

6. If elected, which three specific policies would you view as the most important for World Sailing to adopt?

Duriye Özlem Akdurak (TUR)

1. *Open, transparent and sincere management*
2. *Further involvement of developing countries*
3. *Increase the participation to the Olympic road*

Philip Baum (RSA)

Two comments:-

- *Policy is determined by the MNAs, both in Council and the General Assembly.*
- *WS has some great policies. The Board's role is to implement them, not make them.*

Three key policies that need to be fully implemented-

- *Universality:*
- *Gender Equality*
- *Youth Development*

Importantly these three policies are not measured by athlete participation alone. The numbers of MNAs, women and youth actively involved in committee work, race administration, international judges, international measurers is a critical metric for the successful development of our sport.

WS needs targets with a timeline for achievement. WHAT IS NOT MEASURED IS NOT ACHIEVED.

I consider myself a representative of all small MNAs whether they come from Africa, the Caribbean, Oceania or elsewhere in the world and will drive performance in these areas. It is in the interests of every single MNA, big or small, that we are successful. It is the only way to go grow the sport and ensure WS' continued relevance as the International Federation representative of sailing in its many different forms.

William Canfield (ISV)

No matter how fine tuned and well run your business appears to be without certain elements it will surely fail.

Good communication must be insisted on in all areas or the wheels will start to come off causing break downs along the way. Communication is not just verbal but is an all inclusive term involving your website, company's objectives and the messages you send out. Employees and stakeholders need to understand where you are headed and why. Comments, criticisms and question should be welcome from all involved. Building this open culture through clear policies would be my first objective.

In our current state there is a lack of trust and confidence coming from our stakeholders. Misinformation or stonewalling has been the a tactic of the past Board in regard to financial concerns that were reported two years ago in the press. Open books and financial transparency are the necessary policy moving forward. Quarterly reports and budget reviews must be part of the our new culture. This coupled with examining every dime that is spent is unfortunately where we sit right now. We must also pray the Tokyo Olympics will come off as planned but that is no within our control.

Finally, the last piece of our new policy regiment will be the need to constantly question what we are doing and why we are doing it. We will allow stakeholders, athletes and classes to have a voice in as many decisions as possible. Hopefully we can have most of our votes and meeting take place in an open environment. Politics and deals will still enter into the decision but with an openness making the process less caustic and controlled behind the scenes.

Good Communication, transparency and an environment that encourages questions and solicits advice will help to rebuild WS.

Tomasz Chamera (POL)

- *World Sailing for the Members*
- *Increase number of sailors, number of areas and activate all Members*
- *Listen to the needs and inspire.*

Jan Dawson (NZL)

Not policies but :

Firstly, review and reset the strategy for the next Quad, working with management and the MNAs and other stakeholders. This includes ensuring the budget is aligned and the strategy and its deliverables are affordable. Second, take the proposals put forward by the governance reform and understand the changes that will get the new Constitution approved by the MNAs.

Third, consider how we build on the successful (from a financial and reputational) positioning of the sustainability programme and thought leadership. This is a key focus for corporates and high net worth individuals to fund programmes that we want to develop such as the recent survey of Women in Sailing and Emerging Nations programmes.

Luca Devoti (ITA)

- 1. In these times of COVID 19 it is essential to develop, urgently, a Policy for Regattas learning from the excellent work that was done to stage Kieler Woche 2020.*
- 2. Improving and implementation and enforcement of conflict of interest guidelines at WS for the Olympic equipment, putting better equipment at competitive prices and thereby expanding our sport, especially in emerging countries.*
- 3. We need to further develop policies to ensure transparency, financial control of the institution, and to monitor the various Conflicts of Interests. World Sailing is a not-for-profit organization as the regulatory body for the sport of sailing in all his forms. It is essential to adhere to highest ethical standards.*

These are the pillars that will allow our sport to grow, relaunch regional sailing industries, ensuring that our sport of Competitive Sailing can continue to grow and get stronger.

Jørgen Stang Heffermehl (NOR)

Recruitment:

The most basic and important policy long term appears to be recruitment among children and young. Sailing is losing out in competition with other sports. There is a need for a policy to actively recruit sailors on a local level. WS should develop such a policy from which MNAs may learn how to promote sailing in competition with other competing sports. The policy should comprise a training program designed to keep the young in the sport. The policy should be formed with special attention to Emerging Nations.

Women in sailing:

Far too few women are sailing. The WS Trust Women in sailing program is a good start, (why is it not shown on WS's webpage? Only the 23 year old Brighton declaration can be found there). As so few women are sailing, the recruitment of more women is a "low-hanging fruit". The policy should be formed with special attention to Emerging Nations.

Sustainability:

Sustainability is becoming increasingly important. All sports will have to be compliant in the immediate future. WS/WS Trust is in a unique position to be a leader in world sports for sustainability and clean oceans/water. Sustainability is a value commonly accepted and can create attractive sponsor opportunities.

Sarah Kenny (AUS)

The WS Board must implement policies approved by Council which will always be relevant in determining which are the most important. Having said that important policies would cover: 1. Prudent financial management 2. Investment in and allocation of resources to growth and development of sailing world-wide 3. Policies to guide Olympic event and equipment changes. To find the right balance between stability, sustainability, universality and youth and media appeal, we should have a proper debate about these policies well in advance.

Yann Rocherieux (FRA)

- Having a fix percentage of budget allocated to our Emerging Nation Program and that cannot be the first thing cut down when facing financial difficulties. If for any reasons we stop supporting countries to build sailing activities and Olympic program, we are not aligned with our growing participation goal.

- Looking at the amount of time [lack of] transparency has been addressed by members, even if I feel it was not always a fair point, I would go for a review of our "transparency guidelines" to be approved by all members so we are all aligned and can work in good faith.

- Having a policy stating that when World Sailing choose a new Event / Equipment it must remain in place for at least 2 Olympic cycle. In order to give sailors and MNAs time to invest and develop their Olympic program. I understand the ongoing concern around any new Events, but we need to realise the nightmare for sailors to have no trust in the consistency of our decision.

Cory Sertl (USA)

- *Financial stability*
- *Strategic focus on priorities areas for the governing body for competition in sailing and the development of the sport*
- *Effective governance*

Malav Shroff (IND)

1) Undertake Development and Training initiatives across the world with a separate budget, which will help take the sport to greater heights.

I have personally ensured and successfully implemented several Training and Development initiatives across Asia through a comprehensive model and framework and will be able to replicate a similar model worldwide for all MNAs to benefit.

2) In order to ensure that World Sailing is viewed as a professional and transparent organization, I would focus on strengthening the financial and governance aspects of World Sailing by ensuring that financial statements and annual accounts are regularly published on the website. All decisions of the Board and committees must be published in a simple manner through a portal and should be easy to access.

3) Inclusivity is at the core of every successful modern organization and to augment this further I would strengthen World Sailing in the Olympic and Paralympic programs by adopting various strategies as follows:

- a) Activate a powerful marketing and communications campaign to improve awareness of Para Sailing and accelerate a positive shift in mindset amongst all athletes and fans*
- b) Ensure a strong focus on continual improvement by establishing measurable goals and milestones with regular evaluations and reviews of progress*
- b) Ensure Sailors have access to the right equipment*
- c) Get Trainers/Coaches who are genuinely interested to contribute and more importantly, know how to deal with sensitive matters such as the challenges faced by differently-abled sailors*

Riccardo Simoneschi (ITA)

in the very short term: financial transparency with expenses balanced on revenues, enhancing and slimming the decision making process, in particular reshaping the "submission" system, real gender equity from down to the top and very important to bring back the paralympic sailing with an innovative approach.

Marcus Spillane (IRL)

1. Finances

Going forward prudent financial management is required but as I have said publicly at Council, we need to be positive and focus more on new sources of

income rather than just focusing on cuts to expenses. I believe this is a significant area of opportunity.

2. Governance

We have to progress the exercise we started. Our MNA's and our sailors deserve a more effective, modern and streamlined Federation. As I have said above, we need to engage more to solve as many of the remaining issues as we can while mindful that we will have to compromise.

3. Youth, Training and Development

As I outlined in my introductory video, we have to engage more young people to get involved with our Federation. They are our future. Not us. Without them sharing our passion for our unique and wonderful sport we will have failed. And part of that is a much bigger focus and priority on our training and development programs as I have mentioned above.

Yui Shing Tong (HKG)

- Immediately improve the financial control and management by trying to broaden the sources of income and reduce expenditure and encourage industrial enterprises to financially feedback and support World Sailing in this gruelling period. We shall also immediately show the sailing community with our true finances.*
- We need new governance to move forward as an organisation. The last governance failed as it gave a very large, or even all power to the Board. We must be open and give the power to the Council who in turn must be in more discussions with the MNAs they represent.*
- To transform sailing into a sport that can promote and influence different parts of the world to be committed to protecting our marine environment. By uniting all MNAs with consultation, sailing can further intensify and promote marine protection issues to environmental organizations and worldwide.*