Includes training modules, reporting tools, and case management systems.
- HR Rules:** Updated policies for IIHF staff and event organizers, covering ethical conduct, inclusivity, and health requirements.
- DEI Action Plan:** Comprehensive guide to implementing diversity, equity, and inclusion programs across IIHF operations and events.
- Health Program Documentation:** Includes mental health resources, well-being guidelines, and event-specific health plans



----- IIHF SUSTAINABILITY AGENDA -----

IIHF SUSTAINABILITY STRATEGIC PRIORITY
4: ECONOMIC



ECONOMIC TOPICS

- Sponsorship packages
- Cities
- Media & commercial
- Ambassadors
- Merchandising

Support

- Website
- Media Value measurement
- Economic Impact

IIHF SUSTAINABILITY AGENDA
IIHF AS AN ORGANISATION

In Year 1, IIHF will focus on making its best efforts to implement concrete actions. Quantified targets and real figures will be introduced from Year 2 onward as the program develops and insights are gathered from the initial implementation phase.

Economic Topics	Objective	Target	Action	KPI	Support/ Documentation
Sponsorship Packages	Strengthen revenue through innovative sponsorship packages.	Attract new long-term sponsors	Design tiered sponsorship packages aligned with IIHF values and sustainability goals.	Number of sponsorships signed, revenue from sponsorship deals (€).	Sponsorship package guidelines, IIHF website sponsorship page.
Media & Commercial	Increase visibility and monetisation through media rights.	Increase media rights revenue	Optimise digital platforms, expand global broadcasting reach, and measure media value.	Audience engagement metrics, media value growth (%).	Media value measurement reports. IIHF website, media reports.
Campaign	Raise awareness on Ice Status, build credibility of IIHF on the sustainability topic	Engage all stakeholders	Launch an engagement campaign	Number of engagements & initiatives	IIHF website, economic impact analyses, media reports.

IIHF AS AN EVENT ORGANISER

In Year 1, IIHF will focus on making its best efforts to implement concrete actions. Quantified targets and real figures will be introduced from Year 2 onward as the program develops and insights are gathered from the initial implementation phase.

Economic Topics	Objective	Target	Action	KPI	Support/ Documentation
Sponsorship Packages / Merchandising	Optimise event sponsorship value for economic sustainability.	Increase revenue per event from sponsorships	Offer event-specific sponsorship activations with measurable returns on investment (ROI).	Revenue from event sponsorships (€), sponsor satisfaction rates (survey scores).	Sponsorship activation guides, event-specific ROI reports.
Cities	Enhance host city economic benefits through IIHF events.	Increase local economic impact per event	Collaborate with cities to assess pre- and post-event economic impacts.	Total economic contribution per event (€), local business participation numbers.	Economic impact studies, city agreements.
Media & Commercial	Maximise event media reach and economic return.	Measure annual growth in global event viewership.	Partner with broadcasters and digital platforms to increase global event coverage.	Global viewership numbers, revenue from event-related media rights (€).	Media rights agreements, viewership and audience analytics.

ANNEX 1 : SUSTAINABILITY REPORTING TEMPLATE



The IIHF encourages reporting to provide transparency on how the IIHF, its events and stakeholders contribute or aim to contribute to sustainable development. Reporting enables an organisation to publicly disclose its most significant social, economic and environmental impacts, how it manages them and its legacy. Reporting should aspire to achieve international best practice, where deemed not to conflict with applicable regulations. If an organisation subscribes to a reporting regulation, it should report in compliance with it. Reports are written with the intention that they will be read by internal and external stakeholders.

It is recommended that organisations and events should include in their Sustainability Reports:

1. **Introduction:** presentation of your organisational structure (staff, stakeholders etc.), the context of your organisation and how it sits within the landscape of your industry;
2. **Scope** of your organisation/event;
3. **Mission Statement/leadership** commitment;
4. Sustainability **policy** with objectives and targets;
5. Interested parties' **engagement** process;
6. **Material** Issues: main sustainability issues addressed (with objectives and targets), links with main international frameworks (e.g. UN SDGs);
7. **Impact:** an overview of the results reported by the organisation which should cover all material issues addressed by the organisation and the extent to which sustainability objectives and targets have been met and planned actions implemented.
8. **Measurement:** To ensure the credibility of the **event management system**, it is encouraged that the report includes at least the following results:
 - a. carbon emissions measurement, particularly as linked to transport, the main source of carbon emissions in the event industry;
 - b. amount of waste avoided, generated and recovered/recycled/reused;
 - c. the percentage of suppliers with sustainability criteria integrated;

----- IIHF SUSTAINABILITY AGENDA -----

- d. the number of sustainability related incidents (such as environmental justice, work related injuries, discrimination, forced labor, privacy breaches) and corrective actions taken.

This document was prepared by **bloomUp**
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