

Communication No. 2767

ISU Bodies Election Process Procedural Rules

(Established by the ISU Elections Committee and distributed direct to ISU Members by the ISU Office on January 9, 2026)

The elections for the ISU Office Holders will take place during the ISU Congress in Tenerife, Spain, on June 12, 2026.

Attached to this Communication 2767 are the Procedural Rules for the 2026 Elections, which include:

- The procedures for the nomination of candidates;
- The official Nominations Form (Annex 1);
- Role descriptions and qualifications for all elected ISU Bodies and positions (Annex 2); and
- Campaigning Rules and Guidelines, including practical guidance for candidates and current Office Holders (Annex 3 and Appendices).

Key Deadlines

- 12 March 2026: Deadline for submission of nominations.
- 12 April 2026: Communication of eligibility decisions to nominating ISU Members.
- 12 May 2026: Publication of the official list of eligible candidates.

All nominations must be submitted using the official Nominations Form. The completed form together with all required supporting documentation (Curriculum Vitae, Statement of Motivation and recent photograph) must be submitted as a single PDF file to the ISU Elections Committee via elections@isu.org.

ISU Members are invited to review the attached Procedural Rules carefully and to ensure strict compliance with the applicable requirements. For any questions relating to the nomination process or election procedures, ISU Members may contact the ISU Elections Committee at elections@isu.org.

February 24, 2026

Colin Smith, Director General

Laura Raitio, Chair of ISU Elections Committee

ISU Body Elected Positions – Procedural Rules (2026 Elections)

1. Purpose

This document sets out the procedures for the nomination of candidates, campaigning, and voting in elections for the following ISU Office Holder positions:

- President and Vice-Presidents;
- Council Members;
- Committee Chairpersons and Members; and
- Members of the Disciplinary Commission and Skating Integrity Unit Board;

in each case, at the ISU Congress 2026, in accordance with the ISU Constitution 2025, ISU Regulations and the ISU Electoral Code.

2. Candidate Nomination

2.1. Nomination of Candidates

- a. Candidates must be formally nominated either by an ISU Member or by the ISU Council, in line with the ISU Constitution 2025 and ISU Regulations.
- b. Each nomination must be submitted no later than midnight Central European Time on March 12th 2026.
- c. Nominations must be presented using the official Nominations Form prepared by the ISU Office and Elections Committee as set out in Annex 1.

2.2. Documentation Required

The nominating ISU Member or ISU Council shall submit the following to the ISU Office:

- a. Official Candidature Form signed by the candidate and the nominating authority:
 - o ISU Member nominations: signed by the Member's President and Secretary General; and
 - o ISU Council nominations: signed by the ISU President
- b. Curriculum Vitae (max. 1 page) and recent photograph; and

- c. Statement of Motivation (max. 300 words) from the candidate outlining their visions and objectives for the position.

2.3. Review of Candidature Packages

- a. Within two (2) business days of receipt, the ISU Office, as authorized by the Elections Committee, will review the package for completeness;
- b. If incomplete, the nominating Member or Council will be informed and will have seven (7) days to correct the identified deficiencies; and
- c. If deficiencies remain unresolved, the candidature will be considered withdrawn.

3. Candidate Eligibility & Integrity Check

- a. Eligibility criteria are defined by the ISU Constitution 2025, ISU Code of Ethics, and ISU Electoral Code as well as Terms of Reference of the respective body.
- b. The Elections Committee will conduct an eligibility and integrity check.
- c. Decisions on eligibility and integrity will be communicated to nominating Members on or before 12 April 2026.
- d. The official list of candidates will be published as an ISU Communication and on the ISU website on or before 12 May 2026.

4. Role Descriptions of Positions

The Elections Committee, assisted by the ISU Office, has provided descriptions of functions for each ISU Body and job descriptions for elected ISU positions, including relevant knowledge and experience, in accordance with Article 6.1(l)–(m) of the ISU Electoral Code. For clarity and transparency, the descriptions are included as Annex 2 to this document

5. Campaigning Rules and Guidelines

- a. Candidates are required to comply with the ISU Constitution 2025, ISU Electoral Code and ISU Code of Ethics when campaigning for a position. A summary of such requirements has been prepared by the Elections Committee and is attached as Annex 3 to these Procedural Rules.

- b. Any breach of the ISU Code of Ethics or campaigning rules or obligations by candidates, Members, or ISU Officials set forth in the Electoral Code shall be reported as soon as practicable to the Elections Committee. The Elections Committee will review the information reported and determine the appropriate action in accordance with the ISU Regulations.

6. Voting Procedure

6.1. Oversight

- a. The Elections Committee organizes and supervises the voting process for all elections at the electoral Congress.
- b. The voting procedure will follow the Standing Orders of the Congress.

6.2. Verification

- a. The Elections Committee verifies voter identity and prepares the official list of voters.
- b. Voting is conducted securely and transparently with an external provider.

6.3. Appeals

- a. Decisions of the Elections Committee regarding candidate eligibility may be appealed to the Congress.
- b. An appeal regarding a candidate's eligibility must be submitted within 14 days of receipt of the notification that a candidate has been determined by the Elections Committee to be ineligible for election to the ISU position for which the candidate was nominated.
- c. Congress decisions on appeals regarding candidates' eligibility are final.

7. Announcement of Results

- a. Election results are certified by the Elections Committee and communicated to the ISU Congress.
- b. Following the conclusion of the electoral Congress, an official ISU Communication will be issued listing the elected ISU Office Holders and their positions. Election results will also be published on the ISU website.

8. Record Keeping

The ISU Office will securely store election records, including candidate documentation, voting data, and verification reports, for a minimum of four (4) years.

9. Implementation & Oversight

- a. The Elections Committee, supported by the ISU Office, oversees the elections process.
- b. Campaigning and disputes are regulated under the ISU Electoral Code and any additional guidelines issued by the Elections Committee and communicated via the usual channels.
- c. Any disputes are resolved in accordance with the ISU Constitution 2025 and ISU Regulations.

Annex 1

Nominations Form

Section 1 – Nominating ISU Member Details

Nomination Type (select one):

- ISU Member Nomination (signed by Member President & Secretary General)
- ISU Council Nomination (signed by ISU President)

ISU Member Name (if applicable): _____

Contact Person (Name & Role): _____

Email: _____

Phone: _____

Position Nominated For (select one or more):

- President
- Vice-President - Figure Skating
- Vice-President - Speed Skating
- Council Member – Figure Skating
- Council Member – Speed Skating

Committee Chairpersons

- Technical Committee – Single and Pair Figure Skating Chairperson
- Technical Committee – Ice Dance Figure Skating Chairperson
- Technical Committee – Synchronized Figure Skating Chairperson
- Technical Committee – Speed Skating Chairperson
- Technical Committee – Short Track Chairperson
- Disciplinary Commission Chairperson
- Skating Integrity Unit Board Chairperson

Committee Members

- Technical Committee – Single and Pair Figure Skating Member
- Technical Committee – Ice Dance Figure Skating Member
- Technical Committee – Synchronized Figure Skating Member
- Technical Committee – Speed Skating Member
- Technical Committee – Short Track Member
- Elections Committee Member
- Disciplinary Commission Member
- Skating Integrity Unit Board Member
- Audit, Risk & Investment Committee Member

Section 2 – Candidate Information

- Full Legal Name: _____
- Date of Birth (DD/MM/YYYY): _____
- Nationality: _____
- Email: _____

Section 3 – Eligibility Confirmation

(To be completed by nominating authority – check all that apply)

Candidate

- Meets eligibility criteria under ISU Constitution, Regulations, and Code of Ethics
- Has submitted Curriculum Vitae (CV)
- Has submitted Motivation Letter outlining visions and objectives for the position

Section 4 – Required Attachments

- Curriculum Vitae (max 1 page)
- Statement of Motivation (max 300 words)
- Recent Photograph

Section 5 – Declarations and Signatures

ISU Member Declaration

The ISU Member hereby nominates the above candidate and confirms compliance with ISU Constitution, Regulations, and Electoral Code.

- Name of ISU Member President/Secretary General/ISU President: _____
- Title: _____
- Signature: _____
- Date: _____
- Place: _____

Candidate Consent

I, the undersigned candidate, am not under sanction and have no complaint or investigation pending (Anti-Doping, Ethics, Safe Sport or safeguarding, disciplinary offence) against me. I consent to this nomination and agree to serve in accordance with ISU Constitution, Regulations, Electoral Code, and ISU Code of Ethics.

- Name: _____
- Signature: _____

- Date: _____
- Place: _____

Section 6 – Submission Instructions

- Submit as a single PDF package containing this form and all attachments.
- Send to Elections Committee via **elections@isu.org**.
- Deadline: March 12, 2026

Annex 2

ISU Body Elected Positions Role Descriptions

1. Council, President, Vice-Presidents and Members of the Council

Council - Powers of the Council as per ISU Constitution 2025

- Defines the ISU's mission, strategic direction, and values,
- Has the authority to implement and to enforce the decisions passed by the Congress,
- Is responsible for ensuring that the ISU has an adequate Internal Control System and for overseeing an adequate risk management system,
- Appoints the Director General on the proposal of the President and may dismiss the Director General,
- Delegates the execution and management of operational matters to the to the ISU Office through the Director General and to specific Committees or working groups as deemed necessary,
- Supervises the Director General (through the ISU President) and the Director General supervises the remaining ISU Office staff team,
- Allots the locations and schedules the dates of ISU events,
- Approves for submission to Congress the proposed budget and audited financials,
- Sets up specific Committees or working groups as deemed necessary, and
- Adopts and amends the ISU Regulations in general, in compliance with the Constitution.

ISU President - Role and Responsibilities as per ISU Constitution 2025

- Is the highest representative of the ISU,
- Is the official spokesperson for the ISU
- Chairs Congress and Council meetings,
- Maintains and develops good relations with ISU Members, political bodies and international organizations,
- Ensures that ISU's mission, strategic direction, policies and values, as defined by the Council, are protected and implemented, and
- As a member of the Council shall always act in the best interest of the ISU and the ISU Sports. Their actions and decisions must adhere to the Constitution, the ISU Code of Ethics and all other ISU Regulations governing the actions, ensuring the integrity, transparency, and promotion of the ISU's objectives.

ISU President – Qualifications

- **Required:**

- Strong strategic leadership skills,
- Strong people-leadership skills, including the ability to lead and support the Council and to supervise the Director General,
- High integrity and independence,
- In-depth understanding of good governance practices, ISU Constitution and ISU Regulations,
- Proven oversight capability concerning risks, controls and regulations,
- Excellent decision-making, judgement, co-operation skills,
- Excellent communication skills both internally & externally and ability to work as spokesperson of the ISU,
- Global sports diplomacy skills, and
- Time commitment: the role requires daily activities during the competition season. The ISU President will attend ISU Events as appropriate, as well as attend approximately three in-person Council meetings and a number of videoconference Council meetings each season, and diligently prepare for each Council meeting. The ISU President will also attend ISU Congress, branch meetings, technical committee and other meetings as required.

- **Preferred:**

- International sport organization leadership experience,
- Experience chairing Boards or Councils,
- Strong stakeholder management, i.e. Members, IOC, WADA, partners,
- Understanding of financial oversight & budget processes, and
- Familiarity with multiple skating disciplines.

ISU Vice-Presidents – Role and Responsibilities as per ISU Constitution 2025

- As a member of the Council shall always act in the best interest of the ISU and the ISU Sports. Their actions and decisions must adhere to the Constitution, the ISU Code of Ethics and all other ISU Regulations governing the actions, ensuring the integrity, transparency, and promotion of the ISU's objectives.
- If the President is prevented from performing their official function, the First Vice-President shall assume the powers and responsibilities of the President until the next Congress.

ISU Vice-Presidents – Qualifications

- **Required:**

- Strong governance and strategic capability: ability to provide leadership within the ISU Council with discipline specific depth, contributing to policy development, strategic planning, and decision-making processes,
- Deep discipline-specific knowledge, good risk-awareness and internal control understanding,
- Sound regulatory and rule-system understanding,
- Clear communication and coordination ability: collaboration with Technical Committees to ensure fairness and compliance with ISU Regulations,
- Ability to liaise with Member federations and stakeholders to support communication, development, and promotion of the sport,
- Ability to support the organization of ISU Events, development programs, and education initiatives,
- High integrity, impartiality and professionalism: Proven track record in helping to resolve conflicts while upholding integrity and ethical standards,
- Ability to support and deputize for the President, and
- Time commitment: the role requires weekly and sometimes daily activities during the season. The ISU Vice-President will attend ISU Events at the request of the President and as appropriate, as well as attend approximately three in-person Council meetings and a number of videoconference Council meetings each season, and diligently prepare for each Council meeting. The ISU Vice-President will also attend ISU Congress, branch meetings, technical committee and other meetings as required.

- **Preferred:**

- Leadership in technical or sporting roles,
- Experience with international competitions & event allocations,
- Experience with rule-making, regulation updates or working groups, and
- Cross-disciplinary awareness within ISU Sports.

ISU Council Member – Role and Responsibility as per Constitution 2025

- As a member of the Council shall always act in the best interest of the ISU and the ISU Sports. Their actions and decisions must adhere to the Constitution, the ISU Code of Ethics and all other ISU Regulations governing the actions, ensuring the integrity, transparency, and promotion of the ISU's objectives.

ISU Council Member – Qualifications

- **Required:**

- Solid understanding of governance and of ISU Regulations and decision processes,
- Strategic thinking skills and policy awareness, and thus ability to actively contribute within the ISU Council for the ISU disciplines, contributing to policy development, strategic planning, and decision-making processes,
- Integrity, independence and understanding the collective responsibility of the Council,
- Experience on financial matters, risk management and control systems of various organizations,
- Ability to collaborate with in an international team and challenge and debate in a constructive manner,
- Ability to represent the ISU when attending a Skating Event of a Branch, and
- Time commitment: the role requires monthly and sometimes weekly activities during the season. The Council member will attend ISU Events at the request of the President and as appropriate, as well as attend approximately three in-person Council meetings and a number of videoconference Council meetings each season, and diligently prepare for each Council meeting. The Council member will also attend ISU Congress, branch meetings, technical committee and other meetings as required.

- **Preferred:**

- Experience in national or international sport governance,
- Cultural and international fluency,
- Awareness of ethics, safeguarding or integrity matters, and
- Experience with board-level decision-making.

2. Technical Committees, Chairperson, Members of the Committees

The role and responsibility of ISU Technical Committees as per Constitution 2025 and as issued by the Council

- A Technical Committee is the primary Body responsible for the review, monitoring, and advice on the technical aspects of the ISU Sports such as the Sports rules and related documents.
- A Technical Committee:
 - Oversees and develops the technical rules for the ISU Sport in question, clarifies interpretations, proposes rule changes and technical requirements, and prepares technical documentation, handbooks, and communications,

- May propose to the Council amendments to relevant elements of the ISU Regulations,
- Manages exams, recertification tests, seminars, and educational materials, and conducts assessments using OAC reports, and
- Prepares presentations, moderates seminars and meetings, and supervises technical panel work at ISU Championships.
- There are the following Technical Committees (TCs):
 - Single and Pair Skating TC
 - Ice Dance TC
 - Synchronized Skating TC
 - Speed Skating TC
 - Short Track TC
- **The Chair of a Technical Committee** liaises with the Director General and/or those the Director General delegates, which oversees planning, budgeting and reporting. In addition, the Chair is responsible for communication with other ISU bodies, and presents technical proposals to the Council and Congress.
- When appointed, a member of a Committee will act as ISU Technical Committee representative at ISU Events in accordance with ISU Regulations.

ISU Technical Committee Chairperson, Members – Qualifications

- **Required:**
 - Expertise and in-depth knowledge of the ISU Sport and Sport rules & related documents of the Technical Committee in question,
 - Deep rule-knowledge and interpretation skills,
 - Clear analytical and instructional abilities in order to carry out exams, assessments, and seminars,
 - High integrity, fairness and independence,
 - Effective communication & collaboration with Officials, panels and ISU Bodies,
 - Solid organizational and documentation skills to create handbooks, communications and proposals,
 - **For Chairperson of the Committee:** Strong leadership and coordination skills, strategic planning and budgeting ability and effective stakeholder liaison skills, and
 - Time commitment: the role requires weekly and sometimes daily activities during the season. The Chairperson and members of a Technical Committee will attend and diligently prepare for at least one in-person meeting per season and videoconference meetings as necessary. There might be ISU seminars where the Committee members must be present.

Members are to diligently prepare for each Committee meeting. The Committee member will also attend ISU Events, ISU Congress, branch meetings, and other meetings as required.

- **Preferred:**
 - International officiating or technical-panel experience,
 - Background in rule development or Sport technical leadership,
 - Experience in delivering training, seminars or educational programs,
 - Familiarity with data-driven assessments (incl. OAC reports or equivalent),
 - Event operational experience at major competitions, and
 - Ability to work across cultures and complex stakeholder groups.

3. ISU Skating Integrity Unit Board, Chairperson, Members of the Board

The mandate of ISU Skating Integrity Unit Board as per Constitution 2025 is

- To maintain confidence in the integrity of ISU Sports, and the ISU's commitment to take all the reasonable steps necessary to protect that integrity, and as part of the effort, and
- To ensure the ISU is always in full compliance with its obligations as a signatory to the World Anti-Doping Code, with the IOC Code of Ethics and with its other governance and ethical compliance obligations set out in Constitution and ISU Regulations.

In this work, as described by the Constitution 2025, the Integrity Unit (IU)

- Educates all persons elected and appointed to various ISU roles, Members, Athletes and their Support Personnel and others who are bound to the ISU Code of Ethics and relevant ISU Regulations, and monitors their compliance with those obligations,
- Requests the Council to make amendments to the ISU Code of Ethics and other relevant ISU Regulations, and monitors the ISU's compliance with its obligations as a Signatory to the various regulations as per its mandate,
- Investigates potential violations of the ISU Code of Ethics and other relevant ISU Regulations,
- Prosecutes alleged violations of the ISU Code of Ethics and other relevant ISU Regulations before the Disciplinary Commission or any other body holding jurisdiction,
- Pursues or defends appeals to the CAS from decisions of the Disciplinary Commission or any other body holding jurisdiction,
- Obtains relevant intelligence and information from and shares relevant intelligence and information with other relevant authorities,

- Operates as a unit within ISU and is operationally independent, and
- Reports to ISU Congress on its activities and will report to the Council annually or upon request.

In addition, the IU

- Appoints and manages the Head of the Skating Integrity Unit, providing regular feedback to the ISU Director General,
- Oversees the ISU Office in educating activities, and
- Within budgetary constraints set by the ISU, sets strategic plans and policies, oversees integrity programs, appoints IU staff and manages risks.

ISU IU Board Members – Qualifications

- **Required:**
 - Strong ethics and integrity expertise,
 - Robust understanding of anti-doping and compliance frameworks,
 - Experience in investigations, enforcement or regulatory oversight,
 - Sound legal and analytical judgement,
 - High independence, impartiality & confidentiality,
 - Strategic governance skills – policies, risk oversight and integrity programs,
 - Clear, authoritative communication, and
 - Time commitment: The IU Board will meet primarily by videoconference at least three times a year. In addition, the Board members are required to advise the Head of the Skating Integrity Unity on specific investigations and will need to decide whether a case should be prosecuted, providing a written decision. The role requires time as per the requirements per cases that possibly might emerge and also for the overseeing and monitoring tasks.
- **Preferred:**
 - International experience in sport governance, compliance or investigations,
 - Familiarity with WADA, IOC ethics standards, CAS processes,
 - Background in safeguarding, whistleblowing or intelligence gathering,
 - Experience leading or overseeing multidisciplinary teams,
 - Understanding of cultural and geopolitical context in global sport, and
 - Experience in board-level strategic planning and oversight.

4. ISU Disciplinary Commission, Members

ISU Disciplinary Commission role and authority as per the Constitution 2025

- Is the judicial body of ISU and serves as the body responsible for the adjudication of all disciplinary and integrity matters with the ISU,
- Ensures the enforcement of the ISU Code of Ethics, and Anti-Doping Regulations unless referred to another body, any related documents, and any other ISU Ethical and disciplinary matter.
- Is empowered to, where applicable, investigate, hear, and adjudicate any breaches thereof in accordance with the ISU Disciplinary Procedures, and
- Operates independently and impartially to uphold the integrity and ethical standards of the ISU and ISU Sports.

ISU Disciplinary Commission Chairperson, Members – Qualifications

- **Required:**
 - Strong legal and regulatory expertise and thus ability to review and decide on disciplinary cases brought by the ISU involving alleged violations of the ISU Statutes, Code of Ethics, and other ISU Regulations,
 - Proven integrity and impartiality,
 - Sound judgement and ethical reasoning and thus ability to analyze complex confidential evidence, apply legal methods and principles, conduct written procedures and, when required, organize virtual hearings, including questioning witnesses and ordering production of evidence. Additionally the ability to conduct in-person hearings, should they be judged necessary,
 - Experience in disciplinary or judicial processes and thus ability to draft legal opinions, decisions, procedural orders, and reports for Congress, ability to ensure compliance with the Disciplinary Commission Rules of Procedure,
 - Clear, precise and confidential communication,
 - Co-operation skills and ability to liaise with various Parties, Counsel, the ISU Office, and other ISU bodies,
 - **The Chair-role** requires leadership skills as the Chair leads the work of the Disciplinary Commission, and manages all the incoming submissions, convenes panels, coordinates logistics, ensures impartiality and procedural fairness, and promotes a collaborative, competent legal team, and
 - Time commitment: The Disciplinary Commission will meet primarily by videoconference on a needs-basis. The time requirement will depend on the amount of cases to be handled.

- **Preferred:**

- International legal or sports-governance experience,
- Background in ethics, compliance or integrity systems,
- Experience in arbitration, investigations or hearings, and
- Knowledge of anti-doping frameworks.

5. ISU Audit, Risk and Investment Committee, Members

ISU Audit, Risk and Investment Committee role as per the Constitution 2025 and as issued by the Council

- Is to safeguard the ISU's financial integrity by overseeing audit processes, financial reporting, external auditor independence, and to review internal and external audit findings while recommending approval of annual financial statements to Congress,
- Is to monitor the ISU's risk management framework, internal controls, regulatory compliance, risk register, exposure to exchange and financial risks, and to review significant findings from the Skating Integrity Unit,
- Is to oversee the ISU's investment policies and strategy, to review performance, asset allocation, compliance with investment guidelines, and to meet regularly with the Outsourced Chief Investment Officer to ensure long-term sustainability and ethical alignment, and
- Is to review budgets and projections, to report findings and recommendations to the Council, to advice on financial governance and transparency, and has authority to access ISU information, request external advisors, and refer matters to the Skating Integrity Unit.

ISU Audit, Risk and Investment Committee Members – Qualifications

- **Required:**

- Strong financial and audit literacy,
- Robust risk management understanding,
- Investment governance know-how,
- Analytical judgement,
- High integrity and independence,
- Clear communication,
- The Chair-role requires leadership skills as the Chair leads the work of the Committee, and manages all the incoming submissions, convenes panels, coordinates logistics, ensures impartiality and procedural fairness, and promotes a collaborative, competent legal team, and
- Time commitment: The Committee will meet by videoconference on at least three occasions per year. The Committee Chair will attend, virtually or in-

person, at least one ISU Council meeting per annum and will present a report to ISU Congress.

- **Preferred:**
 - International experience – working across countries, cultures or global sports governance,
 - Familiarity with non-profit or sport-federation governance,
 - Experience in oversight committees (audit, risk, finance, investment), and
 - Knowledge of ethics and compliance.

6. ISU Athletes Committee, Members

ISU Athletes Committee role as stated in Athletes Committee Terms of Reference

- Represents the interests and rights of the athletes, providing them with a voice in ISU's decision-making process,
- Engages with fellow athletes to represent their views and provide a voice on any aspect of the ISU Sports and activities,
- Assists in providing information to athletes regarding relevant events and development that are directly related to the ISU Sports and their activities,
- Should seek and welcome input from athletes and especially during meetings held on the occasion of ISU Events and special Forums organized by the Committee dedicated to this purpose, and
- The Committee Chairperson shall serve as the Athletes Committee member on the Council and report to the Council.

ISU Athletes Committee Members – Qualifications

- **Required:**
 - Is eligible as defined in the ISU Regulations,
 - Has competed in at least one (senior) ISU Event of the respective discipline within the previous eight (8) seasons before the season of the election,
 - Is not under sanction for any violation of the World Anti-Doping Code, ISU Anti-Doping Regulations, ISU Code of Ethics, IOC Code of Ethics, other disciplinary offence, Safe Sport offence, and/or other ethical offence,
 - On the 1st January of the season of the election, must be at least eighteen (18) years of age,
 - Must be proficient in English, and
 - Time commitment: The Committee will meet virtually on at least three occasions per season. Committee members will attend ISU events as coordinated with the ISU Office in order to exchange with athletes.
- **Preferred:**
 - Willingness to dedicate time and be accessible to athletes, and

- o Interest in integrity, welfare and safe sport topics.

None of these roles constitutes employment positions and, according to Swiss Association fiscal guidelines, any indemnities paid are disclosed to the Swiss authorities. ISU currently pays a combination of fixed annual indemnities and daily allowances. Indemnities are fixed by the ISU Council on an annual basis (by season) based on recommendations from the Remuneration Committee. Payments can only be paid to the individuals serving, to bank accounts in their country of residence.

An Office Holder may forego their indemnity, either for their whole mandate, or annually (July-June) by notifying the ISU Office in writing.

Annex 3

Campaigning Rules & Guidelines

Candidates and Members are strongly encouraged to read the ISU Constitution 2025, the ISU Electoral Code, and the ISU Code of Ethics, which together define the formal rules governing election conduct and campaigning.

This document provides a concise summary of the most relevant obligations and offers practical guidance from the Elections Committee.

Key Requirements Derived from ISU Regulations

1) Start of campaigning

Campaigning may begin only once the Elections Committee has officially published the list of eligible candidates. No direct or indirect promotion of a candidacy is permitted before this publication.

2) Candidates already holding ISU positions

A candidate who is an elected or appointed member of an ISU Body must continue to perform their duties normally throughout the election period. Campaigning must not interfere with these duties, nor may official meetings or ISU-funded activities be used for campaign purposes.

3) Conduct and tone

Campaigning must be respectful, factual and dignified. Negative campaigning, undue influence, promises of benefits, collusion, gifts or advantages connected to the election are strictly prohibited.

4) Use of ISU resources

ISU resources — including staff, mailing lists, confidential information, ISU Events and ISU-funded activities — may not be used for campaigning unless explicitly authorized.

5) Equal treatment and neutrality

All candidates must be treated equally, and no one may receive preferential access to ISU platforms or visibility. ISU Events and official activities must remain fully neutral and free of campaign activity.

6) Oversight

The Elections Committee supervises campaign conduct and may issue clarifications or reminders within its mandate, and refer matters to the Skating Integrity Unit when appropriate.

Appendix 1

Guidance and Clarifications from the Elections Committee

1) What counts as campaigning

Any communication or action intended to promote a candidacy, including emails, letters, social media posts, public statements, outreach to Members or athletes, or distribution of materials.

2) Encouraged approach

- Share factual information about your experience and motivation
- Communicate respectfully and professionally
- Use personal channels responsibly and transparently
- Participate in ISU-organised candidate opportunities
- Respond openly and equally to Member and athlete questions

3) Practices to avoid

- Negative or personal attacks, misinformation or insinuations
- Promising positions, benefits or influence
- Pressuring officials, judges, staff or athletes
- Using confidential information or the authority of an ISU position
- Turning official ISU meetings or Events into campaign occasions

4) Fairness and equal access

All candidates should have comparable opportunities to be heard. Any ISU-provided platform must be accessible to all candidates on equal terms.

5) Reporting concerns

Concerns may be reported to the **Elections Committee** (campaign behavior) or the **Skating Integrity Unit** (ethics or integrity matters). All reports are handled confidentially.

6) Expectations of candidates

Candidates are expected to uphold the integrity and reputation of the ISU, behave respectfully and inclusively, and contribute to a fair, transparent and trustworthy election environment and process.

Appendix 2

Guidance for ISU Office Holders During the Election Period

Based on the ISU Elections – Campaigning Rules & Guidelines, this appendix provides practical guidance to help current ISU Office Holders avoid unintentional breaches – and even the appearance of misconduct – when considering or pursuing candidacy for a new term.

1. Core Principle

Any individual holding an official position (Council, Commission, Committee, Technical role or other formal mandate) must not use that role, its visibility, activities or resources to promote a candidacy.

Avoiding even the appearance that an official position is being used for campaigning is equally important.

2. Behaviours that must be avoided

The following actions are incompatible with the duties of an Office Holder during the election period:

- discussing a candidacy while acting in an official role (meetings, official travel, competitions, briefings or events attended because of the position),
- using a Member's or the ISU's communication channels, meetings, events, travel arrangements, authority or perceived authority to convey messages connected to a candidacy,
- initiating election-related conversations in contexts linked to official duties,
- allowing a candidacy to influence, or appear to influence, decisions or interactions carried out in an official capacity.

Rule of thumb:

If a situation exists solely because of an official position, it is not an appropriate context for election-related communication.

3. Situations likely to create misunderstandings — and how to avoid them

Certain forms of conduct may not explicitly breach campaigning rules but can easily give rise to concerns about undue influence. Examples include informal discussions surrounding official activities, interactions occurring before or after meetings, or visibility gained through official tasks that might be perceived as linked to campaigning.

To manage these risks, Office Holders are advised to:

- keep campaign-related communication fully separate from ISU duties,

- avoid engaging in election discussions when participating in official activities or environments,
- ensure that any campaign communication takes place privately and outside work-related settings,
- politely disengage when election topics arise in an official context, in order to maintain clarity and neutrality.

4. Final Reminder

Even strict adherence to the rules does not eliminate challenges related to perception. Within a global sports federation, high visibility in an official role can unintentionally create doubts about impartiality.

Disciplined, neutral and consistent conduct is the most effective way to safeguard:

- the integrity of the candidacy,
- the reputation of the Office Holder,
- the credibility of the election process,
- and the good standing of the ISU as a whole.