

# REPORT

OFFICIAL PUBLICATION OF THE WORLD FEDERATION  
OF THE SPORTING GOODS INDUSTRY

## COLLABORATION VER COMPETITION



WORLD FEDERATION OF THE  
SPORTING GOODS INDUSTRY

2024

# Our Strategic Plan to 2025



The WFSGI team, Board, and Committees spent a considerable amount of time in 2023 establishing our new Strategic Plan to 2025.

Setting out our collective purpose, values, and pillars, the new Strategic Plan provides a sustainable framework against which WFSGI can continue to grow and deliver for our members for years to come.

We also began work to develop our external communications, seeking to reposition WFSGI around our new Strategic Plan, better capture the role that we play for the industry today, and clearly articulate the broad spectrum of work we do with and for members.

## Agile:

we are focused on delivering our members' priorities but frequently assess and adapt as needed to ensure our work remains valuable to our members.

**Proactive:** we aim to be ready and take action for our Members' benefit rather than respond to circumstances.



**Focused:** our attention is directed toward delivering on our purpose for our Members.

**Inclusive:** we listen to and value all Members, staff, and stakeholders, and treat them with dignity and respect.

## Collaborative:

we collaborate internally and with key external stakeholders to reduce inefficiencies and drive value for our members and the industry.



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# Message

Andy



In this the final year of our Strategic Plan and my final year as Chair of the WFSGI, I am delighted to be able to share with you some of the progress we have made to date and look ahead to further delivery across all our strategic priorities.

2024 may have been a difficult year in terms of geopolitical instability and the challenges presented by climate change and physical inactivity, however it was a standout year in terms of elite sport, particularly when I reflect on the Paris Olympic and Paralympic Games. I am proud that our members had a positive part to play in helping athletes and teams achieve their success most notably through our joint initiatives with the International Olympic Committee, namely the National Olympic Committee Uniform Support Programme and our Road to Paris pilot project, that ensured 17 brands could tell the stories of their athletes at a Games like never before.

In this edition of our new look ad-free digital-first magazine, we deep dive into both projects and look ahead to expanding their reach in run up to Milano-Cortina 26 and LA 28 under our strategic pillar of influencing activity from playground to podium.

Not only did we deepen our relationship with the IOC and IPC for the benefit of our members we also grew our relationships with other sporting organisations such as World Athletics, World Aquatics, World Rowing, the GAA and the UCI. Collaboration is key to working with all parties for the benefit of both the industry and the sport, and you can read a great example of this in our feature on E-bike racing and the new regulations developed by the WFSGI in conjunction with the UCI.

The successful implementation of the WFSGI Strategic Plan continues under the leadership of Emma Zwiebler, who in her first full-year as CEO has

developed the WFSGI Secretariat into a team with the skills and knowledge to support our dynamic industry across a wide range of topics. We now have dedicated resources in Communications, Physical Activity, ESG and Road to the Games which has made a huge difference delivering for our members.

In my final year as Chair I look forward to seeing your continued support of Emma and the wider team as they double down on delivering on our strategic plan.

Our number one strategic priority is to unite our industry to help tackle the growing physical inactivity crisis which can be both a threat and an opportunity for our industry. We have made tremendous progress on this over the past year thanks to our highly engaged Physical Activity Committee and I'm counting on your continued support to deepen our private/public collaborations and increase the positive impact our industry can have.

Finally, this year we have put a renewed focus on public affairs and advocacy. We see governments worldwide are moving swiftly and potentially shaping policies that could impact our industry for years to come. Therefore this is a pivotal moment for us to unite as a sector, develop a strong strategy and narrative and ensure we have a seat at table during these discussions.

Together I know we will successfully deliver on the WFSGI purpose, to unite and supporting the global sporting goods industry to ensure a healthier more active planet for all.

**Andy Rubin**

WFSGI Chair

# Message

Emma



After a full year as WFSGI CEO I'm proud to share with you our first digital magazine and thank you all for your wonderful support of the WFSGI team.

As Andy mentioned, we have been working hard for our members under the strategic pillar of influencing activity from playground to podium, with our support of elite sport, athletes, and their organisations going from strength to strength. But we've also seen great progress in the playground section and the development of our Physical Activity strategy and activation of our MOU with the World Health Organisation.

In June of 2024, the industry came together like never before to raise awareness of the growing physical inactivity levels among adults around the world. Putting aside competition and issuing a joint statement was a milestone moment for the sporting goods industry and the start of a movement across our membership base to address this business-critical topic. Read how the Sporting Goods Industry can be part of the solution through deeper and wider collaboration in our ["We Need Action On Inactivity, and We Need It Now"](#) article.

Another area where I was excited to see deepening engagement was under our strategic pillar of supporting transition in a changing world, particularly in the area of Artificial Intelligence. Here, we are seeking to use our global stakeholder network to understand and influence AI policies that will impact the industry. Check out the latest from our guest author Microsoft on the many opportunities AI unlocks across the industry.

As we enter the final year of our strategic plan there are two pillars where I ask you to turn your attention to and bring that team spirit and positive mindset

that we are renowned for to the table; Enabling Sustainable Business and Promoting & Facilitating Free & Fair Trade.

In 2024, we established our first ESG strategic pillars and in early 2025 welcomed our new Head of ESG Strategy and Implementation, Afsah Alumia-Khan to help guide the newly elected ESG Committee. Check out her introduction to our new ESG Strategy and insights into how the committee provides a platform to align business strategies and drive positive, industry-wide progress.

Looking ahead to 2025, there is opportunity to help shape our revitalised Public Affairs and Trade work for the benefit of our industry as a whole. I would encourage all of you to lean into this work as we strive to support our industry in the face of a potentially challenging global trading environment owing to rising geopolitical tensions around the world.

I hope that you enjoy reading the great stories that bring to life our daily work at the WFSGI and the committee reports that support you and your wider teams across the industry.

**Emma P. (Mason) Zwiebler**  
WFSGI CEO



# Physical Activity Committee

## 2024 ACTIVITY REPORT

### Mandate

In 2023, Physical Activity was voted by WFSGI's Board as its number one priority. The industry's commitment to helping tackle global inactivity levels was underscored by the World Health Organization's (WHO) recent release of some startling statistics. In its report, Global Levels of Physical Activity in Adults – off track for 2030<sup>1</sup> WHO revealed that globally, one in three adults (31%) are not meeting the recommended levels of physical activity and this situation has worsened in the last five years. The data also predicts that global inactivity levels will increase further to 35% by 2030 if current trends continue. WHO also reports that the data for participation in physical activity in adolescents is much worse. 81% of adolescents globally do not meet recommended physical activity levels to maintain good health<sup>2</sup>. Young people, including adolescents, will be a key audience of focus for the work of the committee on physical activity moving into 2025.

<sup>1</sup> WHO, 2024, Global levels of Physical Activity in Adults – off track for 2030, <https://www.who.int/publications/i/item/9789240096905>

<sup>2</sup> Guthold R, Stevens GA, Riley LM, Bull FC (2020). Global trends in insufficient physical activity among adolescents: a pooled analysis of 298 population-based surveys with 1.6 million participants. Lancet Child Adolescent Health. 2020;4(1):23–35. [https://www.thelancet.com/journals/lanchi/article/PIIS2352-4642\(19\)30323-2/fulltext](https://www.thelancet.com/journals/lanchi/article/PIIS2352-4642(19)30323-2/fulltext)

### Summary

2024 marked the first full year of activity under WFSGI's Memorandum of Understanding (MOU) with WHO. Progress was accelerated when WFSGI appointed its very first Head of Physical Activity. This dedicated resource, alongside growing engagement by company members and increased participation in Physical Activity Committee (PAC) membership has led to new milestones including work to define our mission and strategy framework that will guide our future activity and the progression of our very first Impact Report.

### Update on key activities:

#### 1. Aligning our Industry through a global call to action:

WFSGI's Joint Industry Statement was an industry first and member companies are joining together to pledge their collective commitment on the issue of physical inactivity. Along with WFSGI's member companies it was also signed by National Sporting Goods Industry Federations, Health and Fitness Federations and Retail Federations. In total, there were 48 signatories and including 25 CEO or C-Suite level executives from some of the biggest sporting goods brands in the world. Global news coverage in Sporting Goods Intelligence Europe, Italy's 361 Magazine, Germany's TextilWirtschaft to name a few, was supported by the translation of the statement into six languages with an estimated reach across social media channels at 15.5 million.

## 2. Physical Activity Summit in New York:

To harness the momentum from the Joint Statement, the PAC came together for an in-person working session during UN General Assembly week to discuss how we move from a 'moment to a movement'. Channelling the enthusiasm and renewed engagement to continue working together as a collective, the committee made a series of commitments to deliver meaningful and impactful action to tackle the rising levels of global physical inactivity. These commitments are being refined and documented in a Strategic Framework that will be finalised in early 2025.

## 3. Physical Activity Committee is growing in numbers and expertise:

Since the start of 2024, the committee has seen new members join alongside renewed engagement by others. The Committee now has 33 brands and organisations represented and the combined committee membership stands at over 70. In addition, 2024 welcomed two new Vice-Chairs onto the leadership group, Shimano and ASICS, at a critical juncture which will benefit from expanded and diverse representation.

## 4. Influencing policy makers through new Physical Activity Report

– 2024 has also seen WFSGI co-publishing a new report with Business at OECD titled 'Physical Activity: The transversal benefits for our people, our planet, our economy and more prosperous societies'. The paper presents extensive evidence of the positive benefits of physical activity and makes a strong case for greater investment in physical activity as a low-cost, high return intervention to help solve many of today's societal challenges. This report will be widely shared with policy makers and other partners in the coming months.

## Conclusion:

2024 has been a year of progress and demonstrating the power of the collective. Our progress has been acknowledged by many of our close partners, including WHO, and we are on track to achieve 'Official Relations' status next year. There is excitement building amongst our members as we prepare the very first Physical Activity Impact Report for our industry and progress our Strategic Framework, which will guide actions in 2025 and beyond. We look forward to continuing to deliver on our number one priority to help drive unified and systemic impact to empower more people to be physically active. ■■■



### Co-Chair



**Simon Rowe**  
SVP Mitre and  
Global Sports  
Marketing  
Pentland Brands

### Co-Chair



**Elena Korf**  
Director, Social  
and Community  
Impact, NIKE

### Vice-Chair



**Bettina Benzing**  
Senior Manager  
Government  
& Community  
Affairs  
adidas AG

### Vice-Chair



**Caroline Fisher**  
Global Brand  
Communications  
Director, ASICS

### Vice-Chair



**Ties van Dijk**  
Strategy &  
Advocacy  
Specialist –  
Shimano Europe  
Group

### Ex Officio



**Caroline Brooks**  
Head of Physical  
Activity



# International Sports Committee

## 2024 ACTIVITY REPORT

### Mandate

The Athletics, Aquatics, Football and Triathlon Working Groups are the sport-specific industry representative bodies towards World Athletics, FIFA, World Aquatics and World Triathlon; organisers of major events, international standards institutions and Non-Governmental Organisations with the intention of fostering the general development and growth of sport.



### Summary

2024 marked the first year in our new structure of the International Sports Committee (formally CISO). With the main focus being the 2024 Olympic Games in Paris, the Committee worked to ensure constructive collaboration between the IOC, respective International Sports Federations, WFSGI, and its members. The year's activities were largely focussed around the build-up to the Games and on the ground support to our member brands.

### Update on key activities:

In 2024, the International Sports Committee focussed on the following activities:

#### **Olympic Games – Rule 40**

In the lead up to and during the Games, the WFSGI and the IOC worked closely together to review and discuss any potential Rule 40 advertising infractions. Due to the high level of engagement and working relationship with the IOC, Rule 40 cases were limited with no reported legal escalations.

#### **Olympic Games - Rule 50**

Over the last 12 months WFSGI and member brands worked closely with the IOC on a range of Rule 50 queries relating to the Paris 2024 Olympic Games to ensure that all product provided to athletes was compliant for the field of play.

### Olympic Games - Technical Accreditations

Through WFSGI's MOU with the IOC, WFSGI was able to support our members in obtaining crucial Technical Accreditations to support their sponsored athletes during the Paris 2024 Olympic Games. Brand representatives are a vital support for athletes during the Olympic Games as they provide the highest standard of servicing and support to allow them to perform at their best when it matters most.

### Olympic Games – Uniform Support Programme

During the Paris 2024 Olympic Games, 15 WFSGI members (adidas, arena, ASICS, Decathlon, Descente, MAKO, Mizuno, New Balance, NIKE, Orbea, Pentland (Canterbury, Endura & Speedo), PUMA, Under Armour and Yonex) delivered the fifth (and largest) WFSGI IOC NOC Uniform Support Programme to date. The WFSGI members provided free of charge competition uniforms to 465 athletes from 88 NOCs and the distribution centre was visited by IOC President Thomas Bach. The WFSGI thanks its participating members and the IOC for their collaboration in this important solidarity initiative and looks forward to continuing the work at Milano Cortina in 2026.

### Olympic Games – Road to Paris Pilot Project

The Road to Paris Pilot Project was a first-of-its-kind collaboration between the WFSGI and IOC. The focus of the project was to bring to life the stories of sponsored athletes from around the world, through the campaigns of WFSGI member brands who sponsor them. To help achieve this, the IOC allowed eligible companies to communicate in the lead up to, during, and after the Paris 2024 Olympic Games about the journeys, successes, failures and experiences of Olympic athletes and Olympic

hopefuls, using official Olympic imagery and access to incidental Olympic IP and wordmarks. 17 member brands participated, celebrating over 4,000 athletes from a combined 125 countries, across digital and physical platforms, elevating the awareness of the Paris 2024 Olympic Games globally. The Road to Paris Pilot Project overview report was completed at the end of 2024 and delivered to the IOC. The document included the overall 3 billion engagement figures along with a series of recommendations around the future of the project. The IOC also signalled its interest in starting negotiations for renewal of the project in January.

### Athletics Working Group

The Memorandum of Understanding between both parties sees close collaboration between the industry and the governing body on both Equipment and Marketing Regulations and the evolution of the sport generally. With an increase in shoe approval submissions ahead of the Olympic Games, and a new Shoe Approval Platform that was introduced ahead of the World Indoor Championships in Glasgow in February, the challenge in 2024 and into 2025 is to ensure a more time efficient process for both parties and to clarity towards athletes and officials. In early November, the third annual industry meeting was held in New York. It was an opportune moment following on from the Olympic Games and coinciding with the New York Marathon to debrief on specific topics and challenges in the presence of Jon Ridgeon, World Athletics CEO, that arose throughout the season in particular the shoe approval process, shoe identification and an evolution in shoe regulations and athlete shoe declarations.





### Aquatics Working Group

An important year not only for the Olympic Games in Paris but also a transition in the way that we work with World Aquatics with frequent meetings with Johan Lefebvre from the Sports Department. With an in-person meeting in June in Lausanne at World Aquatics' headquarters, member brands were also invited to the World Aquatics Manufacturer's meeting in Budapest to coincide with the World Short Course Championships. Some of the negotiated amendments that were agreed in 2024 included increasing the opportunity to submit product for approval from 3 set annual windows to year-round submissions, preventing a proposed re-approval on aquatics products and aligning the approval of goggles with ISO standard and self-declaration. We have also been working closely with FESI in Europe on the wetsuit regulations for PPE and will continue this work area on behalf of wetsuit brands. We are looking forward to broadening our work with World Aquatics to include swim safety and aligning with our Physical Activity work.

### Football Working Group

WFSGI's Football Working Group again worked closely with FIFA's competition team to provide input on the development of their Equipment Regulations in force from 1 January 2025. WFSGI looks forward to working closely with FIFA on future editions of the Regulations as they move on to their new four-year update cycle that will provide the industry with a regular opportunity to give input on their development while also allowing the brands certainty concerning the regulatory framework against which the need to design and produce product in the intervening years.



#### Chair



**Johan Adamsson**  
Global Director of  
Sports Marketing  
and Sports  
Licensing  
PUMA SE

#### Vice-Chair



**Jens Jacobsen  
Jensen**  
Vice President  
Global Brand &  
Sports Marketing,  
Legal & Business  
Affairs  
adidas AG

#### Ex Officio



**Michelle Smyth**  
Head of  
International  
Sports & Cycling



# Cycling Committee

## 2024 ACTIVITY REPORT

### Mandate

The WFSGI Cycling Committee is an assembly of WFSGI member brands and the global voice of the cycling industry. It offers member brands global representation across regulatory, standards, sport, social and environmental issues on non-competitive topics with industry wide collaboration. The Technical Committee has evolved to become an umbrella committee that oversees all technical issues. The Technical Committee forms proposals for the industry through negotiation with the respective organisation in question and has had a high degree of success in the past changing regulations to help our members. The WFSGI creates Working Groups to actively monitor and influence regulatory changes to aid innovation and advance technology. We do this through clear and regular communication with members, building relations and reaffirming the cycling industry as a stakeholder with the UCI, World Triathlon and IOC and as an industry liaison to the bicycle safety standard committees of CEN and ISO.



### Summary

The Cycling Committee has had a very busy year on many key topics. The number of areas we are looking into is testament to our relationship with the UCI and the trust that we have built with the Sports Department. Over the past year we have worked on topics ranging from e-bikes, tyre & rim compatibility, helmets and handlebars.

### TECHNICAL WORK AREAS

#### Wheel, Tyre & Rim Working Group

One of the most significant areas of work this year has revolved around wheels, tyres and rims. We worked closely with the UCI from February through to April on hookless rims which had increased media interest. Member brands ensured their sponsored teams and technical officials received clear communication on tyre and rim compatibility and changes after the recent ISO update.

#### Handlebar Working Group

The work that was conducted by the WFSGI on Brake Lever and Gear shifter positioning last year has been a real success. To find a more aerodynamic position, riders tend to incline shifter orientation to extreme angles. Race organisers, commissaires and rider commissions expressed their concern, and the industry worked with the UCI to find a solution to ensure both product and rider safety through an applicable rule, 3D printed tool and simple pre-race measurements. There has been a marked decrease in extreme cases seen in Junior, U23 and amateur level races and high adoption of the new rule by elite cyclists. In 2024 we also started work on handlebar dimensions, in particular minimum width for both track and road cycling and this will continue as a work area in 2025.

### EPAC Working Group

Previously known as the eMTB Working group, it was renamed EPAC (Electrically Power Assisted Cycles) to align with ISO/CEN terminology and allow for scalability across more disciplines than just E-MTB (Mountain Bike). This has been an active group for the past two years with the Leadership team meeting regularly to ensure industry consensus and to push through amendments to competition regulations. The regulations were finally approved by the Management Committee in September 2024 in Zurich with adoption in January 2025 ahead of the season starting in the Spring. The aim of these amendments to the regulations is to protect all stakeholders (competitors, industry, event organisers & governing body), ensure fair competition and create competition homologation for compliant drive systems. We hope to have the whitelist approval protocol finalised in early 2025 and to continue to work closely with the Innovation and Off-Road teams at the UCI in building this discipline which is so crucial for the industry.

### Triathlon Working Group

An increase in the size and quantity of accessories to triathlon bikes has led to a need to regulate front-mounted components and ensure there isn't too great an aerodynamic advantage through the positioning of fairings. We had some productive meetings with the Sports Departments at World Triathlon after the Olympic Games to see how we can work with them on amending the current rules but ensuring product in R & D phase or already on the market was grandfathered. We're looking forward to working with the Technical Committee and Thanos Nikopoulos and Gergely Markus in early 2025 as we refine the wording in the best interests of the athletes and the sport.

### Regulation review

An industry Task Force made up of legal counsel, product engineers and marketing specialists has been formed to review the current UCI Technical Regulations and the Clarification Guide. This work has been approved by the UCI and will be an on-going project as we look to simplify the regulations and bring clarity in one consolidated document.

### Standards

WFSGI attended the ISO Plenary for TC149 Cycles in Porto and gave a comprehensive report on our work areas as an External Liaison. While we are not a voting member it is important for the industry to have a voice that is constant with regards to the upcoming and numerous regulatory changes and discussion topics for tyres, wheels and EPAC.

Finally, the WFSGI would like to thank UCI Sports Director Peter Van den Abeele and his Innovation team of Andrei Krasilnikau and Thibault Gérard for their constant collaboration. The UCI have hosted two round table meetings in Aigle for the industry with bi-monthly meetings with the WFSGI Secretariat. The WFSGI was warmly invited to attend both of the Equipment & New Technologies Commission meetings in June and November followed by the World Tour Seminar in Nice. Thank you also to UCI Management Committee Member Tony Mitchell as Chair of the commission and his continued involvement in the pressing topics. The industry has been grateful for the early contribution in the discussions and the way that both federations are working closely together. We are looking forward to progressing our work under the new WFSGI Committee structure across Equipment, Physical Activity and ESG. ■■■

#### Technical Committee Chair



**Bernhard Johanni**  
Director Product Development Europe  
SRAM Corp.

#### Working Group Chairs

##### Wheel and Rim



**Tim Gerrits**  
Product Manager  
Shimano, Inc.

##### Handlebar



**Mark Kikkert**  
Team Manager Product Development PRO  
Shimano Europe Group

##### EPAC



**Christoph Schumacher**  
Product Manager  
Robert Bosch GmbH

##### Ex Officio



**Michelle Smyth**  
Head of International Sports & Cycling



# Legal Committee

## 2024 ACTIVITY REPORT

### Mandate

The Legal Committee (LC) serves as a dynamic hub for WFSGI members, fostering vibrant interaction, seamless information exchange, and robust cooperation on the latest international legal developments in the Sporting Goods Industry. This neutral platform empowers members to collaboratively craft practical and innovative solutions to tackle emerging legal challenges.

### Summary

In 2024, a year of remarkable growth and intense activity, the WFSGI supported its members in transitioning in a rapidly ever-evolving and unpredictable world. The WFSGI's prime objectives at Legal Committee level were centered around two pivotal areas: facilitating the exchange of best practices in compliance to keep members ahead of regulatory shifts, and delving into the transformative potential of Artificial Intelligence within the Sporting Goods Industry.



## Update on Key Activities

### 1. Navigating Through the Regulatory Jungle: Providing Guidance to Members on Compliance Challenges

To help WFSGI members navigating through the regulatory jungle, two essential initiatives have been launched: an engaging open forum for peers at pre-competitive level to connect, actively and dynamically share and exchange expertise and best practices on product compliance and to start building up a comprehensive global product compliance database.

#### • Engage and Connect: Monthly Compliance Check-Ins & In-Person Sessions

Throughout the year, the WFSGI Product Compliance Working Group has shown exceptional energy and teamwork. The WFSGI consistently hosted highly attended monthly web calls and meetings, which were enriched by external expertise, enabling members to effectively and accurately share best practices on vibrant product compliance topics and challenges.

The Group's efforts have been central in navigating through the intricate and constantly changing and expanding regulatory landscape, dealing with a wide range of product-related topics from labelling requirements, Environmental Social and Governance (ESG) regulations around sustainable products and circularity

(e.g. extended producer responsibility – EPR schemes, eco-design, waste management, repairing and recycling obligations, environmental claims) product safety, product containing chemicals (e.g. PFAS, or per- and polyfluoroalkyl substances) to product certification topics and testing, standards.

By harnessing members' diverse skills and country-specific expert knowledge, the influx of new laws, legislations and additional requirements was adeptly tackled. This collaborative approach greatly benefited WFSGI members by assisting them in their efforts to remain compliant and up-to-date on a global level. Following a series of monthly online sessions, the WFSGI Product Compliance Working Group gathered in person last summer (12 June 2024) in Switzerland (Zurich) and has been thankfully hosted by the WFSGI member company On at its global headquarters. This milestone event not only confirmed members' shared enthusiasm and commitment to collaboration but also significantly built and strengthened relationships. This face-to-face interaction sparked several exciting new initiatives in the compliance field, paving the way for even greater cooperation and success.





### • On the Horizon: Simplifying Global Product Compliance for Members With A One-Stop Tool

At the same time, the WFSGI Product Compliance Working Group embarked on an exciting new initiative to create a comprehensive one-stop shop for the Sporting Goods Industry. This prospective platform strives to enable members to effortlessly verify their product compliance on a global scale through a plug & play tool. Building on the initial labeling project developed a few years ago, this new ambitious endeavor aims to cover the entire product lifecycle, extending far beyond just labeling information. Several providers have been contacted, and discussions were initiated to build this innovative and unique resource for the Sporting Goods Industry. Implementation with the selected service provider(s) is set to begin in 2025, allowing members to benefit from economies of scale and streamlined compliance processes.

## 2. Artificial Intelligence Revolution: Empowering the Sporting Goods Industry for Tomorrow's World

### • A Synergistic Journey with Key Leaders and Official Launching of the WFSGI Task Force

This year also witnessed the groundbreaking establishment of the WFSGI Task Force on Artificial

Intelligence (AI) on the occasion of the WFSGI Legal Committee Meeting (June 11, 2024) conducted and hosted by one global leading player in the AI ecosystem, namely Microsoft. This significant moment was followed by an inspiring virtual kickoff meeting on September 30, 2024, where several key areas and ambitious priorities were identified to deal with by this newly created WFSGI AI operational unit. Simultaneously, WFSGI started tracking key leaders' influential AI's agendas (i.e. for e.g. Business at OECD, IOC Olympic agenda) and actively took part in conferences. These initiatives not only enhanced WFSGI knowledge but also opened opportunities to create synergies and share insights within the community of the artificial intelligence pioneers and visionaries.

### • Strategic AI Focus: Tackling Key Priorities for Success

The Task Force committed to work on three key priorities:

1. Diligently monitoring regulations and case laws,
2. Solidifying the federation's role as a premier global gathering point by driving into the exchange of cutting-edge knowledge on AI developments that significantly impact the Sporting Goods Industry,
3. Involving multi-skilled experts to comprehensively study all facets of artificial intelligence (legal, marketing, manufacturing, business operations), recognizing the horizontal and broad nature of this topic, which is just at the beginning of its (r)evolutionary transformation process

## Conclusion

It has been a busy year for the Legal Secretariat and Committee advancing our strategic priorities and dealing with a series of urgent and ad hoc legal matters at members' requests. We look forward to continuing the advancement of our work on these strategic topics in 2025 with our members continued support and engagement.

#### Chair



**Jochen Schäfer**  
WFSGI Legal  
Counsel

#### Vice-Chair



**Alistair Kilgour**  
General Counsel,  
Pentland Brands  
Limited

#### Vice-Chair



**Peter Baehr**  
General Counsel  
Europe EMEA,  
PUMA

#### Vice-Chair



**Rebecca Parkin**  
Associate Legal  
Counsel Sports  
Marketing, Nike

#### Ex Officio



**Charlotte Giudicelli**  
Head of Legal,  
Digital and  
Compliance



# Trade Committee

## 2024 ACTIVITY REPORT

### Mandate

The Trade Committee was focused on international trade issues facing the global sporting goods industry, including eliminating trade barriers, engaging in trade cases, removing restrictions that impact WFSGI member company's supply chains, advocating for international trade agreements that benefit the global sporting goods industry. Following a reevaluation in late 2024, the Trade Committee Mandate will change going forward to have a wider

### Summary

In 2024 the protectionism trend of the past years continues. The sporting goods industry is confronted with an increasing number of trade measures while continuing exploring opportunities that public affairs and advocacy holds for the industry.

### Update on key activities:

#### Trade Cases: India, Mexico & Indonesia

The most challenging technical barrier to trade was the Indian Quality Control Order for the import of footwear into the country. After several postponements, this new requirement entered into force with many questions regarding the implementation unanswered. Most notably, WFSGI members are facing severe issues to get their overseas factories certified. This was necessary to produce footwear that was eligible to be imported in compliance with this new Quality Control Order to India.

Such technical barriers to trade are diametrically opposed to free trade and resilient and flexible sourcing solutions. The latter has proven to be one of the important lessons learnt by international companies during the Covid pandemic.

Furthermore, the WFSGI is coordinating the joint participation of WFSGI members in the government of Mexico's anti-dumping investigation of footwear imports from China. This is yet another case scrutinizing Chinese footwear imports after similar investigations in Brazil. A group of brand representatives from Mexico, China, and their headquarters, together with the WFSGI trade counsel and lawyers from Mexico and China, are working together to showcase that sporting goods footwear imports to Mexico are not causing any injury to the domestic industry and should therefore not be subject to anti-dumping duties.

In addition, Indonesian authorities have decided to review the safeguard duties imposed on apparel imports despite the fact that the deadline to do so had lapsed. Also in this case, a group of member brands have decided for an aligned approach under the WFSGI umbrella and jointly collaborate with the WFSGI trade counsel and lawyers in Jakarta. The group is working towards getting its high-quality products excluded from any safeguard duties as such products are not competing with locally manufactured Indonesian apparel products.



### Trade strategy development starts with focus on Public Affairs and Advocacy

Besides the technical trade case engagement, the WFSGI has taken some initial steps to implement the new strategic plan's trade priorities. Based on a trade panel looking at the impact of the future US American President on global trade, further exchanges took place to finetune the necessary next steps to be taken by the secretariat to deliver on the new strategic plan. The importance of increased advocacy efforts and public affairs remains a top priority. In that context a few important discussions have been initiated.

First, it has been agreed to organize a Public Affairs and Advocacy Roundtable in March 2025. The purpose of this event will be to bring together subject matter experts of the industry and set the industry's way forward in advocacy. This roundtable will be organized by WFSGI together with other sporting goods industry federations. Second, the secretariat has started exploring trade as a means to support other policy priorities of WFSGI. For example, WFSGI had a first exchange with the WTO and the WHO in order to kick start a discussion around "trade for health". The purpose is to work out how products supplied by the sporting goods industry support people's healthy lifestyle and how that should be taken into account from a trade perspective.

Last but not least, the WFSGI has started to get proposals to establish the industry's first ever global economic impact report. This piece of work is considered crucial to provide the necessary basis for the WFSGI's advocacy work.

### Conclusion

During 2024 the Trade Committee has started exploring a reset as we reflected on the needs of our industry and members. As for 2025, the geopolitical situation will be challenging, and we will work with our members to be as prepared as possible for any headwinds that may come our way. ■■■

#### Chair



**Ingrid van Laerhoven**  
Director International Trade & Customs EMEA  
Nike Government & Public Affairs

#### Vice-Chair



**Manuel Pauser**  
Head of Global Government Affairs  
adidas AG

#### Ex Officio



**Marc-Ivar Magnus**  
COO



**Edwin Vermulst**  
WFSGI Trade Counsel



# Environment Social Governance Committee

## 2024 ACTIVITY REPORT

### Mandate

The ESG Committee is focusing on global societal, social and environmental trends like climate change, resource depletion, labour and health issues. Its work is targeted at developing and promoting an understanding within the World Federation about the relevance of global social and environmental challenges for each individual member company offering members an opportunity to tackle challenges through guidance and sharing best practice services, supporting members in identifying synergies to tie resources and enhance leverage through collaborative work.

### Update on key activities:

According to the new WFSGI strategic plan environment-, social and governance-related subjects is one of the top priorities for the industry for the future.

With the new strategic plan, also some important changes have taken place regarding the WFSGI ESG Committee. The industry thanked Frank Henke, the long-standing chair of this group, for his 16 year long services and support in this position.

The new ESG leadership team at WFSGI consists of the Committee Chair Anna Turrell (Decathlon), and the Vice-Chairs Sigrid Buehrle (adidas), Erik Opsahl (Nike), Duncan Scott (New Balance) and Felix Jahn (Schwalbe).

The WFSGI members met for an ESG summit in London in order to define the WFSGI's role on the industry's decarbonization path ahead. Ahead of that summit, the ESG leadership group made a survey on WFSGI members' climate actions. The outcome of that survey provided a better picture on the industry standpoint.

A report was then produced as an outcome of this summit. This report will serve the WFSGI as guideline for the future ESG activities:

The summit has put the focus on four ESG pillars: First, the WFSGI will be looking for a solution to monitor and upskill on ESG regulations; second the need for ESG advocacy has been determined; the third pillar is looking on how to standardize the methodology to measure carbon emissions; last but not least the goal would be to develop a joint industry decarbonization vision.



With regard to the first pillar, members have been surveyed in order to understand what they see as pain points, opportunities and needs. The WFSGI has then issued an RFP and the ESG leadership team has started first exchanges with service providers to find the adequate solution for ESG regulation monitoring.

The WFSGI has recognized that the pace of progress remains very challenging in ESG. That's why the WFSGI has been looking for new support and resources. The secretariat is confident to welcome an additional team member, a Head of ESG, as of early 2025.

The WFSGI continued to deliver successfully the pledge for the FIFA Quality Program. In that context, further improvements have been agreed.

The increasing importance of ESG in the world of sports is supported by the rising number of international sport governing bodies addressing labor issues. The WFSGI has extended its pledge service to further sport federations in 2024 and is working on memorandums of understanding with the respective sport federations.

Finally, the WFSGI and WEF initiated first discussion on a joint report around Net Zero Nature Positive in the sport worlds.

While climate change is one of the top priorities according to the new WFSGI strategic plan, it has been acknowledged that there is a clearly increased interest of external stakeholders on key topics such as human rights in supply chain.

Conclusion

The WFSGI strategic plan places ESG as a top priority and with that comes new headcount in the form of with Afsah Alumia-Khan joining in early 2025 as Head of ESG Strategy and Implementation. Afsah will be supported by Anna Turrell (Decathlon) ESG Committee Chair alongside Vice-Chairs from adidas, Nike, New Balance, and Schwalbe. At the ESG summit in London, members defined key priorities: ESG regulation monitoring, advocacy, carbon emissions standardization, and a joint decarbonization vision. Efforts include surveying members, engaging service providers, and planning to hire a Head of ESG by 2025. WFSGI also advances its FIFA Quality Program and expands ESG initiatives with global sport federations, while partnering with WEF to explore Net Zero Nature Positive opportunities in sports.

Chair



**Sigrid Buerhle**  
SVP Sustainability and ESG , adidas AG

Vice-Chair



**Felix Jahn**  
Head of Coporate Social Responsibility, Schwalbe, Ralph Bohle GmbH.

Vice-Chair



**Erik Opsahl**  
Director, Global Sustainability Policy, Government and Public Affairs, Nike

Vice-Chair



**Duncan Scott**  
Senior Vice President Strategic Sourcing & Quality, New Balance

Ex Officio



**Marc-Ivar Magnus**  
COO

Ex Officio



**Afsah Alumia-Khan**  
WFSGI Head of ESG Strategy and Implementation

**WFSGI.ORG**

- CONNECT
- INFORM
- REPRESENT
- PROMOTE



**WORLD FEDERATION OF THE  
SPORTING GOODS INDUSTRY**

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NOVEMBER 2022 – NOVEMBER 2025

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SFIA - Sports and  
Fitness Industry  
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Nominee April 2025

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Global Director  
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**Manuel Pauser**  
Vice President  
Global Government  
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adidas AG

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Global Brand  
Partners



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Representative  
Director  
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**Colin Li**  
Executive Director  
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Limited,  
Viva China Holdings  
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**Charles Yang**  
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Victory Group Ltd.



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**Holger Schwarting**  
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Sport 2000  
International GmbH



**Celine del Genes**  
Chief of Customer  
Decathlon



**Param Singh**  
Owner & CEO  
Arklyz AG



**Anne Larilahti**  
SVP Sustainability  
Amer Sports  
Nominee April  
2025



**Mitchell Tsai**  
CEO Apache  
Footwear  
Nominee April  
2025



**Stefan Rummel**  
CEO Messe  
Muenchen  
Nominee April  
2025

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**Motoi Oyama**  
Senior Advisor and  
Director  
ASICS Corporation

## Ex-Officio



**Emma P. (Mason)  
Zwiebler**  
CEO



**Jochen Schaefer**  
Legal Counsel



**Christian Wille**  
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# PHYSICAL ACTIVITY JOINT



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SPORTING GOODS INDUSTRY



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**Daniel Martinez**, Orbea CEO



**Peter Graschi**, arena CEO



**Noah Bernard**, Senior Vice President



**Tobias Gröber**, Director ISPO Group



**Renato Jardim**, ÁPICE Executive Director