

Ready for the Future

World Sailing Strategy
2025-2029

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A dynamic photograph of two sailors on a sailboat, likely during a competition. The sailors are wearing white racing gear with 'FRA' (France) visible on their helmets and bibs. They are leaning out of the boat, pulling on ropes. A large, vibrant orange sail is partially visible on the right. The boat is cutting through the water, creating a large splash. The background shows a hazy coastline with mountains under a bright sky. A large teal circle is overlaid on the right side of the image, containing the title text.

World Sailing's Purpose

Inspire, empower and grow vibrant sailing communities around the world

Values

In delivering on the 2025-2029 strategy,
we will live up to our values of

Integrity

Ambition

Resilience

Resourcefulness



Foreword

Ready for the Future, our 2025-2029 Strategy, outlines our goals for the next five years of sailing.

Through a collaborative approach, our sailors, members, classes, and events will be at the forefront of the decision-making process, with the aim of making sailing more visible and more accessible than ever before. Our work will be driven by four priorities:

- Commercial and Events,
- Growth,
- Governance,
- and Impact.

Each priority addresses an area that will deliver long-term returns on our investment in the sport and put sailing in the position to capitalise on the increased visibility of World Sailing events, as well as deliver greater accessibility, inclusivity and opportunity.

This strategy has been developed in consultation with a working party made up of athletes, World Sailing Council members, World Sailing Board members, Class representatives and senior staff at World Sailing to ensure alignment and buy-in from key stakeholders. Each year, the Board and CEO will agree and document measurable goals for the 12 months ahead to ensure the strategy

remains relevant and that we remain accountable. This plan deliberately goes beyond an Olympic quadrennial and the World Sailing Election cycle to ensure continuity.

Moving forward together, World Sailing will enable growth, encourage innovation throughout the sport, and embrace technology whilst retaining our lead position on sustainability in sport.

We will operate in line with business principles to deliver for the sport, making sailing more commercially appealing, bringing in suitable partners and creating an environment for the sport to thrive. Central to this will be a shift in the way sailing is broadcast to make it more exciting to watch, easier to understand and easier to find.

We will continue to support our members and individual sailors by helping them get more out of the sport. We will reevaluate the way our events are run in order to promote greater competition, incentivise participation, and allow more talented sailors to represent their nation. We will work closely with Continental Associations to see where pathways can be created to allow more possibilities for sailors to grow.

The current President, Board, Council and Committees have worked in collaboration over the last quadrennial. That has resulted in one

team achieving financial and political stability. We now have the foundations to grow our sport and continued collaboration is paramount to our success over the next five years.

With a new governance model implemented, we will transform our decision-making processes, adopt best in class governance practices which are fair and transparent, promote integrity and incorporate our equality, diversity and inclusion targets, as well as prioritise athlete safety and fair competition.

Ready for the Future puts in place a framework

to support the growth of the sport, prioritise the development of sailing, provide more support for sailors at all levels, our members and events, and to facilitate a more collaborative approach in everything we do.

This is our new model to see sailing realise its potential, and together we can achieve this goal and share the excitement, variety and **spectacle** of the sport on and off the water. This is the challenge we have set ourselves, and one we are more than ready for.



David Graham
World Sailing Chief Executive Officer

Overview

Purpose

Inspire, empower and grow vibrant sailing communities around the world.

Mission

Develop sailing as a sport with integrity, sustainability and credibility at its heart, enabling global growth through innovation, backed by robust financial decisions to create lasting legacies for generations to come.

Priorities

1

Events and Commercial

Embracing digital technologies, we will enable delivery of world-class events which are exciting to watch, easy to understand and easy to find, underpinned by a commercial strategy which strengthens our investment in the sport.

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2

Growth

We will work with our National Federations, Classes and Continental Associations to provide more opportunities for more people to reach their potential through sailing.

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3

Governance

We will implement our newly-transformed governance model, enabling us to operate efficiently, transparently and collaboratively in the best interests of our members and our sport as a whole.

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4

Impact

We will generate measurable economic, environmental and social impact for our global sailing community.

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Events and Commercial: The Plan

Embracing digital technologies, we will enable delivery of world-class sailing events which are exciting to watch, easy to understand and easy to find, underpinned by a commercial strategy which strengthens our investment in the sport.

We will do this by:

- ▶ Delivering a new approach to broadcasting our events, transforming onscreen presentation to engage more people in a shared passion for sailing.
- ▶ Enabling delivery of a suite of inspiring sailing events which give sailors around the world a path to competing at the highest level.
- ▶ Securing diverse income streams which drive the growth and development of our sport through commercial partnerships and paid-for services.



Our Focus

Inspiring events which engage more people in a shared passion for sailing

- ▶ Enable delivery of a simplified, prioritised World Sailing events programme through to 2032.
- ▶ Work with major regattas to enable delivery of an annual World Cup series in line with the World Sailing Olympic Vision.
- ▶ Develop youth competition to create opportunities for more sailors to compete, balancing the optimum frequency of a potential regional competition and the Youth Sailing World Championships.
- ▶ Deliver the digital transformation of competition management and back-office management systems, including remote officiating and credible rankings for Fleet, Para and Match Racing.
- ▶ Work with broadcasters to develop a new approach to the onscreen presentation of our sport, delivering transformational change by LA 2028.
- ▶ Devise a plan to determine how best to support Special Events and Major Offshore and Oceanic Events.

Investment which supports the growth of the sport

- ▶ Secure new investment revenues with a strategic approach to recruiting a principal partner and suite of global partners.
- ▶ Explore opportunities to generate investment for the sport by working with our global sailing community to further develop the World Sailing events portfolio.
- ▶ Ensure revenue from regulating the sport meets the cost of our administration processes.
- ▶ Deliver better value for sailors globally with a personal membership product which digitally brings sailors together.



Growth: The Plan

We will work with our National Federations, Classes and Continental Associations to provide more opportunities for more people to reach their potential through sailing.

We will do this by:

- ▶ Establishing a stronger relationship with our National Federations and our Classes which is rooted in improved service and relevance.
- ▶ Increasing investment in development through regional hubs, enabling our community to create more opportunities for more people to reach their potential through sailing.
- ▶ Using digital platforms to enable global delivery of education and training.



Growth: Our Focus

Strengthening the connection between World Sailing and our community

- ▶ Build the insights, processes and resources needed to enable enhanced services for National Federations and our Classes.
- ▶ Mobilise our global sailing community to support World Sailing's growth objectives.

Enabling our community to develop the sport around the world

- ▶ Create training and education programmes to support our National Federations in sustaining grassroots development for sailors.
- ▶ Invest in the development of young sailors through regional hubs and collaborate with our Continental Associations to facilitate training for sailors, coaches and officials.
- ▶ Maximise the impact of Emerging Nations Program activities to increase participation at the Youth Sailing World Championships and World Sailing Championships.
- ▶ Drive the delivery of a Race Official training programme to develop and certify race officers.
- ▶ Explore development opportunities around the world in collaboration with the offshore and oceanic sailing community.
- ▶ Increase accessibility, inclusion and diversity through World Sailing's 'Steering the Course' and 'Para Inclusive Sailing' strategies.

Using digital platforms to enable global delivery of education and training

- ▶ Expand World Sailing services to our global sailing community through an online learning portal.
- ▶ Utilise the latest technology to expand the capabilities of our coaching and education processes.
- ▶ Explore opportunities to use eSailing platforms to provide coaching, education and training.

Governance: The Plan

We will implement our transformed governance model to enable us to operate efficiently, transparently, and with integrity in the best interests of our members.

We will do this by:

- ▶ Transforming our decision-making processes through a digital proposal platform.
- ▶ Adopting and maintaining best in class governance practices which are fair and transparent, promote integrity, incorporate our equality, diversity and inclusion targets, and prioritise athlete safety and fair competition.
- ▶ Strengthening the financial health of World Sailing and recruiting and retaining the people we need to grow the capabilities of our Federation.
- ▶ Implementing, monitoring and improving equipment rules and regulations which are guided by the principles of simplicity, safety, fairness, accessibility and sustainability.



Governance: Our Focus

Adopting and maintaining best in class governance practices

- ▶ Continue to implement World Sailing governance reforms, modernising our decision-making and promoting collaboration to deliver a better service for our global sailing community.
- ▶ Guarantee compliance with WADA regulations, fulfilling World Sailing's commitment to clean sport.
- ▶ Maintain our commitment to making sailing a safe sport for everyone by continuing to support World Sailing's safeguarding procedures through excellent case management, education and safeguarding at events.
- ▶ Preserve a level playing field by taking steps to prevent competition and equipment manipulation for all World Sailing events, including eSailing.
- ▶ Continue to enhance disciplinary processes, including effective procedures for the handling of complaints and whistleblowing, which are fundamental for good governance, culture and risk management.

Strengthening the financial health of World Sailing

- ▶ Implement a robust treasury management system to support the long-term stability of the federation.
- ▶ Maintain strong financial controls to safeguard World Sailing's assets.
- ▶ Maintain sufficient reserves to ensure the longer-term health of World Sailing.
- ▶ Adopt best in class employment practices to recruit and retain the best talent to support World Sailing's objectives.

Equipment rules and regulations guided by the principles of simplicity, safety, fairness, accessibility and sustainability

- ▶ Maintain the integrity of the sport by upholding 'one design' quality control policies, modernise best practice and transfer knowledge to race officials, developing and maintaining reference designs, and addressing the cost of Olympic equipment.
- ▶ Promote safety awareness and best practices.
- ▶ Make production of Olympic equipment accessible to qualified manufacturers.
- ▶ Modernise, streamline and tailor administration services for all World Sailing classes

Impact: The Plan

We will generate measurable economic, environmental and social impact for our global sailing community.

We will do this by:

- ▶ Providing leadership for the global sailing community by striving for the positive, long-term economic, environmental, and social impact of our sport.
- ▶ Generating insights which demonstrate the economic, environmental and social impact of our sport.
- ▶ Enabling our global sailing community to deliver greater economic, environmental and social impact through innovation and creativity.



Impact: Our Focus

Providing leadership for the global sailing community

- ▶ Continue to implement the recommendations of Agenda 2030, while also conducting a revision to ensure the targets remain relevant for our Federation.
- ▶ Set standards to reduce the environmental impact of World Sailing's Olympic classes.
- ▶ Accelerate the use of low carbon technologies, particularly in relation to support vessels, equipment and officiating.
- ▶ Ensure the Federation meets the commitments it has made to improve gender equity, provide more opportunities for people with disabilities to participate and grow the number of sailors from underrepresented nations.
- ▶ Ensure eSailing meets the standards we ask of the rest of our sport with regards to environmental impact and diversity.

Generating insights which demonstrate the positive impact of our sport

- ▶ Introduce a standardised approach to measuring economic, environmental and social impact at all World Sailing events.
- ▶ Collaborate with National Federations and Classes to generate the economic, environmental and social insights needed for a robust global picture of the sport.
- ▶ Establish measurements for all Olympic classes which drive more sustainable practices.
- ▶ Understand the enablers of, and barriers to, participation with the aim of improving diversity at every level, including athletes, event officials, elected representatives and the executive.
- ▶ Further map and understand ways in which World Sailing can reduce its carbon impact.

Enabling our global sailing community to deliver greater impact

- ▶ Create a knowledge hub to enable our global sailing community to take innovative action to improve the economic, environmental and social impact of our sport.
- ▶ Provide training and education opportunities to upskill our global sailing community, enabling the greater innovation and creativity needed to improve the economic, environmental and social impact of our sport.
- ▶ Report on the economic, environmental and social impact of World Sailing projects.
- ▶ Seek new investment to provide opportunities for our global sailing community to take practical steps to improve the environmental value of our sport.



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