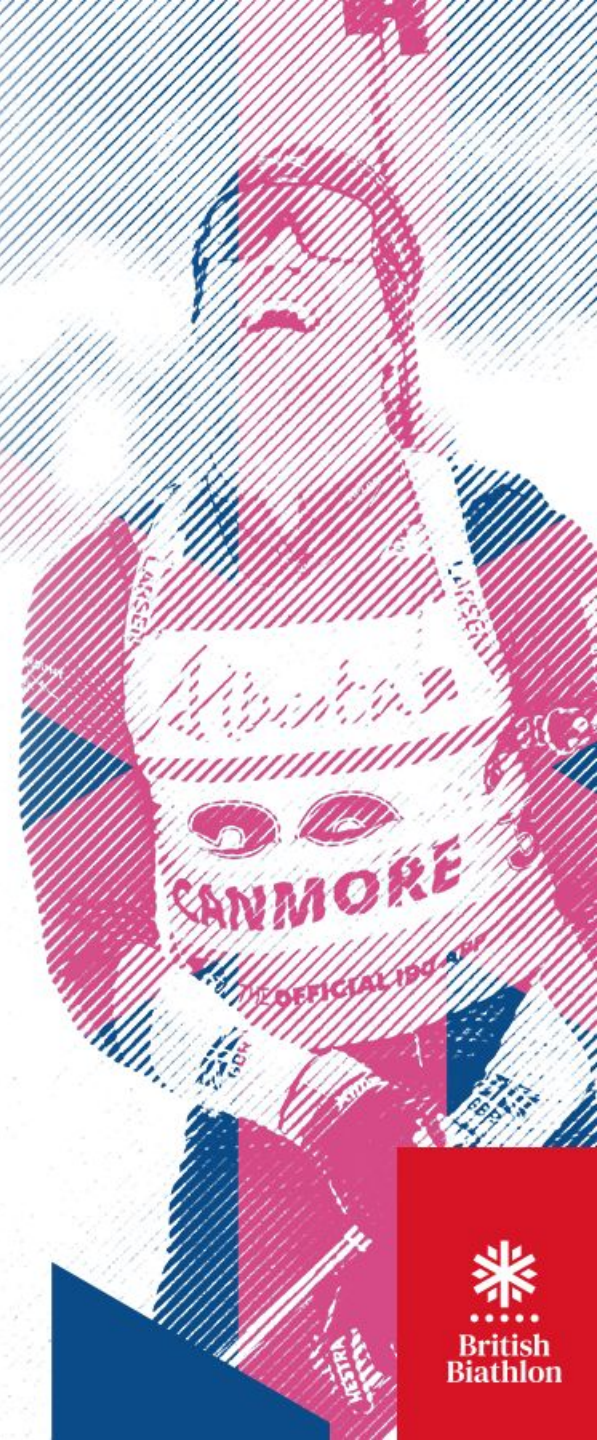
British Biathlon Union

Target 2030

Chair Introduction

“The British Biathlon Union Strategy 2030 marks a bold new chapter in the sport’s evolution in the UK. Building on a period of significant growth and rising national profile, this strategy sets out our ambition to harness the momentum we’ve created, embrace excellence at every level, and establish biathlon as a thriving, high-performance sport with a strong and inclusive community. With renewed energy, strategic investment, and a clear focus on long-term success, we are forging a future that will inspire the next generation of British biathletes and firmly position the UK on the international biathlon stage”

Rob Weighill CBE, BBU Chair



Target 2030: A bold vision for British Biathlon

Introduction:

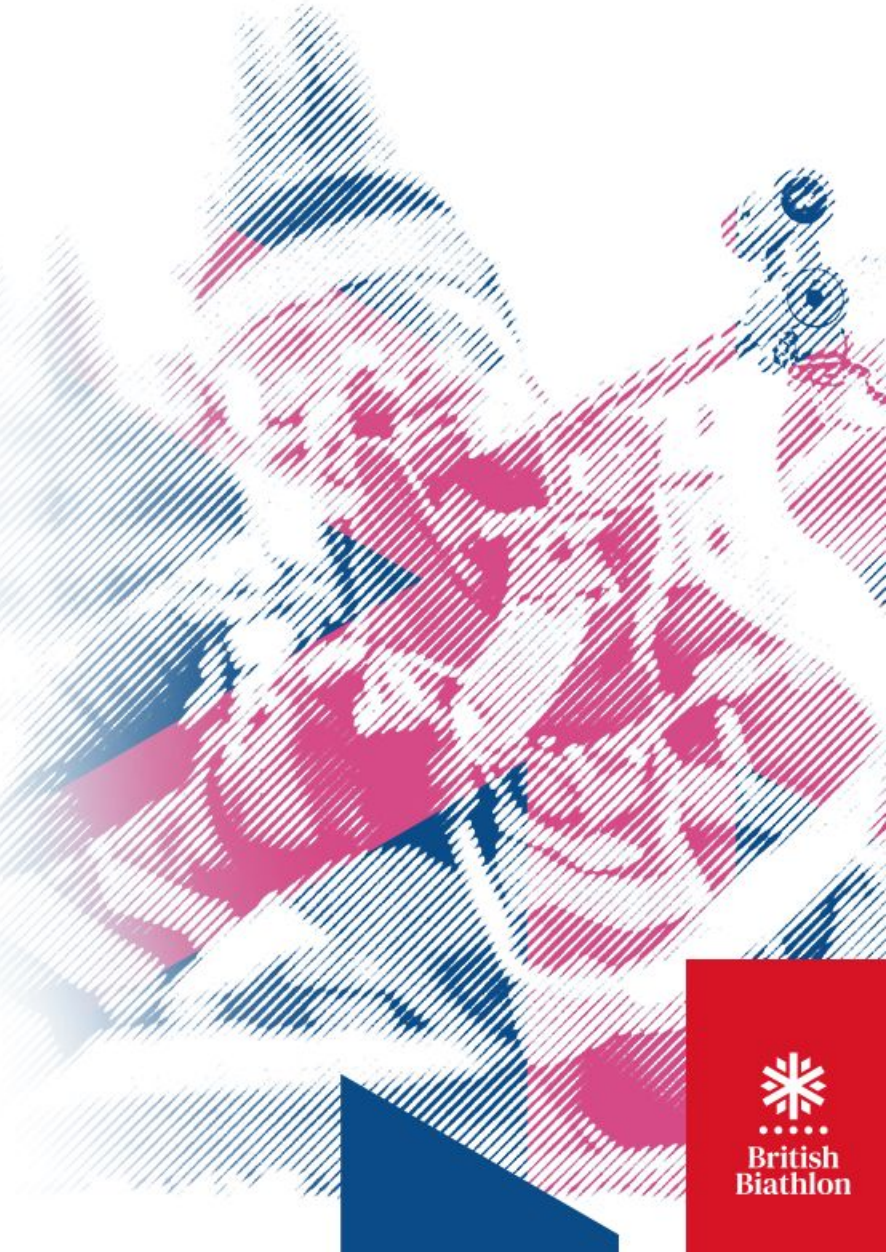
The British Biathlon Union (BBU) is entering a new era, defined by strategic clarity, professional leadership, and an unrelenting ambition to place Great Britain firmly on the international Biathlon stage. *Target 2030* is our roadmap for delivering Olympic and Paralympic impact through to the 2030 Winter Games and beyond; anchored in high performance, inclusion and long-term sustainability.

Aligned with the strategic objectives of the International Biathlon Union and the mission of UK Sport to drive world-leading success and inspire positive change through sport, the BBU is now positioned to lead the transformation of Biathlon in the UK. We are pioneering an integrated approach that embraces both Olympic and Paralympic disciplines, setting a new standard for how biathlon can evolve within a developing winter sport nation.

From a solid foundation, we are now scaling our ambition; creating a dynamic and inclusive pathway that nurtures talent from grassroots through to elite level. We will embed para-biathlon at the heart of our structure, ensuring equity of opportunity and a unified athlete journey. Our shifting approach will be data-informed, athlete-focused, and underpinned by a commitment to excellence in governance, coaching and performance environments.

Target 2030 is not just about medals – it is about redefining what British Biathlon can achieve. We will grow participation by demonstrating biathlon's capacity to develop physical robustness, mental resilience, and community connection. By investing in innovative delivery models, strong stakeholder partnerships, and a culture of high performance and 'winning well', we will ensure British athletes can compete with distinction on the world stage.

The next chapter of British Biathlon demands bold thinking, strategic alignment, and relentless execution. The BBU is ready to lead that charge with clear purpose, collective resolve and a shared belief in the power of sport to inspire, include and excel.



BBU Principles & Values

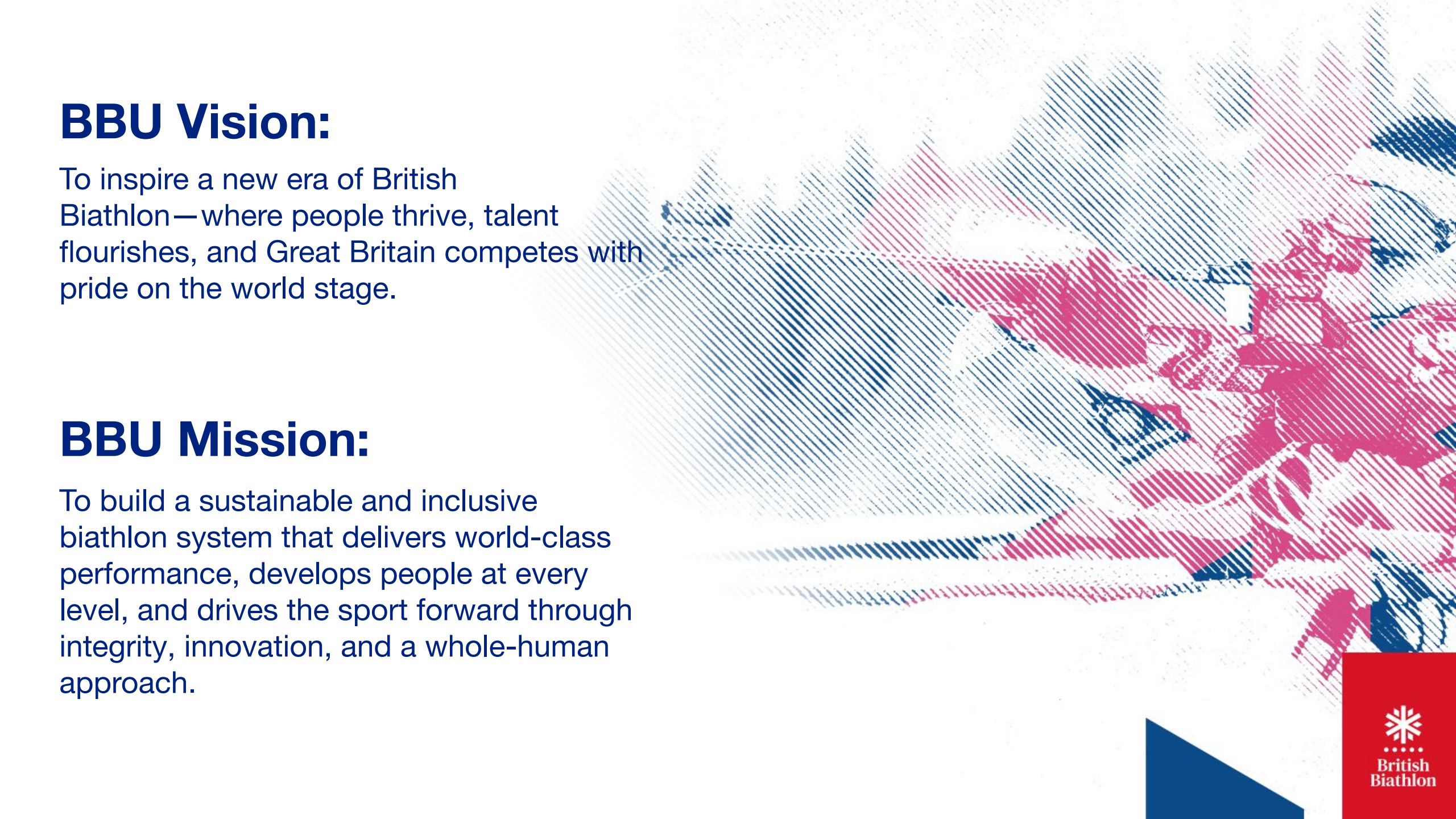
Opportunity for all	We are committed to creating accessible pathways and removing barriers so that everyone – regardless of background, geography, ability or impairment, can discover and thrive in biathlon
Performance with purpose	We foster a high-performance culture that prioritises wellbeing, character and long-term development alongside competitive excellence
Inclusive by design	Inclusion is embedded in everything we do; from grassroots engagement to elite performance. Para Biathlon is fully integrated into our structure and vision
Integrity in action	We lead with transparency, accountability, and respect, upholding the highest standards in governance, safeguarding and ethical sport
One team culture	We are stronger together: athletes, coaches, volunteers and partners.We are unified by a shared ambition to elevate British Biathlon achievement on the world stage and ‘winning well’
Power of Partnership	We collaborate actively and authentically with local, national and international partners, recognizing that long-term success depends on shared vision, expertise and investment
Innovation for Impact	We embrace new thinking, technologies, and approaches to deliver a modern, adaptable, curious and forward-thinking sport system
Legacy mindset	We think beyond short-term results, building sustainable systems, inspiring future generations, and ensuring our sport leaves a lasting positive impact

BBU Vision:

To inspire a new era of British Biathlon—where people thrive, talent flourishes, and Great Britain competes with pride on the world stage.

BBU Mission:

To build a sustainable and inclusive biathlon system that delivers world-class performance, develops people at every level, and drives the sport forward through integrity, innovation, and a whole-human approach.



Strategic Targets: Delivering the Vision for British Biathlon

To realise our long-term vision and fulfil the ambitions of Target 2030, the BBU has identified five critical strategic targets. Each target represents a core pillar of sustainable, athlete-centred progress, designed to strengthen our foundations, extend our impact, and elevate performance across all levels of the sport.

Every target is rooted in our commitment to the biathlete – ensuring that their development, wellbeing, and potential remain at the centre of all we do. By achieving these strategic aims, we will build a professional and resilient sporting ecosystem that creates opportunities for current and future generations to reach their highest level of performance.

For each of these five targets, we will clearly define what success looks like and outline the specific initiatives that will drive progress. These actions are interconnected, reinforcing one another to ensure that British Biathlon grows in a positive, inclusive, and world-class direction.

The five strategic targets are:

1. **Driving World-Class Performance**
2. **Extending Our Reach**
3. **Embedding strong and transparent governance**
4. **Embracing Innovation**
5. **Creating a Winning Culture, the Right Way**

Together, they form the framework through which we will deliver meaningful change, measure our impact, and position British Biathlon for long-term success on the international stage.

1. Driving World-Class Performance

The BBU understands the demands of the international stage and is committed to building on recent progress to establish a credible and competitive presence across all levels of biathlon. We are focused on strengthening the complete athlete pathway to ensure that British Biathletes are not only qualifying for international competitions but progressing through the field and challenging for podium places.

To do this, we will develop a fully integrated, inclusive performance system; one that identifies, nurtures and supports athletes from entry level through to elite. This includes working to increase British representation and start quotas at European, World Cup, and World Championship events, with a clear ambition to qualify and compete with distinction at with Winter Olympic and Paralympic Games.

Following the Milan-Cortina 2026 Paralympic Games, we will embed the world-class Para Biathlon programme as a permanent, aligned component of our high-performance structure. We will identify shared performance opportunities, align coaching and development models, and ensure that both Olympic and Paralympic athletes benefit from a unified system of excellence.

Importantly, we recognise the social value of biathlon beyond medals. By creating performance pathways that are inclusive and community-connected, we will use biathlon to support health, wellbeing and personal growth – demonstrating the broader impact of a high-performance culture that is human-first.

Through collaboration with UK Sport, the IBU, Home Nations and a growing network of national and international partners, we will continue to elevate our standards, expand our capacity, and drive a performance culture built on integrity, innovation and ambition.

Strategic Target:

Increase British Biathlon Performance and Representation across all levels of International Competition, culminating in greater Olympic and Paralympic representation and success by 2030

Driving High Performance: Strategic Initiatives

1. Build a World-Class Performance Pathway

- Design and deliver a performance programme that prepares athletes for consistent success at IBU Cup, World Cup, World Championships and Olympic/Paralympic Games
- Develop and implement a long-term **Talent Identification and Development Strategy**, focusing on discovering and nurturing high-potential athletes both domestically and abroad
- Establish a **10-Year Pathway to Podium** for Olympic and Paralympic athletes, ensuring targeted support from junior to elite levels

2. Fully Embed Para Biathlon

- Integrate the **Para Biathlon Programme** into the BBU's core performance structure post Milan-Cortina 2026, optimising shared straining camps, aligned support services and performance planning
- Actively seek opportunities for **combined training environments** across all levels of the pathway to promote a culture of inclusion and shared excellence

3. Strengthen International Collaboration

- Form strategic partnerships with **other National Federations** to gain shared access to training environments, technical expertise and competition opportunities
- Create a **Regional Cup Team** to provide an additional stepping-stone to international competition for developing athletes

4. Target International Progression

- Set a clear performance objective to become a **top 20 nation** on the IBU and World Cup circuits – securing four start places for both men and women across key events
- Use Performance data and athlete insights to **identify performance gaps and shape targeted interventions** within the programme

5. Grow the Base, Support the Peak

- Expand community engagement through an enhanced UK Laser Biathlon Series and **school-based initiatives** that connect young people to the sport and connect community with the pathway
- Foster a **thriving UK Biathlon community** to underpin elite success with strong grassroots foundations

6. Recruit and Retain World-Class Support Staff

- Secure a **sustainable funding model** to employ full-time coaches and support staff, ensuring programme consistency and long-term retention.
- Collaborate with experts in **sport science and medicine** to provide athletes with world-class performance support
- Deliver an **annual coaching and staff development conference** to drive continuous improvement, knowledge sharing and professional development

British Biathlon

2. Extending Our Reach

For British biathlon to thrive on the world stage, it must first flourish at home. Expanding our reach and raising the sport's profile across the UK is fundamental to sustaining elite performance, widening access, and building long-term relevance and impact.

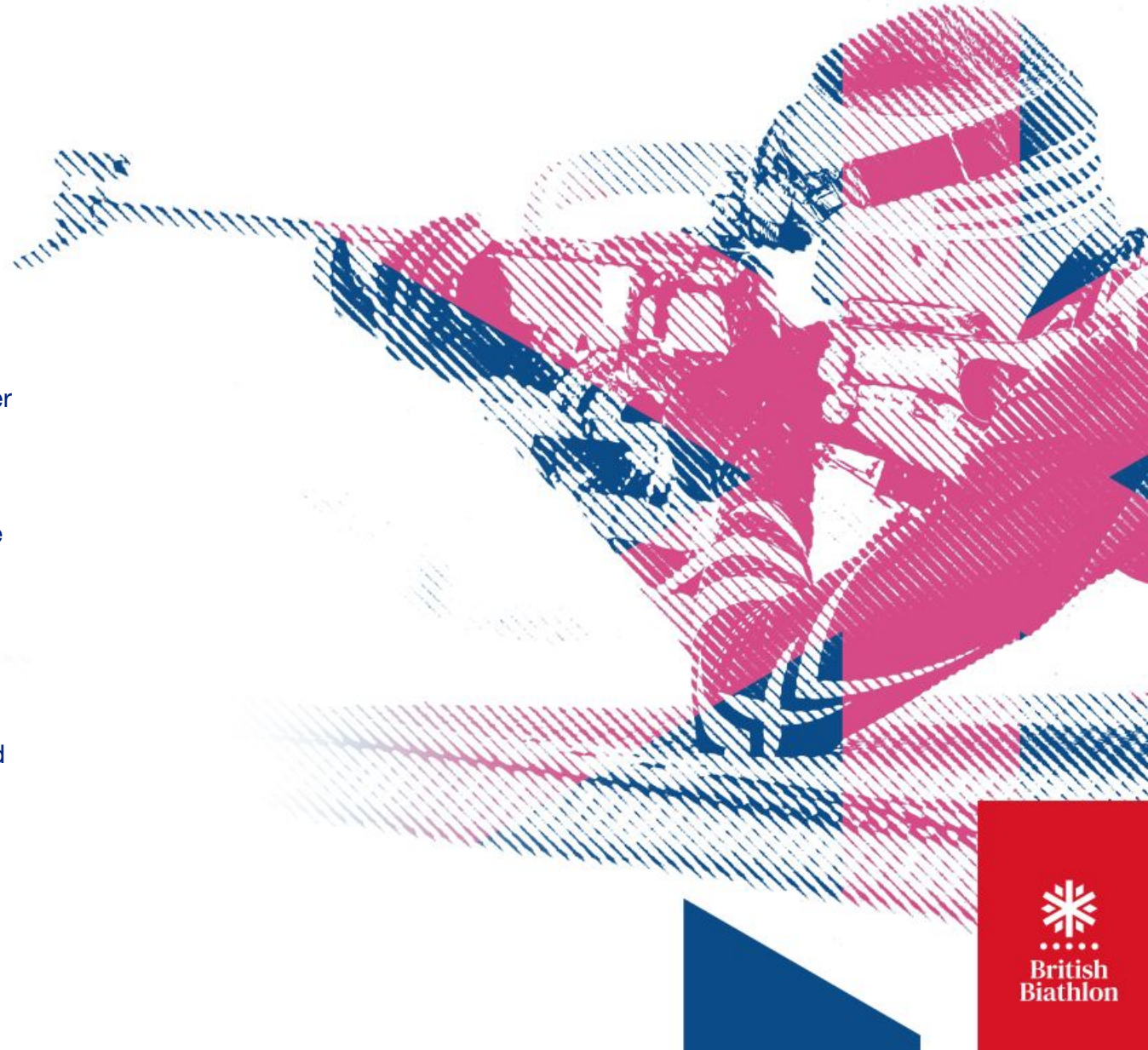
The BBU recognises that visibility drives opportunity. By elevating the public awareness of biathlon and increasing our presence across communities, schools, and digital platforms, we will inspire a broader range of athletes to engage with the sport—ensuring a diverse, inclusive, and sustainable talent pipeline. Equally, a higher profile enables us to attract the strategic partners and sponsorship needed to underpin growth, support our athletes, and deliver on our high-performance goals.

Partnerships will be key to this expansion. Working collaboratively with schools, clubs, local authorities, and international federations, we will create new entry points to the sport and strengthen the biathlon ecosystem from the ground up. This includes innovative programming to drive grassroots participation and the development of regional structures that connect community involvement with competitive progression.

We also recognise the importance of building a strong fanbase—fostering pride, loyalty, and connection with our sport. Through improved communications, digital storytelling, and event engagement, we will bring biathlon closer to the public and strengthen its position as an aspirational and accessible winter sport in the UK.

Strategic Target:

To increase the profile and awareness of biathlon in the UK—broadening its appeal to new athletes, sponsors, and fans, and establishing a sustainable platform for growth and performance.



Extending Our Reach

1. Marketing & Communications: Building a Recognisable, Respected Voice

We will strategically enhance how we communicate and connect with the public to raise awareness, drive engagement, and showcase the unique appeal of British Biathlon.

- Develop a targeted **content and communications strategy** across all platforms, tailored to each audience, with a focus on growing a digitally engaged, data-rich community of supporters and stakeholders.
- Launch thematic **campaigns** around key focus areas including *Women in Biathlon*, *Talent Identification*, *Community Engagement*, and *Income Generation*, to drive reach and relevance.
- Strengthen the BBU brand by clearly defining and consistently articulating our **mission, values, and success stories**, ensuring we build trust and recognition among partners, the public, and prospective athletes.
- Position the BBU as a **forward-thinking, inclusive organisation**, with a strong voice in championing women's sport and underrepresented groups—enhancing brand credibility and connection with wider audiences.

2. Partnerships & Influence: Unlocking Growth Beyond Traditional Boundaries

To fuel sustainable growth, we will cultivate high-value partnerships across sport, business, and community—unlocking new resources, influence, and opportunities for biathlon in the UK.

- Leverage our positive standing within the **IBU** through increased collaboration, contribution to international projects, and leadership roles that enhance BBU's global influence.
- Establish **strategic partnerships** with like-minded national governing bodies and sport organisations to extend our reach, share expertise, and grow biathlon participation in non-traditional environments.
- Develop a compelling **value proposition** for the corporate sector—offering clear social, sporting, and brand alignment that supports both direct sponsorship and charitable engagement via the BBU Foundation.
- Create a robust **sponsorship framework**, differentiating between transactional support and transformational partnerships that deliver long-term value for all stakeholders.

British Biathlon

Extending Our Reach

3. Community Engagement: Growing a Strong, Inclusive Biathlon Network

We will invest in growing an active, diverse, and connected biathlon community across the UK—one that supports participation at every level and underpins the elite system.

- Scale and promote the **Biathlon 4 All** programme to introduce the sport to new audiences and increase active participation across the country.
- Expand and modernise our **membership offer**, working closely with clubs to add value, improve engagement, and foster long-term involvement.
- Continue to support the **Military National Championships** as a key performance and participation pathway, enhancing the link between service sport and the wider BBU system.
- Grow the **GB Biathlon Masters programme**, providing inclusive, lifelong opportunities for adults to engage with and contribute to the sport at all levels.

British Biathlon

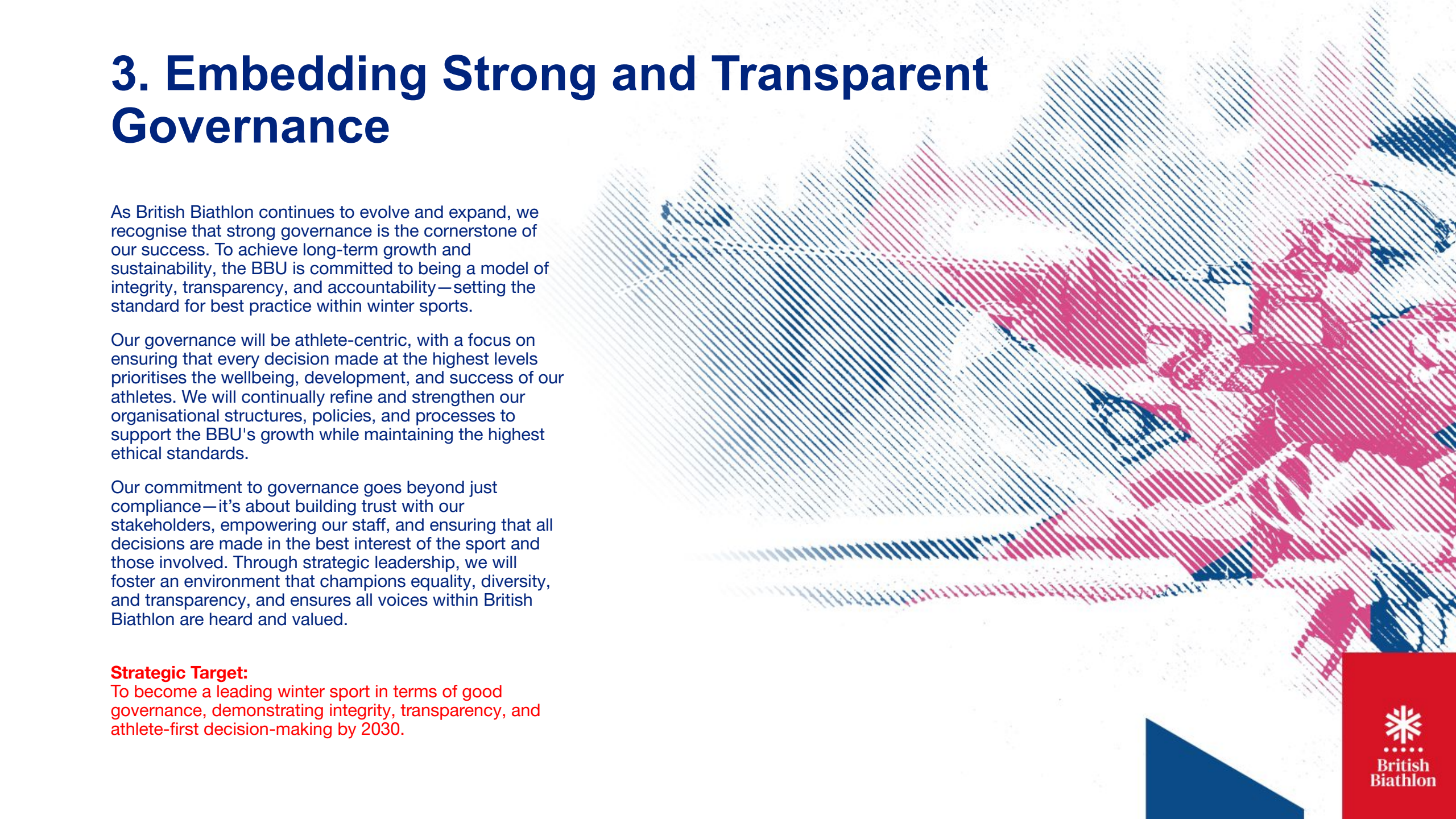
3. Embedding Strong and Transparent Governance

As British Biathlon continues to evolve and expand, we recognise that strong governance is the cornerstone of our success. To achieve long-term growth and sustainability, the BBU is committed to being a model of integrity, transparency, and accountability—setting the standard for best practice within winter sports.

Our governance will be athlete-centric, with a focus on ensuring that every decision made at the highest levels prioritises the wellbeing, development, and success of our athletes. We will continually refine and strengthen our organisational structures, policies, and processes to support the BBU's growth while maintaining the highest ethical standards.

Our commitment to governance goes beyond just compliance—it's about building trust with our stakeholders, empowering our staff, and ensuring that all decisions are made in the best interest of the sport and those involved. Through strategic leadership, we will foster an environment that champions equality, diversity, and transparency, and ensures all voices within British Biathlon are heard and valued.

Strategic Target:
To become a leading winter sport in terms of good governance, demonstrating integrity, transparency, and athlete-first decision-making by 2030.



Embedding Strong and Transparent Governance: Strategic Initiatives

1. Integrity: Upholding Athlete Well-being and Ethical Standards

We will uphold the well-being of every individual involved in biathlon by enforcing ethical standards, safeguarding practices, and comprehensive education around integrity.

- Collaborate with **UK Anti-Doping (UKAD)** to deliver regular training sessions and implement an ongoing education programme that reinforces anti-doping policies, fair play, and the protection of athletes' rights.
- Establish **safeguarding** as a core element of our governance framework, proactively preventing harm and misconduct through clear policies, training, and dedicated support systems.
- Hold ourselves accountable to the highest standards of conduct by embedding a **culture of accountability** across the organisation, ensuring that ethical decision-making is central to all governance practices.

2. Governance: Building a Robust, Transparent, and Effective Framework

To achieve best-in-class governance, we will create a structure that supports informed decision-making, fosters organisational growth, and maintains a commitment to transparency.

- **Strengthen the governance structure** of the BBU by ensuring that the right people with the right skills are in place to drive the organisation forward, enabling effective and efficient decision-making at all levels.
- Actively **recruit and engage Board Members, staff, and athletes** based on their expertise, integrity, and performance, ensuring that all BBU leadership reflects the diverse skills required for success.
- Maintain complete **transparency** across all operations, demonstrating openness and accountability to stakeholders, athletes, and the public.
- Uphold the highest **professional standards** and ethical conduct, ensuring that the BBU's actions align with our core values and commitments at all levels of delivery.

Embedding Strong and Transparent Governance: Strategic Initiatives (2)

3. Diversity, Equity, and Inclusion (DEI): Fostering a Diverse, Inclusive Biathlon Community

We are committed to fostering a culture of inclusivity that prioritises gender equality and champions diversity at all levels of the sport, from grassroots to the Boardroom.

- Actively **enhance diversity** across all areas of biathlon—from participants to decision-makers—ensuring that underrepresented groups have access to opportunities and representation within the sport.
- Continuously **advance gender equality** in biathlon by creating pathways that enable women to thrive as athletes, coaches, and leaders in the sport, supporting them through tailored development programmes and policies.
- **Integrate inclusion** into every programme and initiative, ensuring that the principles of equity and accessibility are embedded in all British Biathlon activities, from the grassroots level to elite performance.

4. Embracing Innovation

The British Biathlon Union (BBU) operates in a sport deeply intertwined with the natural world, and we recognise the fragile environment in which we thrive. As we strive for success at the highest levels, we also understand our responsibility to minimise the environmental impact of our operations. Sustainability is integral to our mission, and we are committed to driving forward-thinking initiatives that reduce our environmental footprint while ensuring that the sport can be enjoyed for generations to come.

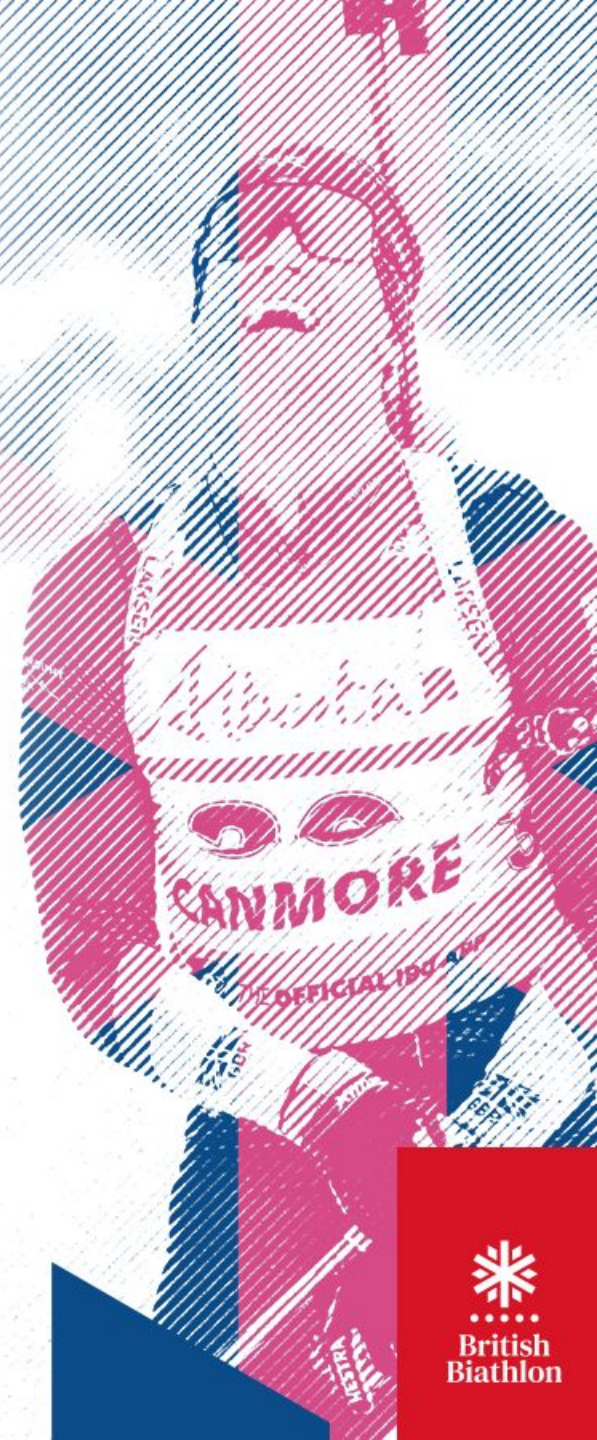
Aligned with the International Biathlon Union's (IBU) sustainability strategy, we will integrate sustainable practices across all areas of our operations, from reducing the carbon footprint of our travel and events to embracing eco-conscious equipment and material choices. This holistic approach will position the BBU as a leader in promoting environmental responsibility within winter sports.

Beyond sustainability, the BBU is equally focused on fostering a culture of **continuous innovation**. Biathlon is a dynamic sport that demands the highest levels of precision, performance, and efficiency. To remain at the cutting edge, we will continually invest in **equipment innovation**, exploring ways to improve our equipment and waxing strategies to enhance athlete performance while minimising waste and environmental impact. From innovative skis and bindings to more sustainable waxing methods, we will leave no stone unturned in our quest for excellence across both Olympic and Paralympic programmes.

Furthermore, the BBU will champion **data-driven innovation** to optimise performance and training outcomes. We recognise the immense value of collecting, analysing, and applying data to inform decisions at every level of the sport. By developing sophisticated systems to track athlete performance, identify trends, and analyse race data, we will harness the full potential of technology to give our athletes a competitive edge. This data-centric approach will not only support individual athlete development but will enable us to refine training and performance strategies, making the most of every resource at our disposal.

At the heart of this innovation lies a **curious mindset**—one that continuously questions, tests, and improves. We are committed to cultivating an environment where curiosity drives discovery, and where every team member, from athletes to support staff, is encouraged to challenge conventions and push boundaries. By embracing curiosity, we ensure that the BBU remains adaptive, resilient, and forward-thinking, always striving for excellence in every aspect of our operations.

Strategic Target:
To reduce the BBU's environmental impact in alignment with the IBU sustainability strategy while driving innovation in equipment, waxing, and data analytics—empowering the sport's evolution and performance at every level.



Embracing Innovation: Strategic Initiatives (1)

1. Sustainability and Innovation: Leading the Charge in Responsible Practices

The BBU understands that true innovation goes hand in hand with responsibility. As we push the boundaries of performance and progress in biathlon, we are equally committed to reducing our environmental footprint and advancing sustainable practices. By leading the way in sustainability, we ensure that our efforts not only support the growth of the sport but also preserve it for future generations.

Initiatives to achieve this:

Sustainability Leadership
Position the BBU as a **leader in sustainability** among small IBU federations, championing environmental responsibility and sustainable practices across the sport.

- Promote sustainability initiatives through **digital platforms, webinars, and events**, sharing best practices with the wider biathlon community.
- Develop an **innovative sustainability project** tailored to the unique needs and challenges of small federations, enabling them to adopt more sustainable practices.
- Enter the **IBU Sustainability Awards** to gain recognition and showcase the positive environmental impact of our initiatives.

Sustainability Framework
Develop a comprehensive **sustainability policy framework** to codify existing practices and introduce new, forward-thinking initiatives that align with global environmental standards.

- Explore, understand, and learn best practices in sustainability across the sport, drawing inspiration from leaders in environmental innovation.
- Create a **sustainability framework** to guide the BBU's sustainability agenda, ensuring that the organisation remains accountable for reducing its environmental impact and continuously improving in this area.

Embedding Sustainability
Embed sustainability into the very fabric of the BBU, ensuring it is not just a policy but a living, breathing ethos that influences every decision and action we take.

- Build a **culture of sustainability** by providing Athletes and Staff with education programmes to deepen their understanding and encourage personal responsibility for the environment.
- Ensure sustainability is **central to all season planning**, aiming to reduce the carbon footprint of travel, events, and operations across all levels of the organisation.

British Biathlon

Embracing Innovation: Strategic Initiatives (2)

2. Equipment Innovation: Enhancing Performance Through Cutting-Edge Technology

We will explore and implement advanced equipment solutions that elevate athlete performance, improve efficiency, and align with sustainability goals.

Initiatives to achieve this:

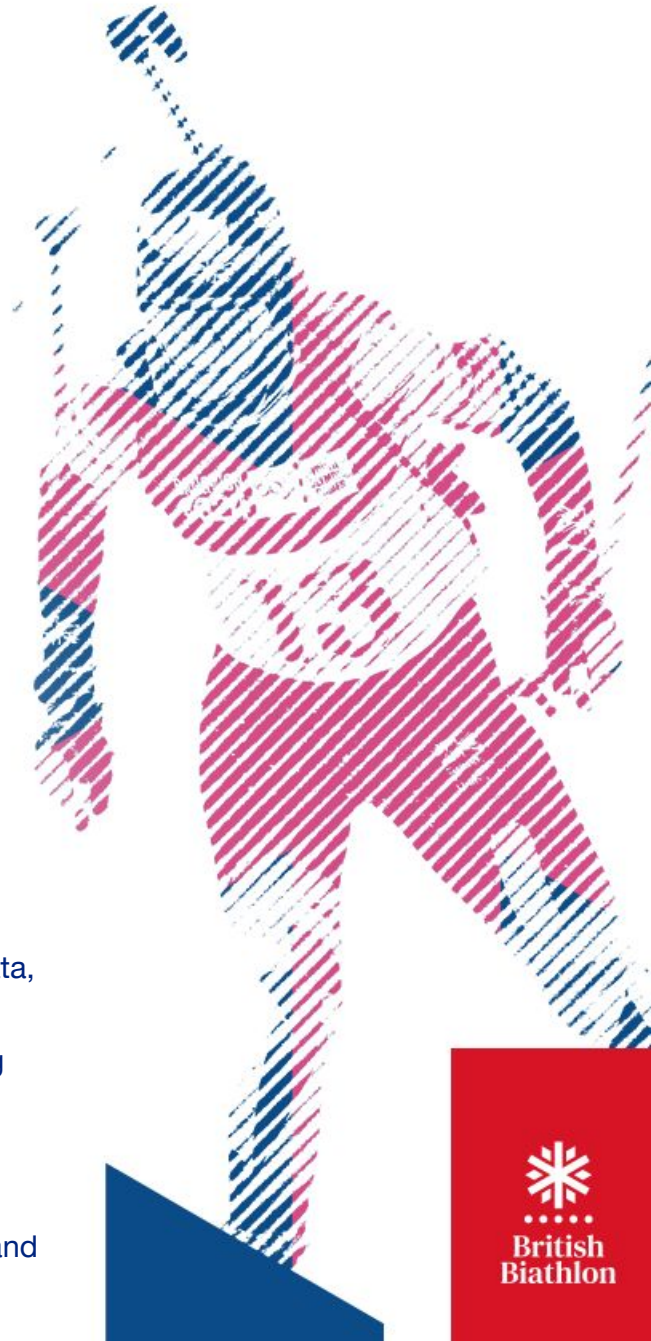
- Collaborate with industry leaders, equipment manufacturers, and technical experts to develop **high-performance biathlon equipment**, focusing on materials and technologies that enhance speed, precision, and environmental sustainability. This will critically include the review of **sit skis** and **athlete rifle set-up** (Olympic and Paralympic)
- Explore new **waxing technologies** that improve glide and durability while reducing the environmental impact associated with traditional methods, promoting more eco-friendly alternatives in all areas of competition and training.
- Partner with **scientific and technical institutions** to incorporate cutting-edge research into the design and testing of biathlon equipment, ensuring the BBU is leading the way in technical innovation.

3. Data-Driven Performance: Harnessing the Power of Information for Precision and Progress

We will embrace data as a key tool for enhancing performance, refining strategies, and supporting athletes at every level of development.

Initiatives to achieve this:

- Develop a **comprehensive data analytics platform** that tracks and evaluates athlete performance, including real-time race data, training metrics, and physiological feedback, to inform personalised training plans.
- Establish a **data-driven culture** within the BBU by providing athletes, coaches, and staff with the tools, resources, and training needed to effectively use data to optimise performance and recovery.
- Leverage data to identify **performance gaps** and areas of improvement, using advanced predictive modelling and machine learning to inform coaching decisions and athlete development strategies.
- Create a **data-sharing network** with international partners and federations to share best practices, benchmark performance, and collaborate on technological innovations that advance the sport.



Embracing Innovation: Strategic Initiatives (3)

4. Continuous Curiosity: Cultivating a Culture of Innovation and Learning

The BBU will embed a culture of continuous improvement and curiosity, where innovation is driven by an ongoing desire to question, explore, and experiment.

Initiatives to achieve this:

- Foster a **curious mindset** within the organisation by encouraging staff, athletes, and stakeholders to challenge the status quo, test new ideas, and continuously seek better ways to do things.
- Develop **collaborative partnerships** with universities, tech companies, and research institutions to foster a spirit of continuous learning and stay ahead of the curve in both technical advancements and performance analytics.

5. Creating a Winning Culture, the Right Way

At the heart of sustained success lies not just talent or infrastructure—but culture. The British Biathlon Union is committed to building a high-performance environment where people thrive, not just perform. We believe that world-class results are only possible when athletes, coaches, and staff are supported as whole individuals—where personal growth, mental well-being, and values-driven leadership are prioritised alongside podium ambition.

This is a culture where winning well matters. Where challenge is balanced with care, excellence with empathy, and ambition with respect. By embedding a **human-first approach**, we will foster a psychologically safe, inclusive, and empowering environment that supports not only elite performance but lifelong engagement with the sport.

The BBU will lead by example—developing coaches as mentors, educating leaders in athlete welfare, and ensuring our structures are built around the holistic development of every person in the system. This is how we define success: not just by medals, but by the strength, character, and wellbeing of the people who earn them.

Strategic Target:
To embed a values-led performance culture that prioritises the whole human—establishing the BBU as a leader in athlete welfare, personal development, and sustainable success.

British Biathlon

Creating a Winning Culture, the Right Way – Strategic Initiatives (1)

1. Leadership & Management: Driving a Culture of Continuous Improvement

We will develop a leadership culture that actively listens, adapts, and invests in creating the right conditions for individuals and the wider system to grow.

Initiatives to achieve this:

- Promote a culture of **real-time, ongoing feedback**, ensuring mechanisms are in place to regularly capture and act on insights from athletes, staff, and stakeholders.
- Ensure **senior leadership presence** at key events and training camps to visibly support teams, understand challenges, and help foster the desired culture.
- Build an inclusive, diverse, and **barrier-free performance environment**, ensuring that every person involved in biathlon feels valued, empowered, and supported in their pursuit of excellence.

2. The Basics Done Well: Building the Foundations for People to Thrive

Before chasing world-class outcomes, we will ensure that the foundations—communication, clarity, and care—are consistently in place and done to the highest standard.

Initiatives to achieve this:

- Establish robust, accessible, and **effective communication systems** at all levels of the organisation, ensuring transparency and connection.
- Support **individual athlete ambitions** through tailored feedback, personal development plans, and clear performance guidance that reflects their goals and needs.
- Maintain strong **organisational health**, ensuring BBU structures, systems, and leadership are fit for purpose and capable of supporting the holistic needs of athletes and staff.

Creating a Winning Culture, the Right Way – Strategic Initiatives (2)

3. Sportsmanship & Integrity: Winning the Right Way

We will cultivate a values-driven environment that champions fairness, transparency, and the highest ethical standards, ensuring the culture is as strong as the performances it delivers.

Initiatives to achieve this:

- Uphold a unified identity as a **single high-performance biathlon family**, grounded in shared values, integrity, and athlete-first policies.
- Ensure that **selection processes are transparent, fair, and clearly communicated**, building trust and ensuring all athletes feel respected and understood.
- Foster a culture where **sportsmanship is celebrated** and ethical leadership is the standard across all levels of performance and administration.

Delivering on our commitment

These five strategic targets are not standalone ambitions—they are the interconnected foundations upon which British Biathlon will evolve and thrive. By embedding them across every level of our organisation, the BBU will ensure that our athletes, coaches, volunteers, and partners are supported by a unified, high-performance system that reflects the highest standards of professionalism, inclusion, and innovation.

Success will not be measured by short-term results alone, but by our ability to create a lasting legacy—where future generations of British biathletes have the opportunity, infrastructure, and inspiration to perform at the highest level.

Through disciplined execution, collaborative delivery, and a relentless focus on athlete wellbeing and performance, we will move with purpose toward our *Target 2030* vision. This is our commitment, and these are the pillars that will turn vision into impact.

British Biathlon

Conclusion

Target 2030 is more than a strategy—it is a bold commitment to the future of British Biathlon.

It represents a unified vision to grow a sport rooted in precision, resilience, and ambition, and to build an environment where athletes, coaches, and communities can thrive. Grounded in world-class performance, sustained through innovation and good governance, and fuelled by a culture that puts people first, this strategy is our blueprint for success—measured not only in medals, but in meaningful progress.

Every pillar, initiative, and target has been designed to serve a single purpose: to create opportunity and a positive, inclusive performance environment where British biathletes can flourish on and off the snow. By embracing our values, strengthening our systems, and investing in people, we will ensure that Great Britain continues to be a respected and rising presence on the international biathlon stage.

This is not the work of one team or one season—it is a long-term movement powered by collaboration, curiosity, and commitment. Together with our athletes, partners, supporters, and stakeholders, we will deliver *Target 2030* and build a legacy that endures.

British Biathlon. Bold. United. Moving Forward.