



INTERNATIONAL
MASTERS GAMES
ASSOCIATION

Workbook Version 04.11.2024 IMGAGeneral Assembly Wednesday November 20, 2024





DRAFT AGENDA

IMGA General Assembly

Date: Wednesday 20th of November 2024

Time: 10h00-12h00 (Central European Time)

Place: **The meeting will be held virtually with Zoom and Lumi.**

	Item	Time
1.	Opening of the session	10:00 a.m.
2.	Identification of delegates and confirmation of their authority	10:05 a.m.
3.	Appointment of Scrutineers	10:10 a.m.
4.	Approval of the minutes from the last General Assembly 2023	10:15 a.m.
5.	President's and Board's report	10:20 a.m.
6.	Accounts 2023	10:30 a.m.
7.	Approval of the accounts for 2023	10:40 a.m.
8.	Appointment of the professional auditor for 2024	10:45 a.m.
9.	Update on IMGA Governance	10:50 a.m.
10.	Vote for approval of new Constitution - Changes between old and new Constitution - Old Constitution - New Constitution	11:00 a.m.
11.	Next upcoming event Reports (Time zone order) - Taipei & New Taipei City WMG 2025: 15 min presentation + 5 min Q&A	11:20 –11:40 a.m. 11:20 – 11:40 a.m.
12.	Any other business	11:45 a.m.
13.	Place and date of the next General Assembly	11:50 a.m.



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1. Opening of Session



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2. Identification of delegates and confirmation of their authority



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3. Appointment of scrutineers



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4. Approval of the minutes from the last General Assembly 2023

The minutes were sent out on December 7, 2023 and no comments were received.



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IMGA Annual General Meeting

Date: Thursday 16 November 2023

Time: 10h00-12h30

Location: Zoom and LUMI (virtual)

IMGA Annual General Meeting

Virtual

Thursday 16th of November, 2023

AGENDA

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IMGA Board in attendance:

- President: Sergey Bubka
- Board members: Kate Caithness, David Eades, Sari Essayah, Poul-Erik Hoeyer, Ser Miang Ng, Alex McLin, Makoto Chogahara, Manuela Di Centa, Tom Hollowell, Jens Holm

Apologies: Ugur Erdener, Petra Sörling,

From the Administration:

CEO - Jens Holm

Director of Sport - Samantha Hayward

Director of Marketing & Communications – Kirsty Van Peer

1. Opening of the session

The president Sergey Bubka welcomed the members.

Decision: No comments were made to the agenda

Declaration of interests

No declaration of interests.

2. Identification of delegates and confirmation of their authority

The president introduced LUMI who informed which voting delegates were present: Badminton World Federation (BWF), Fédération International de Basketball (FIBA), International Canoe Federation (ICF), International Golf Federation (IGF), International Orienteering Federation (IOF), International Skating Union (ISU), International Tennis Federation (ITF), International Table Tennis Federation (ITTF), World Curling Federation (WCF), World Archery (WA), World Athletics (WA), World Squash Federation (WSF)

In addition to the voting delegates, the following associate members were present: International Life Saving Federation (ILS), International Floorball Federation (IFF), International Ski Mountaineering Federation (ISMF), World Dance Sport Federation (WDSF), World Flying Disc Federation (WFDF)

3. Appointment of Scrutineers

LUMI is the scrutineer.

4. Approval of the minutes from the General Assembly 2022

The president said the IMGA administration had received no comments on the minutes sent on December 8th, 2022. (sent by email on 16.09.2023, p. 6 of the workbook shared on 16.09.2023 and with the minutes).

LUMI opened the vote.

Decision: The minutes were approved with 100% of the valid votes (10).

5. President's report

The president shared his report with the members (p.12 of the workbook shared with the minutes).

6. Update on IMGA Governance

The president explained the IMGA had moved forward and most recommendations of the Governance Working Group (GWG) had been completed.

The remaining ones – in red in the IMGA Governance Review Recommendations document (p. 13 of the workbook shared on 12.10.2022 and p. 15 of the workbook shared with the minutes) – will require the proposed changes to the IMGA Constitution to be approved before they can be addressed.

Questions:

Zena Wooldridge (WSF) asked if the audit was undertaken following the governance review and expressed her concerns regarding the speed at which the recommendations regarding the establishment of an audit committee.



The CEO explained that a full audit by KPMG had been undertaken and that updates to the Constitution needed to be made in order to allow the last changes to happen.

Kosta Iliev (FIBA) commented on recommendations 1.1 and 1.10 of the GWG related to the reduction of the number of IFs on the board, the increase of independent members; and the income not being shared with the stakeholders.

Alex McLin explained that the recommendation wasn't to reduce the number of IF members but to increase the number of independents.

Ser Miang NG answered that the IMGA model was different from the IOC model and because there were no sponsorship agreements nor broadcasting rights, the IMGA wasn't able to fund their stakeholders like the IOC. In addition, the Constitution doesn't allow it.

7. Management letter & accounts

The president said the IMGA administration had received no comments on the accounts or management letter (sent by email on 16.09.2023, p. 21 of the workbook shared on 12.10.2022, and p. 23 of the workbook shared with the minutes).

The CEO specified that the accounts have been signed by KPMG as the members can see in the documents sent by email on 16.09.2023 but the signatures disappear when the documents are put in the workbook.

8. Approval of the accounts for 2022

LUMI opened the vote.

Decision: the accounts were approved with 100% of the valid votes (10).

9. Appointment of the professional auditor for 2023

The president explained that in line with Articles 25 and 34 of the IMGA constitution, the IMGA Board recommends KPMG, Switzerland, for appointment as the professional auditor for the accounts of 2023.

LUMI opened the vote.

Decision: KPMG was approved as the professional auditor for 2023 with 100% of the valid votes (11).

10. Alterations to Constitution

The president gave the floor to Alex McLin who introduced the reasons for the proposed changes. (p. 42 of the workbook shared with the minutes).

Questions:

Zena Wooldridge (WSF) asked for a more detailed explanation of the Executive Committee's role and function.

The IMGA Board Charter details this and is now available on the IMGA website.

Kosta Iliev (FIBA) asked for clarification on article 12 Resignation and the role of the technical delegates which he would like to see helping from earlier stages and not just being appointed.

The CEO answered that a sport remains on the program of all agreements that have already been signed even if they have resigned from the IMGA.

Sondre Gullord (IOF) took the floor and supported Mr. Iliev's earlier suggestion to distribute IMGA's revenue to its members.

In addition, he added that he is glad to see that the IMGA is moving in the right direction but he also expressed his concerns regarding the transparency and openness of the IMGA's governance and the speed at which it is moving. He said that in his generation, IMGA's reputation in the world of sports is bad and mismanaged but transparency and openness are key to regain trust.

LUMI opened the vote.

Decision: The alterations to the Constitution were approved with 100% of the valid votes (11).

11. Next upcoming event Reports

The president introduced the host cities and opened the floor for their progress reports.



WMG 2025

The Organising Committee of the WMG 2025 in Taipei City & New Taipei City presented their progress report to the members. (p. 61 of the workbook shared with the minutes).
No questions were asked.

Open Masters Series 2026

The Organising Committee of the Open Masters Series in Abu Dhabi presented their progress report to the members. (p. 89 of the workbook shared with the minutes).
No questions were asked.

WWMG 2024

The Organising Committee of the WWMG 2024 in Lombardia presented their progress report to the members. (p. 98 of the workbook shared with the minutes).
No questions were asked.

PANAMG 2024

The Organising Committee of the PANAMG 2024 in Cleveland presented their progress report to the members. (p. 123 of the workbook shared with the minutes).
No questions were asked.

12. Any other business

The members were informed that the Board Charter and policies adopted by the IMGA Board in 2023 were now available on the IMGA website.

13. Place and date of the next General Assembly

The members will be informed about the date and location of the next general assembly in due time and according to the new adopted Constitution.

Closing remarks from the President

The president closed the meeting by thanking everybody for their participation.



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5. President's and board's report

Presidents Report

Dear members, dear host cities, dear friends,

It is a great pleasure for me to welcome you all today!

It has been another exciting and busy year.

We are all affected by outside factors, and while the events and tourism industry is recovering from the COVID-19 pandemic, it remains affected by price increases on flight tickets, ongoing global hostilities and economic uncertainty.

The pandemic has renewed the focus on healthy lifestyles, and governments around the world recognize the importance of sports and physical activity for adults. They are also leveraging sports to strengthen their communities. We aim to capitalize on this trend by utilizing our brand guidelines to further establish our organization as a leading authority in this field.

On November 14, 2024, during the 122nd session of the UN Tourism Executive Council, the IMGA was granted affiliate member status by the UNWTO. As our focus is on sports tourism, this is an important step for the growth of our organization.

Since our last Annual General Meeting (AGM), there have been two IMGA events. In January, we kicked off with the Winter World Masters Games held in Lombardy, which saw nearly 3,000 athletes participate. The enthusiasm and passion displayed by the athletes were truly inspiring, and it was a joy to witness the camaraderie and sportsmanship throughout the event. The organization of the sports and the media coverage were both outstanding.

In July, we travelled to Cleveland for the final edition of the Pan American Masters Games before the inaugural Open Masters Series, which will occur in 2026 in Abu Dhabi. This event provided substantial economic benefits, achieving a return on investment (ROI) of more than 2.5 times. Additionally, it played a significant role in promoting a healthier society, with 73% of those surveyed reporting that they felt inspired to engage in more sports or physical activities.

We have conducted several coordination visits with our seven organizing committees in preparation for the upcoming events. Later today, you will see the presentation for the 2025 World Masters Games, and we are extremely grateful for the hard work and dedication of all involved. Additionally, after evaluation visits for the 2028 Winter World Masters Games, Lahti, Finland, has been selected as the host city for this winter sports festival. Throughout the year, we have also held two Executive Committee meetings and three Board meetings.

In our ongoing efforts to enhance governance, we are making adjustments to our organization in line with the recommendations from the Governance Working Group. One of the most significant steps has been the rewriting of our constitution to reflect these recommendations.

To facilitate this process, we established a Constitution Working Group chaired by VP Kate Caithness, alongside VP David Eades, Board member Alex Mclin, CEO Jens Holm, and Jean-Pierre Morand from the renowned law firm Kellerhals Carrard. Their expertise has been invaluable in ensuring the best possible outcome.

Following a consultation with our members during the Q&A session, we made several adjustments to address the concerns raised. Additionally, we held a workshop for IMGA members to understand and discuss the current and future landscape of Masters sport. I would like to take this opportunity to thank all participants and staff involved for their hard work and contributions.

We have an important vote today to implement the final recommendations from the Governance Working Group. I kindly ask for your support in taking this final step, which will allow us to enhance the organization and prepare it for the future.

I want to express my gratitude for the significant contributions made by the Board this year, which allowed us to reflect on a very successful year. The support from our members and host cities has been equally crucial in reaching these milestones. Thank you all.

Thank you all for your continued support of the IMGA and the global master sports movement!



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6. Accounts 2023



**International Masters Games Association,
Lausanne**

Review Report to the Management

Financial Statements 2023



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**Review Report to the Management of
International Masters Games Association, Lausanne**

We have been engaged to review the financial statements (balance sheet, income statement and notes) of International Masters Games Association for the year ended 31 December 2023.

These financial statements are the responsibility of the Management. Our responsibility is to issue a report on these financial statements based on our review.

We conducted our review in accordance with the Swiss Auditing Standard 910 "Engagements to Review Financial Statements". This standard requires that we plan and perform the review to obtain limited assurance as to whether the financial statements are free of material misstatement. A review is limited primarily to inquiries of company personnel and analytical procedures applied to financial data and thus provides less assurance than an audit. We have not performed an audit and, accordingly, we do not express an audit opinion.

Based on our review, nothing has come to our attention that causes us to believe that the financial statements do not comply with Swiss law and the Constitution act.

KPMG SA

Alexandre Probst
Licensed Audit Expert

Hugues Morel
Licensed Audit Expert

Lausanne, 11 July 2024

Enclosure:

- Financial statements (balance sheet, income statement and notes)

International Masters Games Association, Lausanne

Balance Sheet

ASSETS	Notes	CHF 2023	CHF 2022
Current assets			
Cash and cash equivalents		3 537 895.35	2 831 299.39
Prepaid expenses and accrued income		26 694.56	9 031.90
Total Current assets		3 564 589.91	2 840 331.29
Fixed assets			
IT material		9 836.90	14 253.10
Depreciation on IT material		-3 041.90	-6 925.00
Total Fixed assets		6 795.00	7 328.10
TOTAL ASSETS		3 571 384.91	2 847 659.39
LIABILITIES AND EQUITY			
Current liabilities			
Trade accounts payable to third parties		39 177.13	39 460.62
Other short term liabilities to third parties	2.1	10 660.85	14 756.60
Other short term payables to employees		7 526.74	8 707.54
Accrued expenses		15 820.60	10 835.00
Total Current liabilities		73 185.32	73 759.76
Equity / Organisation Capital			
Voluntary retained earnings			
- Accumulated profits or losses brought forward		2 773 899.63	2 420 892.91
- Profit (+) / Loss (-) of the year		724 299.96	353 006.72
Total Equity/Organisation Capital		3 498 199.59	2 773 899.63
TOTAL LIABILITIES AND EQUITY / ORGANISATION CAPITAL		3 571 384.91	2 847 659.39

International Masters Games Association, Lausanne

Income statement

	Notes	CHF 01.01.2023 31.12.2023	CHF 01.01.2022 31.12.2022
Revenues from rights' fees	2.2	2 715 104.10	1 759 901.24
Total operating income		2 715 104.10	1 759 901.24
Personnel expenses		-983 473.70	-914 196.63
Travel and Representation expenses		-228 899.54	-102 174.36
Development and consulting expenses		-364 189.15	-79 690.66
Office rent and related expenses		-90 161.30	-55 050.15
Other operating expenses		-122 444.98	-85 311.77
Depreciation and impairment losses on non-current assets		-2 932.10	-2 220.00
Total operating expenses		-1 792 100.77	-1 238 643.57
Operating result		923 003.33	521 257.67
Financial expenses		-198 631.77	-168 343.95
Extraordinary, non-recurring or prior period expenses		-71.60	93.00
Profit (+) / Loss (-) of the year		724 299.96	353 006.72

Notes

1 Principles

1.1 General aspects

These financial statements were prepared according to the principles of the Swiss Law on Accounting and Financial Reporting (32nd title of the Swiss Code of Obligations). Where not prescribed by law, the significant accounting and valuation principles applied are described below.

1.2 Functionnal currency

IMGA changed its functional currency from EUR to CHF with effect as at 1 January 2019. Although right fees are received in EUR or USD, the operational expenses are mostly in Swiss francs. Hence, the functional currency should be the swiss franc.

1.3 Foreign currency transactions

Transactions denominated in foreign currencies are converted in CHF at daily foreign exchange rates. Foreign exchange differences arising between the exchange rate at the transaction date and the rate at the payment date are recognised in the income statement under financial results.

Receivables and payables (current assets and liabilities in the balance sheet) denominated in foreign currencies at the year end are revalued in CHF at the closing exchange rate. The difference between the exchange rate at the balance sheet date and the date at which the receivable or payable was recognised is booked in the income statement under financial results.

Non current items of the balance sheet denominated in foreign currencies, are converted at their historical exchange rate. Hence, there is no exchange rate impact on the income statement.

1.4 Revenue recognition

Revenues are recognized on a cash basis. The contracts are generally signed at least 4 years before the date of the games and provide fixed annual amounts to be paid by the contractors to IMGA, until the date of the games. It is stipulated in the contracts that the amounts paid to IMGA are not refundable in any circumstances.

The right fees booked in the financial statements relate mainly to the right fees received in cash. They also include other cash payments such as registration fees and reimbursement of accomodations for example.

2 Disclosure on balance sheet and income statement items

2.1 Other short term liabilities to third parties

Other short term liabilities relate mainly to debts to social institutions.

2.2 Rights fee	2023		2022	
	CHF	EUR	CHF	EUR
WMG2021 Osaka	0.00	0.00	1 634.45	1 547.63
APMG 2022 South Korea	125 375.00	125 000.00	131 387.50	125 000.00
EMG 2023 Tampereen	217 974.18	217 935.00	210 580.00	200 000.00
WWMG 2024 Lombardy	96 810.00	100 000.00	252 515.00	250 000.00
PAMG 2024 Cleveland	59 094.92	62 708.83	58 239.29	55 313.20
WMG 2025 Tapei	1 046 010.00	1 050 000.00	1 105 545.00	1 050 000.00
OMS 2026 Abu Dhabi	242 650.00	250 000.00	0.00	0.00
OMS 2027 Como Lake	199 240.00	200 000.00	0.00	0.00
WMG 2029 Perth	727 950.00	750 000.00	0.00	0.00
Total Rights fee and other income	2 715 104.10	2 755 643.83	1 759 901.24	1 681 860.83

Notes

2.2 Contractual income to be received in the next business years based on contracts signed as of 31.12.2023

Here below is the list of all contracts signed, for which revenues should be received in the following years but haven't been yet recognised in the income statement, according to the accounting principle set forth in the note 1.4.

PAMG 2024 Cleveland, Ohio, United States - Rights fees as per contract : USD 250'000 + Revenue share according to number of participants

Amount already received as at 31.12.2023 : USD 187'500

Balance to be received : USD 62'500, accordingly to the following timetable :

2024 : USD 62'500 (received on January 19, 2024)

WMG 2025 Taipei, Taiwan - Right fees as per contract : EUR 6'000'000

Amount already received as at 31.12.2023 : EUR 3'900'000

Balance to be received : USD 2'100'000, accordingly to the following timetable :

2024 : EUR 1'050'000 (received on January 29, 2024)

2025 : EUR 1'050'000

OMS 2026 Abu Dhabi, UAE - Right fees as per contract : EUR 1'000'000

Amount already received as at 31.12.2023 : EUR 250'000

Balance to be received : EUR 750'000, accordingly to the following timetable :

2024 (March 31) : EUR 250'000

2025 (March 31) : EUR 250'000

2026 (February 28) : EUR 250'000

OMS 2027 Como Lake & Region, Italy - Right fees as per contract : EUR 800'000

Amount already received as at 31.12.2023 : EUR 200'000

Balance to be received : EUR 600'000, accordingly to the following timetable :

2025 (February 28) : EUR 200'000

2026 (February 28) : EUR 200'000

2027 (February 28) : EUR 200'000

WMG 2029 Perth, Australia - Right fees as per contract : EUR 6'000'000

Amount already received as at 31.12.2023 : EUR 750'000

Balance to be received : EUR 5'250'000, accordingly to the following timetable :

2025 : EUR 1'050'000

2026 : EUR 1'050'000

2027 : EUR 1'050'000

2028 : EUR 1'050'000

2028 : EUR 1'050'000

Notes

2.3 Pension scheme liabilities

No pension scheme liabilities as at 31 December 2023. (CHF 13'660.20 as at 31 December 2022)

3 Other information

3.1 Full time equivalents

The annual average number of full-time equivalents for the reporting year, as well as the previous year, did not exceed 50.

3.2 Contractual obligations

Lease obligations : Open-ended office lease; annual cost KCHF 45, 3 months' notice.



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7. Approval of the accounts for 2023



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8. Appointment of the professional auditor for 2024



Dear Members,

In line with Articles 25 and 34 of the IMGA constitution, the IMGA Board would like to recommend KPMG, Switzerland, for appointment as the professional auditor for the accounts of 2024.



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9. Update on IMGA Governance

IMGA Governance Review Recommendations

The following Working Groups or Committees should be formed:

- Constitution Working Group
- Remuneration Committee (established)
- Finance & Audit Committee
- Strategy Working Group
- Conflict of Interest & Ethics Committee
- Host City Selection Working Group
- Board Documents Working Group
- Other

In addition to the groups and committees, some of the recommendations are ongoing.

The IMGA Board has accepted all the recommendations from the Governance Working Group and the ITrustSport review report.

Many of the recommendations from the two reviews were duplicates.

Below, you will find the compilation of the recommendations without duplicates.

The IMGA Governance will be reviewed on a regular basis and members will be informed when working groups and committees are established.

Considering that most constitutional changes adopted at the last AGM in Nov. 2021 are related to changes in the board composition, some governance recommendations will be adapted following the next AGM when these have come into effect.

In the table below the colors indicate:

Green = Completed

Yellow = Partly implemented

Red = Not yet implemented – can only be implemented by adopting the new Constitution.

	Constitution Working Group	Status	Deadline	Who is responsible?
1.1	Consider increasing the number of independents on the board. Independence in this context means absence of affiliation with an IF member federation.	Adopted in Constitution – November 2021	Continuous review	IMGA Board
1.2	IMGA should take measures to achieve gender equality on the board. A clause in the Constitution to this effect should be introduced.	Adopted in Constitution – November 2021	Continuous review	IMGA Board
1.3	Implement a formal election process, with attention devoted to reviewing new board candidates along criteria including skills, ethics, risk and conflict of interest. Create an election oversight committee to	Can only be achieved if the new Constitution is approved	From 2023, when full review of Constitution is done by board	IMGA Board & Election oversight Committee

	ensure that the process happens as documented and can be approached during elections.	Skill matrix has been developed.	elected in Nov. 2022	
1.4	Election of the President and a majority of members of all executive bodies published on website	Achieved		IMGA Administration
1.5	Clear policies/rules on campaigning to ensure election candidates can campaign on balanced footing including opportunity for candidates to present their vision/programmes	Can only be achieved if the new Constitution is approved	From 2023, when full review of Constitution is done by board elected in Nov. 2022	IMGA Board
1.6	Election process with secret ballot under a clear procedure/regulation	Done by using LUMI at last AGM and upcoming ones	Continuous review	IMGA Administration
1.7	Make public all open positions for elections and non-staff appointments including the process for candidates and full details of the roles, job descriptions, application deadlines and assessment	The steering committee and remunerations committee appointments have been shared with members.	On-going	IMGA Administration
1.8	Establishment and publication of eligibility rules for candidates for election together with due diligence assessment	Can only be achieved if the new Constitution is approved	On-going	IMGA Board
1.9	Term limits for elected officials	Adopted in Constitution – November 2021		IMGA Board
1.10	Provide for the representation of key stakeholders (e.g. athletes, host cities, etc.) in governing bodies	Pending	Elected board in Nov. 2022 to evaluate	IMGA Board

	Remuneration Committee	Status	Deadline	Who is responsible?
	All recommendations related to the Remuneration Committee are defined in its terms of reference. (Sent in workbook for AGM 2021)	On-going		Remuneration Committee

	Finance & Audit Committee	Status	Deadline	Who is responsible?
2.1	Establish an internal audit committee that is independent from the IF decision-making body	On-going		IMGA Board/Appointed Financial expert as approved by the General Assembly
2.2	Adopt accounting control mechanisms and external financial audit	On-going		IMGA Board/Appointed Financial expert as approved by the General Assembly
2.3	Adopt policies and processes for internal control	On-going		IMGA Board/Appointed Financial expert as approved by the General Assembly

	Strategy Working Group	Status	Deadline	Who is responsible?
3.1	Create a committee to create a board skills matrix mapping the expertise present against the strategic requirements	Achieved		IMGA Administration
3.2	Put into place a specific strategy process, in addition to the regular planned board meetings, to review critical risks and opportunities, as well as competitive threats, and to discuss possible updates to the strategic plan.	On-going	Presented to the board on 28 th January 2023	IMGA Board
3.3	A clear process must be defined to communicate on the strategy. The strategy document that has been developed by the CEO should be shared with the board and a summary published on the website upon the approval of the board.	On-going	Presented to the board on 28 th January 2023	IMGA Board
3.4	Implement a risk management process to define the organization's risk appetite and systematically identify the IMGA's risk exposure.	On-going		IMGA Executive Committee

	Conflict of Interest & Ethics Committee	Status	Deadline	Who is responsible?
4.1	Conflict of interest policy identifying actual, potential and perceived conflicts with exclusion of members with an actual conflict from decision-making	Policy adopted		IMGA Board
4.2	Has a unit or officer in charge of ensuring that the IF abides by the IOC Code of Ethics and/or the IF's own Code of Ethics			Deemed not relevant given the size of the IMGA
4.3	Establish an internal ethics committee with independent representation			Deemed not relevant given the size of the IMGA

	Board Documents Working Group	Status	Deadline	Who is responsible?
5.1	Board members guidelines to include clear and concrete expectations on performance including meeting and Games attendance, board meeting preparation and expected engagement with external stakeholders.	Board Charter adopted		
5.2	Board session to be devoted to design of board papers.	Achieved on 20.08.2021		IMGA Board
5.3	Create an online board portal/repository storing all board papers and archives.	DropBox established		IMGA Administration
5.4	Decisions made can be challenged through internal appeal mechanisms on the basis of clear rules	Board Charter adopted		IMGA Board

	Host City Selection Working Group	Status	Deadline	Who is responsible?
6.1	Review and evaluate the host city application process, to identify opportunities to enhance regularity of touchpoints, and transparency and proactivity with regard to communicating guidelines on the selection criteria.	Achieved when bid documents for EMG 2027 were reviewed		IMGA Administration

	Other On-going	Status	Deadline	Who is responsible?
7.1	Administration to send detailed agenda and board papers two weeks ahead of scheduled board meeting	Achieved	On-going	IMGA Administration
7.2	Minutes should be provided within a week of board meetings and within a month of General Assembly.	Achieved	On-going	IMGA Administration
7.3	Administration to provide more frequent and regular updates to board members. The frequency required should be determined by the board.	Achieved	On-going Quarterly reports	IMGA Board & Administration
7.4	Administration to provide an update at least twice per year to Member federations.	Achieved	On-going	IMGA Administration
7.5	Provide education to board members on how to monitor social media and other sources to track relevant external information.	Achieved		IMGA Administration
7.6	Ensure a meeting is held to give new board members sufficient depth of organizational context.	Achieved	During strategic retreat on 28 th January 2023	IMGA Administration
7.7	If meetings happen at SportAccord, it should be preparation for the General Assembly and should happen before the General Assembly with a follow-up meeting after, if needed. For, other board meetings the duration should be adapted to the agenda. We also recommend adding one or two virtual or hybrid board meetings per year.	IMGA Board meetings will no longer take place during SportAccord but during events and/or online. 3h allocated to every board meeting.	Continuous review	IMGA Administration
7.8	Consider the possibility of a yearly feedback session for board members (conducted either by the President or an external facilitator) to build a common understanding of where the board is and where it wants to go as a group.	On-going		IMGA President
7.9	A session on board dynamics should be facilitated by an external facilitator can help to create the psychological safety required to address potential dominance and dependence dynamics at play.	Achieved	During strategic retreat on 28 th January 2023	External Facilitator
7.10	More time needs to be devoted to board meetings, so that discussions	Achieved	Continuous review	IMGA Administration

	can happen to the depth required, while also observing efficient time management. Also, greater preparation ahead of time can reduce the need for management presentations and allow substantially more time for discussions among board members. (Refer to 3.2.2 relating to board papers timeliness and to 3.2.3 relating to board meeting frequency and duration.)	3h dedicated to all board meetings		
7.11	Publication of annual financial reports following external audit	Achieved	Continuous review	IMGA Administration
7.12	Publication of General Assembly agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda	Achieved	Continuous review	IMGA Administration
7.13	A summary of reports/decisions taken during Executive Board and Commission meetings and all other important decisions of IF are published	Achieved	Continuous review	IMGA Administration
	<i>General recommendation: IMGA has a good CSR message to share which does not come through clearly on the website. Consider a section which articulates the benefits for host cities, the financial model, and the environmental requirements on host cities, and social impact. Couple this with a "triple bottom line" approach to reporting.</i>	Achieved Triple bottom line included on the website and bid guidelines	Continuous review	IMGA Administration

	Other	Status	Deadline	Who is responsible?
8.1	The ASOIF assessment exercise should be repeated in 12 months' time.	Assessment repeated in July 2024	On-going process	IMGA Administration
8.2	Creating a decision-making matrix clearly delineating the limits of the respective roles and responsibilities, to ensure coverage of key functions as well as adequate checks and balance.	Achieved		IMGA Board
8.3	Consider the pros and cons of registration in the commercial register. This also has the benefit of making signature rights transparent.	Achieved Board decision is NO		IMGA Board

8.4	Mandate a legal firm specialist in Swiss association law to look at the current agreements and documents and recommend which ones are valid and which ones are not valid.	Achieved		IMGA Board, External council & Legal Law firm
8.5	Establish confidential reporting mechanisms for “whistle-blowers” with protection scheme for individuals coming forward	On-going	Included in IMGA Host City Guidelines	IMGA Administration
8.6	Programmes or policies in place regarding safeguarding from harassment and abuse	On-going	Included in IMGA Host City Guidelines	IMGA Administration



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10. Vote for approval of new Constitution



Following the recommendations made by the governance working group in 2021 and in line with best practices, the IMGA has continuously reviewed its governance structure.

The IMGA constitution was reviewed and adopted in 2023 as part of this ongoing process. This revision ensures that necessary changes can be made in the future to promote effective governance.

The proposal for a new constitution is based on decisions made by the IMGA Board, suggestions from members, and the below recommendations from the governance working group:

- Implement a formal election process, with attention devoted to reviewing new board candidates based on skills, ethics, risk, and conflict of interest criteria. Create an election oversight committee to ensure that the process happens as documented and can be approached during elections.
- Clear policies/rules on campaigning to ensure election candidates may campaign on a balanced footing, including opportunities for candidates to present their vision/programme
- Establishment and publication of eligibility rules for candidates for election, together with due diligence assessment
- Provide for the representation of key stakeholders (e.g. athletes, host cities, etc.) in governing bodies
- Mandate a legal firm specialist in Swiss association law to look at the current agreements and documents and ascertain which ones are valid and which ones are not valid. The Constitution needs a complete review to ensure consistency of language particularly around membership. As the document has been updated, it has led to a lack of coherence

After establishing a constitution review working group led by Vice President Kate Caithness, the International Masters Games Association (IMGA) engaged the well-known and reputable law firm Kellerhals Carrard to assist in a complete review and rewrite of the constitution. The most significant proposed changes include:

- Membership status
- Introduction of an electoral commission
- Reduction in board size

Following this, an online Q&A panel was organized for all IMGA members on Tuesday, September 24th. The panel consisted of:

- Jean-Pierre Morand, Attorney at Law and Partner at Kellerhals Carrard
- Sergii Bubka, President of the IMGA
- Kate Caithness, Vice President of the IMGA and chair of the constitution review commission
- David Eades, Vice President of the IMGA
- Jens V. Holm, CEO of the IMGA



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Fourteen members attended the Q&A session, where they offered many valuable suggestions that have been taken into account and implemented. Additionally, the IMGA administration received further proposals via email and conducted a Masters Sports Working Group in connection with the recent IF Forum. This process has led to the final proposed version of the Constitution, which is now ready for adoption.

Best regards,

Jens V. Holm
IMGA CEO

Cc: IMGA Board



INTERNATIONAL
MASTERS GAMES
ASSOCIATION

New Constitution adopted on November 20, 2024

Part 1 GENERAL PROVISIONS

Art. 01 Name and Site

The International Masters Games Association, hereinafter known as IMGA, is a non-governmental, not for profit international association established for an indefinite period with legal status as association in accordance with Art. 60ff of the Swiss Civil Code.

Art. 02 Objectives

The objectives of IMGA shall be:

- To strengthen and grow the Masters sports movement globally.
- To promote and encourage individuals, generally known as *Masters* (actual definition on a sport by sport basis), from all over the world to continue to be active throughout their life;
- To promote friendship and understanding among mature sportspeople, regardless of age, gender, race, sexual orientation, religion or sport status.
- To promote the organisation of Masters events at all levels and to organise and/or sanction international Masters events, notably and without limitation to organise the World Masters Games (Summer and Winter)¹.

Art. 03 Non-discrimination

The IMGA shall allow no political, racial, religious or gender discrimination.

Art. 04 Autonomy of Members

The IMGA shall not interfere with internal matters of its members.

Art. 05 Seat & Governing Law

The IMGA has its legal seat in Lausanne, Switzerland, and all its relations are governed by Swiss law.

Art. 06 Financial Responsibility

The IMGA, with its own resources and assets, is solely and exclusively responsible and liable for any undertakings and financial commitments of the IMGA.

The Members, Associates, as well as IMGA representatives, including without limitation, board members and other officers, employees and IMGA representatives have and assume no liability in respect to any obligation of the IMGA, in particular, but without limitation, of any financial obligations to the IMGA.

Art. 07 Language

The official language of IMGA shall be English.

Other languages may be used in correspondence or debate only if adequate translation is provided.

¹ The rules of the IMGA Master Games in force at the time of the adoption of this amended constitution are annexed hereto for information as Appendix A. They are subject to amendments.

Art. 08 Interpretation

If this constitution or any byelaws, regulations or guidelines, issued by the IMGA or by a host city organising committee (HCOC), need interpretation, the IMGA Board shall have the sole power to interpret such rules, or to fill any gaps therein.

Part 2 MEMBERSHIP

Art. 09 Members and Associates

Art. 09.1 Members

The IMGA Members are International Federations of sport and host cities.

The International Federations members of the IMGA are:

- The International Federations members as of the date of the adoption of these amended statutes (List in Appendix B).
- The International Federations admitted as members pursuant to art. 10 below.

The Host Cities members are Host Cities which have been awarded IMGA events and those which have organised IMGA Events in the preceding two years. The membership exists *ipso jure* from the day of the IMGA Event organisation award and ceases on the 31 December of the Event year.

Art. 09.2 Associates

The IMGA may recognise sporting or non-sporting organisations or entities which could not or do not yet meet the qualifications to be admitted as Members (“Associates”).

The Associates are notably invited to attend the General Meeting, however with no right to submit proposes or to vote. The IMGA Board may at its discretion determine further appropriate specific rights and benefits of the Associates (which may differ by category of Associates).

Art. 10 Admission to membership

International Federations applying for membership must meet the following criteria:

- Be recognised by the IOC or be a member of AIMS.
- Organise or support the organisation of Masters events or activities on a regular basis.
- Have an established Masters Commission or otherwise have measures in place, directly or indirectly encouraging the development of Masters activities in their own sports.

Application for membership shall be submitted in writing to the IMGA secretariat at least two months before the General Assembly.

The IMGA Board will examine whether the applicant IF meets the membership requirements.

Only applications by an IF applicant meeting the requirements will be submitted to a vote on admission at the General Assembly.

Notwithstanding the above, an IF which applies for membership and which meets the IOC recognition or AIMS membership requirement but which, in the Executive Board’s appreciation, does not have a reasonably sufficient level of organisational and/or active involvement in Masters sports may be instead and upon proposal of the Executive Board accepted as Associate. Once thus accepted as Associate, an IF may then be admitted as Member if the Executive Board thereafter considers that the

IF in question subsequently sufficiently developed its organisation and activities in connection with Masters Sport.

Art. 11 Rights and Obligations of Members

Art. 11.1 Rights of Members & Associates

Members (whether IFs or Host Cities) have the following rights:

- To attend and vote at IMGA General Assembly
- To submit proposals to be voted on at the General Assembly
- To exercise any other rights of the Members set forth in these Statutes or in other IMGA regulations or rights existing by law

Associates have only the right to attend the General Assembly but without the right to submit proposals or to vote.

IF Members have further priority for the inclusion of their sports in the program of the World Master Games, including over Associate IFs. IF Associates have corresponding priority in regard to sports that are not already governed by a Member or another Associate.

In all instances, priority means that the IMGA Board shall give due consideration to an application of IF Members or IF Associates for inclusion of a sport and/or discipline in the program of the World Masters Games. For the avoidance of doubt, beyond due consideration to be given in good faith to the possibility of the inclusion of a sport, there is no positive entitlement of either Members or Associate in respect of the inclusion of any specific sport or discipline in the program of the World Master Games. The IMGA Board has and retains ultimately full discretion over the actual content thereof.

Art. 11.2 Obligations of Members

Members have the obligation to abide by these statutes and other regulations issued by the IMGA based thereon. They must observe and comply with any decision made in compliance therefrom.

Members shall generally support the IMGA in implementing its objectives and developing them in the context of their own activities.

Members shall promote/encourage participation in IMGA Masters events in the sports under their jurisdiction.

Members shall abstain from supporting international masters sport events concurrently organised and directly competing with the World Masters Games.

Members have no financial obligations towards the IMGA, and no membership contribution applies.

IF Members shall further have the following specific obligations:

- actively promote Master Sports through a dedicated Masters Commission (or otherwise through dedicated resources), directly within their own organisation or indirectly through a different entity covering Masters activities in their sports and with which they are cooperating.
- organise and/or sanction and/or support or encourage the organisation of Masters events in sports within their own scope of jurisdiction.
- provide or approve technical delegates as reasonably needed and requested in connection with IMGA sanctioned or organised Masters events in their respective sports.

Art. 12 Resignation

Members or Associates wishing to withdraw from membership of the IMGGA may give notice in writing at any time to the IMGGA secretariat.

The resignation shall be effective upon receipt.

Art. 13 Suspension/expulsion

In the event a Member or Associate fails persistently to meet its obligations pursuant to these Statutes and/or other IMGGA regulations and, having been put on notice by the Executive Board to do so, fails to remedy such failure within a reasonably set deadline, the concerned may be suspended by the Executive Board (i.e. the concerned Member cannot exercise any of its Member rights) until the Member remedies the breach or, ultimately, upon corresponding application of the Executive Board, is expelled by a decision of the General Assembly. The right to be heard of the Member shall be respected prior to issuance of any decision regarding its potential suspension or expulsion.

Part 3 ADMINISTRATION

Art. 14 Administration

The administration of IMGGA consists of:

- - The General Assembly
- - The IMGGA Board
- - The Executive Committee

Art. 15 General Assembly

Art. 15.1 Composition and Chair

The General Assembly shall consist of the Members and Associates (without voting rights) of IMGGA.

The IMGGA Board Members attend the General Assembly (without voting rights). IMGGA Board members may not act as delegates of Members at the General Assembly.

The President of the IMGGA Board shall chair the General Assembly. If the President is not present a Vice President shall chair the meeting. Should the President and Vice President(s) be absent the IMGGA Board shall decide who shall chair the meeting.

Art. 15.2 Delegates and Observers

Members and Associates may attend the General Assembly with a maximum of two delegates each.

IF Members or IF Associates delegation should include at least one representative actively involved in Masters sport activities.

Host cities shall be represented by senior member(s) of the organizing committee, normally its chair.

Members may not be represented by third parties (no vote by proxy).

The IMGGA Board may at its discretion authorize further representatives of Members and/or of Associates and/or, generally third parties to attend a General Assembly or parts thereof as observers.

Art. 15.3 Ordinary General Assembly

Delegates shall meet annually in an Ordinary General Assembly.

A General Assembly (ordinary or extraordinary) may be held in person (physical), online (virtual) or in a hybrid (physical and virtual) format.

Art. 15.4 Extraordinary General Assembly

Delegates shall meet in an Extraordinary General Assembly if such is called by the IMGGA Board, or when such is requested by at least one fifth of the Members.

The request shall be in writing executed on behalf of all requesting Members, it shall specify the items to be subject to vote and briefly explain the reasons therefor.

The items to be voted on at an Extraordinary General Assembly are only the ones specified by the IMGGA Board when calling the meeting or the items set forth in a request supported by the required number of Members. No other item may be addressed during an Extraordinary General Assembly.

Art. 15.5 Convening Notice and Agenda

The IMGGA Board shall send out a convening notice at least 12 weeks before the date of the Ordinary General Assembly.

The convening notice for an Ordinary General Assembly shall include an invitation to Members to submit in writing any specific proposals for inclusion in the agenda, as well as names of candidates for positions in the IMGGA Board, if applicable. Proposals and names of candidates must be received by the Secretariat of IMGGA not later than one month before the date of the General Assembly.

The IMGGA Board shall send out the agenda for the General Assembly not later than two weeks before the date of the Assembly. Where possible, reports and any observations on the agenda items shall be sent out with the agenda.

Art. 15.6 Agenda of the Ordinary General Assembly

The agenda for an Ordinary General Assembly shall include

- Opening of the Assembly
- Identification of the delegates and confirmation of their powers
- Appointment of scrutineers (if needed)
- Approval of the minutes of the last General Assembly
- President's and Board's report
- Accounts, financial report and auditor's report
- Approval of the accounts for the last fiscal year
- Appointment of the auditor for the following fiscal year
- Report on applications for membership or proposal to admit Associates and corresponding votes
- Proposals from the IMGGA Board and proposals from Members
- Where appropriate, updates from host cities
- Where appropriate, alterations to the Constitution
- Where appropriate, elections
- Any other business including, if possible, announcement of place and date of next General Assembly.

The above applies mutatis mutandis to the agenda of an Extraordinary General Assembly with the notably essential difference that the items to be voted on are only the ones submitted by the IMGA Board or by the Members endorsed by at least one fifth of the Members.

Art. 15.7 Proposals from Members

A Member may submit in writing to the IMGA Board proposals to be included in the agenda of the Ordinary General Assembly or to be addressed under an existing agenda item. A brief reasoning must be submitted in support of each proposal.

Members proposals must be received at the IMGA headquarters at least one month before the date of the General Assembly. Proposals received later will be included in the agenda of the following Ordinary General Assembly (provided they are confirmed at the latest one month before the date of that later Ordinary General Assembly).

Art. 15.8 Proposals from the IMGA Board

The IMGA Board may include any proposal that it considers appropriate in the agenda, which is sent out not later than two weeks before the General Assembly.

The IMGA Board may submit a proposal to the General Assembly at any time provided it relates to an item already on the agenda.

Art. 16 Alterations to the Constitution and elections

The Constitution may only be altered by the General Assembly.

Elections to the IMGA Board shall be carried out by the General Assembly whenever seats on the Board become available, whether through expiry of a term or by virtue of a casual vacancy.

Art. 17 Accounting year and auditing of Accounts

The accounting year shall run from 1 January to 31 December.

IMGA's accounts shall be prepared in accordance with prevailing accounting standard.

The accounts shall be audited each year by a qualified professional auditor appointed by the General Assembly.

The audited accounts are published on the IMGA website.

Art. 18 Quorum

Subject to Article 26, the decisions of the General Assembly shall be valid irrespective of the number of Members attending.

Art. 19 Voting

Irrespective of the number of delegates representing it when voting, each Member has one vote only.

Art. 20 Majorities

Subject to paragraph 3 of this Article and to Article 26§2, decisions of the General Assembly shall be taken on the basis of a simple majority of the votes cast.

Abstentions, blank, spoiled and invalid votes are not counted to establish the applicable majority.

Alterations to the Constitution shall be effective only if they obtain two thirds of the votes cast. Abstentions, blank, spoiled and invalid votes do not count as votes cast.

Voting for elections are set forth in art. 22.2.5 below (*Conduct of elections*).

Art. 21 Date of taking effect

Elections and decisions of the General Assembly shall take effect immediately after the General Assembly at which they occur, unless specified otherwise in the content of the decision or as specifically decided by the General Assembly.

Art. 22 IMGA Board

Art. 22.1 Powers and constitution

The IMGA Board is the Executive Body of the IMGA. It has the power to issue any decision on behalf of IMGA not specifically reserved to the General Assembly or another body by these Statutes.

The IMGA Board is constituted as follows:

- A President elected by the General Assembly.
- A maximum of three members elected by the General Assembly from candidates proposed by the IF Members and which shall be representatives of the IF Members (president, other members of the board of the IF Member or chair of the IF Masters Commission at the IF Members' discretion).
- A maximum of three members elected by the General Assembly from independent candidates proposed by the Board because of their specific expertise or competence serving the proper management and development of the IMGA, including at least one having the financial expertise adequate to serve as treasurer.
- A representative of the designated Host City of the Summer World Master Games (sitting as *ex officio* Member from the designation of the Host City until the end the year during which the World Master Games take place or the designation of the Host City of the next Summer World Master Games if occurring before the end of that year).

The board appoints one or two vice presidents from among the elected Board Members. The Board decides the number of Vice Presidents and appoints them. If the Board appoints two Vice Presidents, then the two Vice Presidents must be of a different gender.

At least two of the elected members of the Board (including the President) shall be of a different gender than the members forming a gender majority. At least one such member shall be found amongst the President, or one of the IMGA Board Members elected from candidates proposed by the Members. To the extent needed, the other representative of a different gender must be elected from the independent candidates proposed by the IMGA Board which shall accordingly always include at least one candidate of a different gender.

The above expresses a minimum requirement. Achieving a gender balance improved beyond that minimum requirement and tending towards parity is and shall remain an objective.

Art. 22.2 Election to the IMGA Board

Art. 22.2.1 Electoral Commission

The IMGA Board shall designate three persons of experience and good reputation and who have no personal involvement in the election to constitute an Electoral Commission

The chair of the commission may be granted to a Board Member, provided the concerned Board Member is not seeking re-election. The two other members must have no function within the IMGA and its bodies.

Once constituted, the Electoral Commission shall be in charge of managing the electoral process before and until the General Assembly, including the conduct of the review of candidature and the control and implementation of the eligibility check, as well as the conduct of the election process during the General Assembly and until its completion.

Art. 22.2.2 Eligible Candidates

Candidates for any position on the IMGA Board shall all meet and continue to meet the following requirements to be eligible as members of the Board:

- To have and continue to have after the election a clean ethical record, *i.e.* not to have been sanctioned for an anti-doping rule nor for any violation of ethical or disciplinary regulations of a recognized sports body or of state criminal law carrying a negative moral weight affecting the social credibility of the intended candidates. In the event a candidate is subject to an ongoing investigation, which could result in a sanction of this nature, the electoral commission decides whether the candidature can be maintained for the election without negative repercussions for the IMGA. There is no personal right to be a candidate, and a decision not to accept a candidate is not subject to any challenge. If a Member proposes the candidate, the Member will be invited to propose an alternative candidate. The candidature deadline does not apply in this case.
- To have a good command of English, orally and in writing.
- To have and continue to have no conflict of interests towards the IMGA, respectively to declare any circumstances which could reasonably lead to a potential conflict of interests. In the latter situation, the IMGA Board will, in its discretion, evaluate the circumstances and decide whether the candidature can be maintained for the election.

Candidates for the presidency shall, in addition, have been Board Members for at least 4 years prior to the election.

Candidates to be proposed from Members representatives shall occupy the required functions within the Members organization at the time of the election or re-election.

Candidates to be proposed by the IMGA Board as independent members shall have expertise and/or competences related to IMGA activities and their development. Such expertise and/or competences shall be explained and documented as appropriate.

A declaration in which the candidate formally confirms to meet the requirements applicable in connection with the function to which he/she seeks to be elected shall be filled by each candidate. The candidate shall provide appropriate supporting documents and records, where appropriate. The Electoral Commission may request specific records and more detailed explanations from the candidates. This applies to all candidates including candidates submitted by the IMGA Board.

The Electoral Commission shall review the declarations and check that the candidates to election and re-election meet the eligibility requirements (including terms of office see below Art.31.2).

A candidate who provided incorrect, incomplete or misleading information (in respect of relevant elements) will be excluded by the Electoral Commission from the election if such has not taken place yet. The proposing Member or the IMGA Board may propose an alternative candidate meeting the requirements provided such can be checked in advance of the elections.

In the event that the issue arises after the election, the elected concerned person may be removed from the board by a decision of the IMGA Board. The same consequence may apply if an elected Board Member does not continue to meet the eligibility requirements set forth above.

The right to be heard of the concerned candidate, respectively concerned elected person shall be respected prior to issuing a decision not to include the candidate in the election, respectively to remove an elected person.

Art. 22.2.3 Terms of office

The members of the IMGA Board are elected, respectively re-elected at each Ordinary General Assembly. They are re-eligible and can serve a maximum of 12 years as IMGA Board Member.

The President is elected for four-year terms and may be re-elected. The President can serve a maximum of three terms, notwithstanding any previous period served as a Board Member.

The vice presidents are appointed by the IMGA Board for a four-year term, subject to their re-election as board members during the concerned period.

Art. 22.2.4 Candidature applications and announcement

Members shall announce candidates to election or re-election meeting the respective eligibility criteria for the positions of President or Treasurer and/or of one of the Members' representatives on the IMGA Board through a written application to the IMGA eight weeks before the election. The Electoral Commission may accept a later announcement if such is justified by specific circumstances and notably if a candidate initially announced becomes unavailable or must be replaced because they do not meet the eligibility requirements.

A Member can only present one candidate. A candidate for President or for Treasurer who is not elected to these specific functions may still take part in the election of the IMGA Board Members representatives of the Members.

The applications concerning candidates to election or re-election submitted by the IMGA Board shall be provided to the Electoral Commission six weeks before the election.

The list of the candidates (including the ones submitted by the IMGA Board) shall be published at least two weeks in advance of the General Assembly at which the election takes place.

Art. 22.2.5 Conduct of the elections

The following elections shall take place at the Ordinary General Assembly:

- If applicable at the concerned Assembly, the election of the President takes place first;
- A maximum of three IMGA Board Members are then elected from the candidates proposed by the IF Members;
- Finally, a maximum of three IMGA Board Members are then elected from the candidates proposed by the IMGA Board.

The elections are held as follows:

- Elections are conducted by secret ballots. However, if only one eligible candidate is available for each position(s) to be filled, the candidate(s) may be elected by acclamation unless a secret ballot is specifically requested.
- In respect to any vote, each voter has as many votes as there are positions to be filled in the concerned election. If voting slips are used, voting slips with more votes than positions to be filled in any given vote are deemed invalid.
- In an election for a single position, a candidate is elected if and when he or she obtains a simple majority of the votes cast. Abstentions do not count to establish the majority. If no candidate obtains a majority in the first round, successive round(s) are held, with the

candidate obtaining the least votes dropping out of the vote. This is repeated until one candidate obtains a majority. In case of a tie between the two last candidates, the vote is repeated once, and if the tie cannot be broken, the elected candidate is then determined by the toss of a coin.

- When the vote is on multiple positions, the elected candidates are the candidates in the needed number of positions obtaining the most votes. In case of a tie between two candidates competing for the last available position, a candidate seeking reelection takes precedence over a candidate seeking a first election. If this criterion does not break the tie, then the choice is made by the toss of a coin. The requirement concerning gender representation is further reserved (see below).
- The requirements regarding gender representation are implemented as follows:
 - In the election of the IMGA Board Members from candidates proposed by IF Members, there shall be at least one candidate of a different gender elected. To achieve this result, a candidate representative of the different gender will, if needed, be elected instead of a better placed candidate of the other gender. If no candidate of a different gender is available, the second position shall remain open until the next election.
 - In the election of the IMGA Board Members from the candidates proposed by the IMGA, there shall be in any event at least one candidate of a different gender. Unless the minimum requirement regarding gender representation is already met in connection with the positions of the President and of IMGA Board Members elected from candidates proposed by Members, at least one of the members elected from the candidates proposed by the IMGA Board shall be of a different gender. The electoral process shall be conducted accordingly, *i.e.* candidates of the gender in majority cannot be elected if this prevents the election of the minimum required number of members of the other gender.

Art. 22.2.6 Vacancies

If a vacancy arises in the IMGA Board for any reason (incapacity, removal etc.), the following applies:

- In case of a vacancy in the position of President, a Vice President shall ensure the interim until the next Ordinary General Assembly. If there are two Vice Presidents, the IMGA Board decides which one is appointed as interim President.
- The IMGA Board may fill vacancies in the position(s) of Vice-President(s) at any time. There must always be at least one Vice-President in function.
- Any other vacancy is not filled until the next Ordinary General Assembly.

Art. 22.3 Functions of the IMGA Board

The specific function of the President is:

- To represent the IMGA and lead the IMGA Board and Executive

The specific functions of the Vice Presidents are:

- To perform the President's duties if s/he is unavailable
- To act as a member of the Executive Committee.

The functions of the IMGA Board shall be:

- to take such steps as may be necessary to achieve the objects laid down in Article 2 of the Constitution,
- to ensure the execution of decisions taken by the General Assembly,
- to appoint city(ies) in charge of the organisation of the next IMGA Masters Games,
- to monitor the progress of the preparations for future IMGA Masters Games and take the necessary steps to ensure the maintenance of proper standards in the organisation of IMGA Masters Games,
- to approve the proposed sports program of the IMGA Masters Games,
- to ensure that drug testing is carried out in accordance with the rules and regulations in the World Anti-Doping Code (WADC),
- to ensure compliance with the overall guidelines related to the organisation of IMGA Masters Games,
- to seek organisers for future IMGA Masters Games and to negotiate with them,
- to grant IMGA patronage, upon such terms and conditions as it may consider appropriate, to Masters sport events,
- to approve the budget
- to prepare and approve the accounts to be submitted to the General Assembly
- to recommend a professional auditor to the General Assembly for appointment,
- to appoint and delegate specific responsibilities to the CEO of IMGA,
- to appoint Honorary positions within the IMGA,
- to introduce and amend byelaws, regulations and guidelines in relation to all matters within the jurisdiction of the IMGA,
- to carry out any other duty attributed to the IMGA Board in this Constitution and by default, any duty of the IMGA not specifically attributed to the General Assembly

Art. 22.4 IMGA Board meetings and decisions

The IMGA Board may hold its meetings either virtually (including hybrid) or in person. The IMGA may also make decisions by circulation using suitable electronic means as decided by the Executive Committee.

The IMGA Board should meet in person at least once a year, preferably on the occasion of the staging of the World Masters Games or another IMGA event.

The President acts as chair.

Decisions of the IMGA Board shall be taken by majority of votes cast. Abstentions do not count for the majority. In the event of a tie, the President shall have a casting vote. For the avoidance of doubt, a Vice-President replacing the President because of an occasional absence does not have the casting vote but would have it as interim President in case of definitive vacancy.

The CEO attends the meetings of the IMGA Board. The holding of in camera meetings of the IMGA Board is reserved.

Art. 23 Executive Committee - Board Charter

The President, the Vice-President(s) and the Treasurer if not already member as Vice-President constitute the Executive Committee. The President acts as chair.

The Executive Committee shall generally exercise the supervisory functions of the IMGA Board in-between meetings of the IMGA Board. It shall prepare the IMGA Board meetings and support the CEO in the management of the affairs of the IMGA.

The Executive Committee may hold its meetings in any manner decided by the chair. Decisions of the Executive Committee shall be taken by majority of votes cast. Abstentions do not count for the majority. In the event of a tie, the President shall have a casting vote

The CEO attends the meetings of the Executive Committee.

The functions of the Executive Committee may be specified in a Board Charter which the IMGA Board may issue and update from time to time to specify notably delegations to the Executive Committee or the CEO.

Art. 24 CEO

The CEO is a paid employee and is appointed by the IMGA Board.

The CEO is responsible for the day-to-day administration. The CEO reports through the President firstly to the IMGA Executive Committee and seeks their advice and opinion as necessary. The CEO reports ultimately to the IMGA Board

The CEO has the following responsibilities:

- Making recommendations to the Executive Committee and the Board on the activities of the IMGA,
- Implementing policy and instructions decided by the President and the Board,
- Reporting regularly through the President to the Executive Committee and the Board,
- Preparing budgets and accounts of the IMGA,
- Preparing the General Assembly and the meetings of the Board,
- Ensuring that minutes of these meetings be duly taken and issued,
- Fulfilling any other duties specifically delegated by the Executive Committee or the Board.

Art. 25 Representation

The IMGA is validly represented and bound towards third parties by the collective signature of its President or of a Vice President in conjunction with the signature of the CEO or of another member of the IMGA Executive Committee.

These signatories may issue delegations of powers in respect of specific matters. Further specifications regarding delegation of powers and signature rights shall be addressed in the Board Charter.

Part 4 DISSOLUTION

Art. 26 Dissolution

The quorum for a decision on dissolution is two thirds of those Members who are entitled to vote (suspended Members do not count).

A decision on dissolution of the IMGA is only deemed approved if supported by four fifths of the votes cast by Members attending an Extraordinary General Assembly called specifically to decide on dissolution and, if accepted, the implementation modalities. Abstentions and invalid votes do not count. Decisions on modalities are subject to simple majority.

Art. 27 Assets

If the motion for dissolution is carried a net liquidation result shall be donated to the IOC to be used for the promotion of the Masters athletes' movement.

For the avoidance of doubt, Members have under no circumstances, including dissolution, any entitlement to receive any part of the IMGGA assets.

Part 5: DISPUTE RESOLUTION

Art. 28 Amicable settlement

IMGGA and Members shall endeavour to resolve any dispute which may arise between the IMGGA and its Members, or between Members in respect to an issue arising from or in connection with the validity or implementation of this Constitution and /or regulations issued by the IMGGA based thereon, including without limitation any regulation issued in connection with the MASTERS GAMES in priority by amicable settlement.

Art. 29 Arbitration

A dispute which cannot be solved by amicable settlement, including through a mediation process if the concerned parties decide to conduct such a process, shall be exclusively and finally settled by arbitration in accordance with the Code of Sports-related arbitration of the Court of Arbitration for Sport in Lausanne (CAS). The arbitral court shall consist in a sole arbitrator. Failing an immediate agreement of the parties in respect of the appointment, the sole arbitrator shall be appointed by the CAS.

Entry into force of these amended statutes and first elections hereunder

Subject to the following paragraph, these statutes as amended enter into force on the day following their adoption by the IMGGA General Assembly.

As regards the IMGGA Board constitution and elections, it is specified that the first elections of a new IMGGA Board in accordance with the provisions of this amended statutes will be held on the occasion of the 2025 General Assembly. The IMGGA Board members in place upon adoption of the amended statutes will remain in function until a new IMGGA Board is thus elected. The term of the mandates of the current members of the IMGGA Board is accordingly adjusted and will end after this first elective General Assembly held under these amended statutes.

Amended Statutes adopted by the IMGGA General Assembly on 20 November 2024

The IMGGA President

APPENDIX (A) General Rules governing IMGA Masters Games (as of 20 November 2024 – subject to amendments)

A. Organisation

As a general rule, IMGA Masters Games (Summer or Winter) take place every four years in one city and its surroundings. They can also be organised by more than one city, situated in one or more countries, provided these cities are in close proximity to each other. IMGA Open Masters Series events may be organised at any time as approved by the IMGA Board.

Pursuant to Olympic Agenda 2020 Recommendation 6.2, the IMGA and the IOC shall study the possibility for the Olympic Games host cities to benefit from an option to organise the Masters Games in the years following the Olympic Games.

B. Choice of Host City

The host city(ies) for the next IMGA Masters Games shall be chosen by the IMGA Board preferably five years or more before the said IMGA Masters Games.

C. Sports

The sports program of IMGA Masters Games shall be in accordance with the IMGA guidelines for each event.

All sports are held subject to facilities being available.

All sports must be held in accordance with the rules and authority of the relevant International Federation.

Each International Federation governing a sport on the program of the games, shall designate a technical delegate, who shall be responsible for overseeing the competition within the limits set by the IMGA Board.

The HCOC has the option of selecting additional sports to complement the program. Those sports should be selected on the basis of the facilities available and the strength of those sports at masters' level in that country and internationally.

The optional sports must have the final approval by the IMGA Board.

D. Participation

It is the goal of the IMGA Masters Games to promote participation and to be inclusive of all who want to compete. Because of the level of interest however, it may become necessary to limit participation by some measure. Such limitation shall be subject to the approval of the IMGA Board. In principle, the participation from the host nation should not exceed 60% of the total numbers.

E. Principle

At IMGA Masters Games, participation and friendship among participants are much more important than athletic performances, and this principle should be emphasised as much as possible.

F. Sanction fee

Upon being awarded an IMGA Masters Games, the HCOC shall pay to the IMGA a sum to be determined by the IMGA Board in order to confirm its right to organise those IMGA Masters Games.

G. Intellectual rights

All rights on the names (WMG, WWMG, PAMG, APMG, EMG, IMGA, OMS), the emblem, the motto, etc., belong to the IMGA, but the HCOC shall have the right to use them according to conditions laid down by host city contract and guidelines.

H. Advertising and sponsorship

The opportunities to display advertising and to conclude sponsorship contracts may be restricted by the IMGA Board, both for the organising committee and for the participants. Major or naming rights sponsorship secured by the HCOC for a World Masters Games shall not be included in the title of the event unless approved by the IMGA Board.

I. No representation

The participants participate as individuals. They do not represent any country, region or city. There are no national anthems and no national flags (for example at victory ceremonies). Hence all IMGA events are open events and not limited to participation from the geographical region they are being held in.

J. Clothing

All participants compete in the clothes that are common for their particular sport.

K. Multiclub teams

Participants from different clubs and countries may unite to form multiclubs or multinational teams. More than one team from each country may compete in the same sport category.

L. Costs

Participants shall pay for their own transport and accommodation to compete in any IMGA Masters Games.

M. Fees

All participants shall pay a stipulated games registration fee. The amount of these fees shall be set by the HCOC and be subject to the approval of the IMGA Board.

N. Medals and certificates

Winners, second and third places of each competition shall receive the Master's medals in gold, silver and bronze. All participants shall receive a certificate of participation.

O. Conditions of participation

All participants shall meet the age qualification and abide by the competition rules laid down by their respective international sports federations, or, where appropriate, by the national sports federation of the host country, as well as by the IMGA and the IMGA Board.

P. Related activities

The HCOC shall organise for the participants, apart from the sports competitions, different activities such as cultural and social events, sightseeing and tourism.

APPENDIX (B) Member Federations (List as of 20 November 2024 subject to change)

- Badminton World Federation (BWF),
- Fédération Internationale de Volleyball (FIVB),
- International Biathlon Union (IBU),
- International Basketball Federation (FIBA),
- International Canoeing Federation (ICF),
- International Cycling Union (UCI),
- International Football Federation (FIFA),
- International Golf Federation (IGF),
- International Hockey Federation (FIH),
- International Ice Hockey Federation (IIHF),
- International Orienteering Federation (IOF),
- International Rowing Federation (FISA),
- International Skating Union (ISU),
- International Ski Federation (FIS),
- International Shooting Sport Federation (ISSF),
- International Table Tennis Federation (ITTF),
- International Tennis Federation (ITF),
- International Weightlifting Federation (IWF),
- World Archery (WA),
- World Athletics (WA),
- World Baseball & Softball Confederation (WBSC),
- World Curling Federation (WCF),
- World Squash Federation (WSF)
- World Triathlon (WT)
- World Taekwondo (WT),
- International Floorball Federation (IFF),
- International Life Saving Federation (ILS),
- International Ski Mountaineering Federation (ISMF),
- World Dance Sport Federation (WDSF),
- World Flying Disc Federation (WFDF)
- International Powerlifting Association (IPF),

Recognised Organisations

- Confederation of Australian Sport



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11. Next upcoming event Reports



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Taipei & New Taipei City World Masters Games 2025



WORLD MASTERS GAMES

雙北世界壯年運動會

2025 TAIPEI CITY
NEW TAIPEI CITY

World Masters Games 2025 General Progress Report

Presentation by General Administration Division

2024.11.20

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2. Games Administration
3. Marketing and Promotion
4. Approved Products
5. Sports and Venues
6. Games Activities
7. Games Services



1. Milestones



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雙北世界壯年運動會
2025 TAIPEI CITY
NEW TAIPEI CITY

June 2024

Held the 7th Competition and Technical Delegate Meeting.
Conducted the 7th Executive Committee Meeting (photo).
Began gathering the VIP list for the Welcome Ceremony.



August 2024

Completed the first draft of the competition venue operations plan.
Initiated the redesign of the official website.
Launched citywide beautification and decor planning for venues and city branding.
Confirmed the "FunPASS" program.

October 2024

Press conference to recruit partner stores.
Press conference for the WMG-themed MRT train launch.
Commenced procurement for competition equipment and temporary facilities.

July 2024

Held a press conference to announce the event theme song.
Participated in the 2024 Pan American Masters Games Observer Program.
Launched recruitment of venue operation staff.
Confirmed adjustments to the Farewell Ceremony venue.



September 2024

Held a press conference unveiling the medal designs.
Initiated planning for the competition results system.
Completed updates for the competition schedules of 35 sports.



2. Games Administration



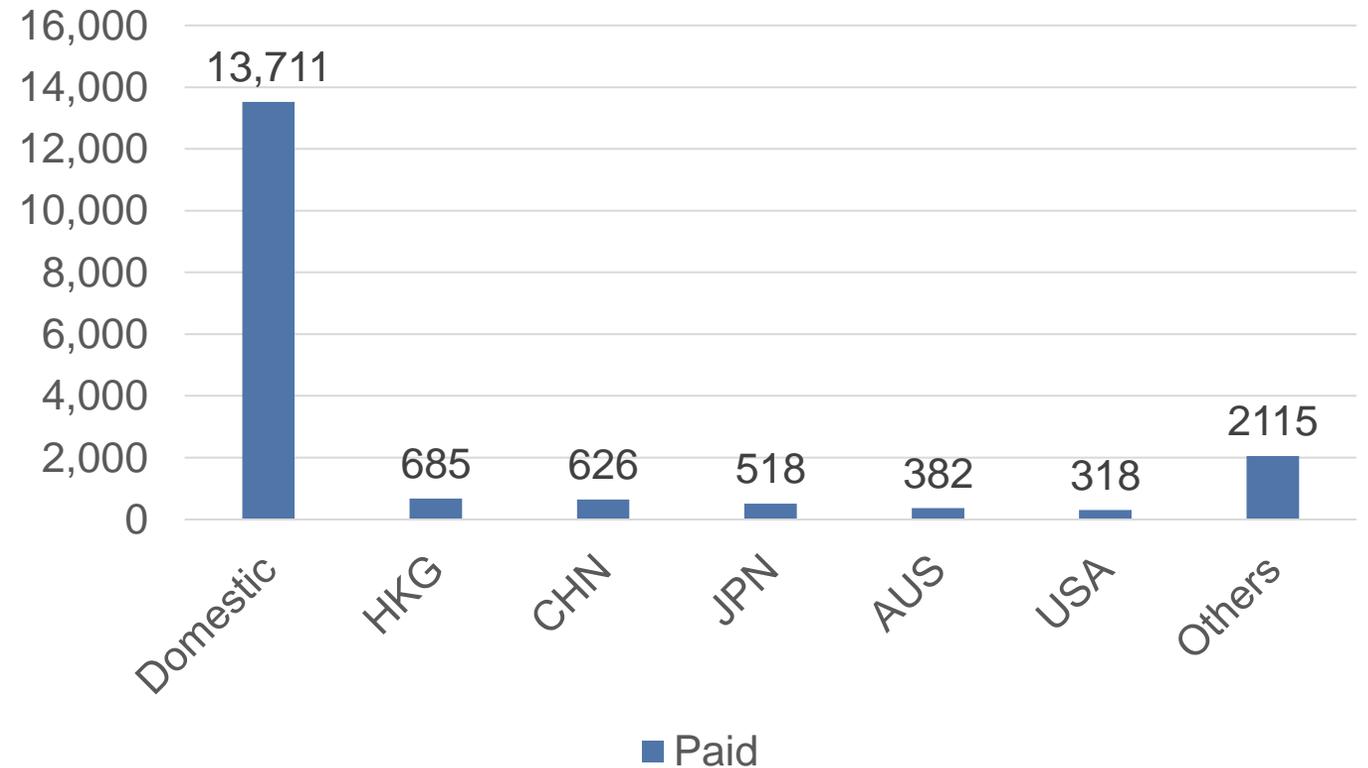
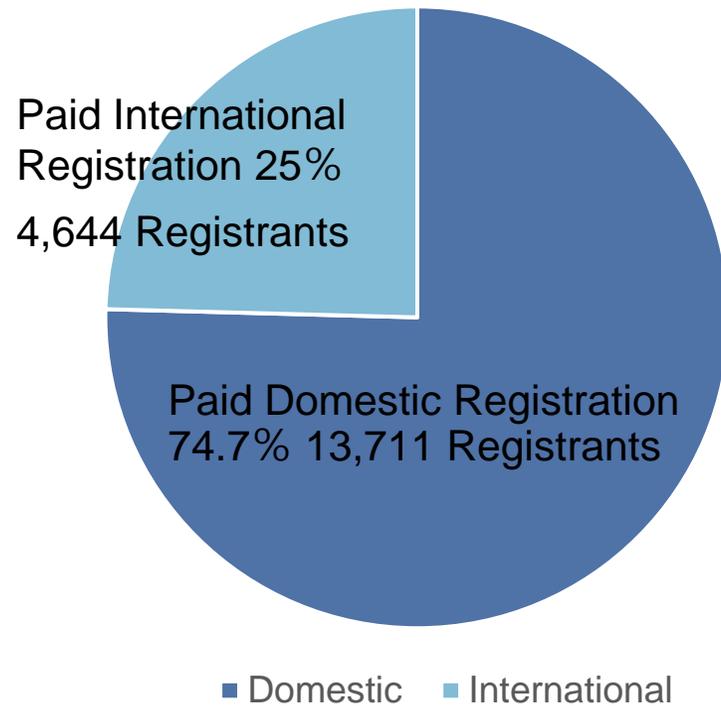
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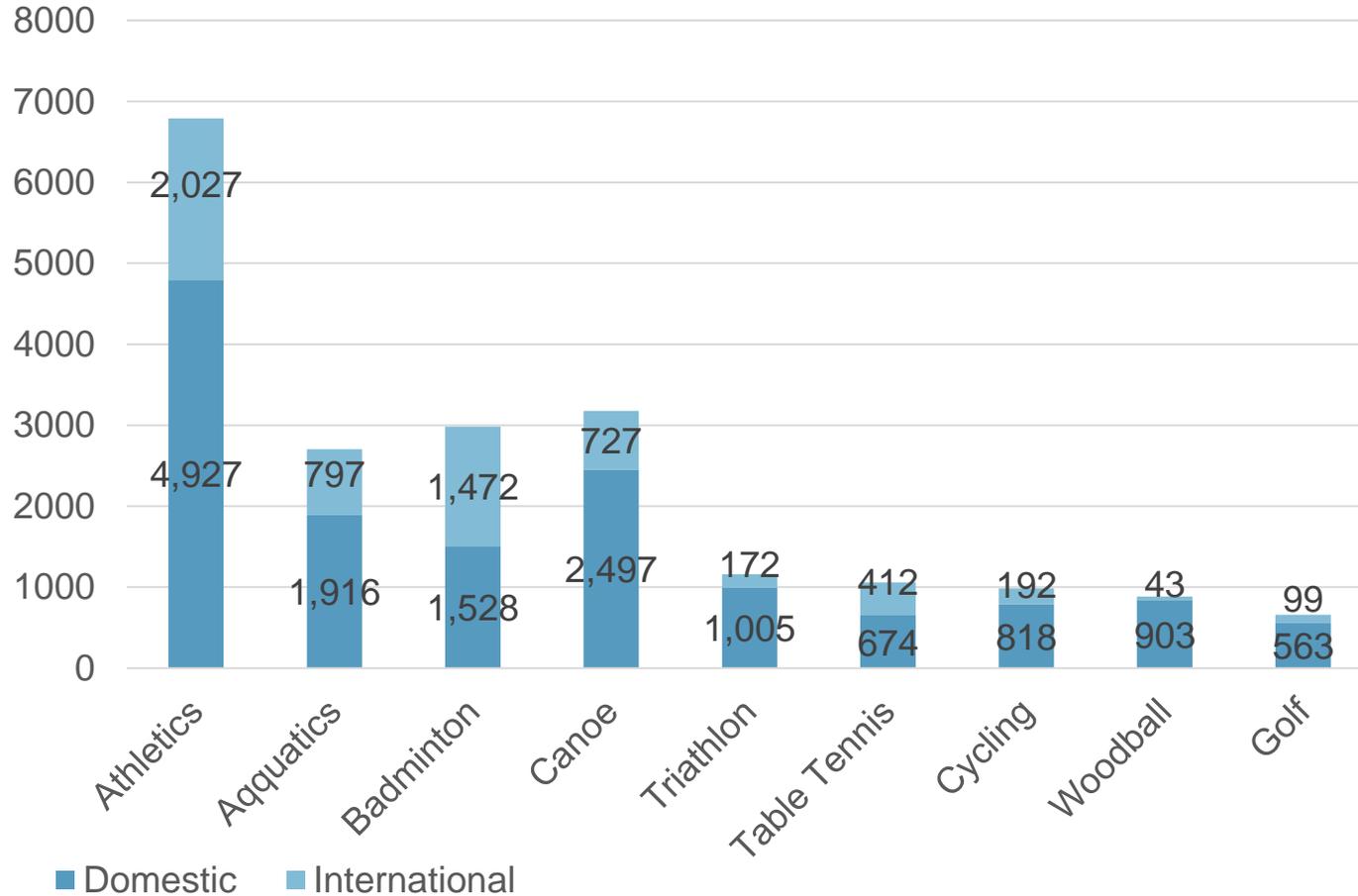
WORLD MASTERS GAMES
雙北世界壯年運動會
2025 TAIPEI CITY
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Current Registration Status

As of November 19, 2024, 9:00AM



Sports Entry Current Status



As of November 19, 2024, 9:00 AM

Slot has been full

Discipline	Track and Filed
Domestic Registration	1,744
International Registration	1,400
Total Registration	3,144
Slot Limit	2,900

Uniform



VIPs



Staff



Referees



Medical staff



Volunteers

August 2024

Finalize uniform design

September 2024 Held public
tender to select a manufacturer

October 2024 Confirm
manufacturer selection

Follow-up Item:
Coordinate production
timeline with the selected
manufacturer

Logistics Management

- Ongoing contract performance management of sponsorship agreements with two online accommodation booking platforms to ensure the legality of accommodation information.
- Conduct procurement for accommodations for event staff.
- Organize services for drinking water, staff meals, the welcome receptions for the opening and closing ceremonies, and food stalls at competition venues.
- Negotiate a sponsorship agreement with a delivery platform.
- Implement venue cleaning and maintenance plans.

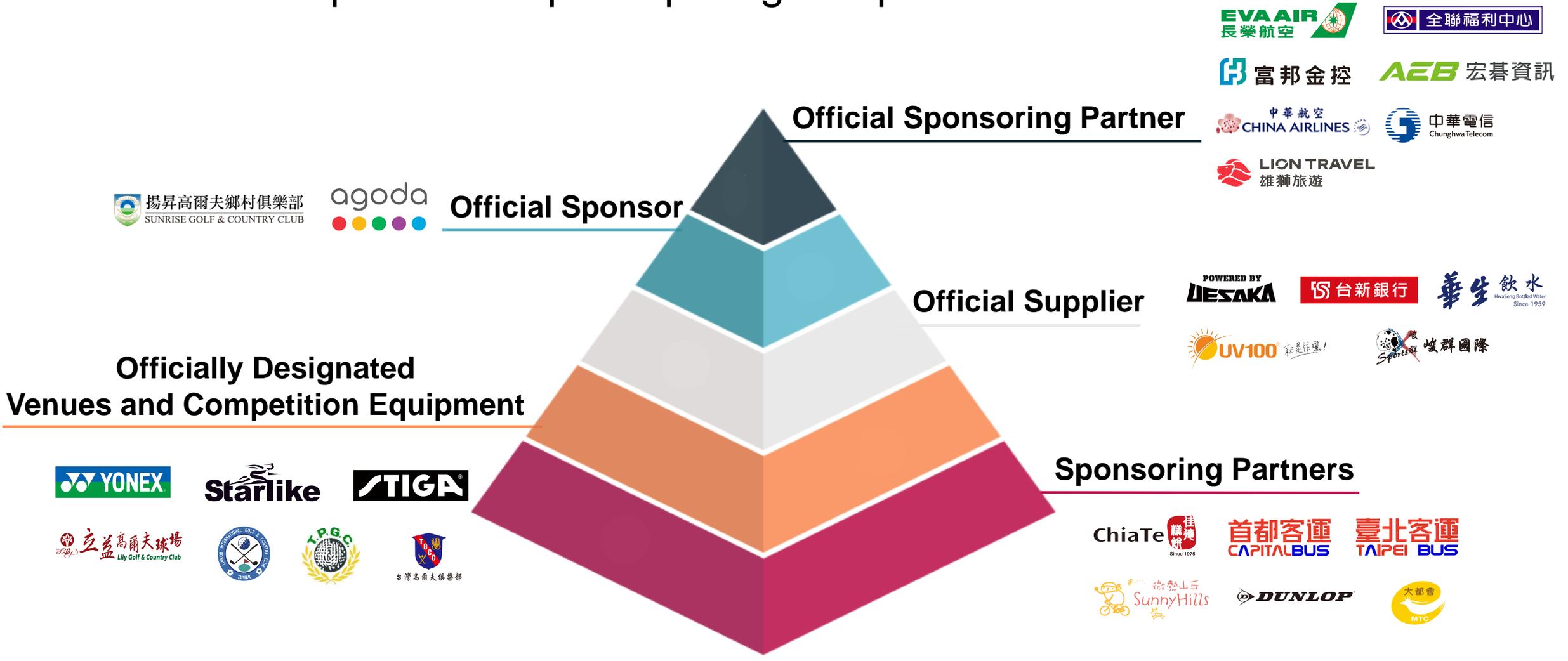
Volunteer Recruitment

As of November 19, 2024, total confirmed volunteers: **8,026**

- **Individual registrations:** 2,539 general volunteers and 948 language volunteers.
- **Group partnerships:** 63 groups have confirmed participation, contributing a total of 4,427 general volunteers (12 additional groups are currently compiling registration forms).
- As of November 2024, 104 in-person specialized training sessions for volunteers have been completed.

Sponsorship

A total of **27** companies are participating as sponsors.



Welcome Kit

Item	Participant	
	Athlete	Non-Playing Official and Support
Backpack	✓	✓
Towel	✓	✓
Water Bottle	✓	✓
Environmentally Friendly Tableware	✓	✓
Digital Wearable Device	✓	
Souvenir Clothing	✓	

December 2024 Complete design and sample creation

February 2025 Complete the first production phase and film an introduction video for the Welcome Kit

April 2025 Complete the second production phase

May 2025 Distribute uniforms to participants

Registrant Country/Region

Visa-Exempt Countries

Non-Visa-Exempt Countries

Direct Entry with Passport

e-Visa

Exit & Entry Permit

General:
Participants apply for an e-Visa online

Special Projects:
The Organizing Committee submits E-code applications to the Ministry of Foreign Affairs.

Hong Kong and Macau Residents: Self-apply online for an entry permit.

Mainland Chinese Participants: The Organizing Committee submits applications via the National Immigration Agency system.

3. Marketing and Promotion



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2025 TAIPEI CITY
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Observer Program – Pan-American Masters Games



Provide an update on event preparations
to the IMGA Board



Observer Program
participating delegation

Observer Program – Toronto



Toronto City Government



The Taipei Economic and Cultural
Office in Toronto

International Promotion and Collaboration

- Complete the signing of the MOU with the 2029 World Masters Games in Perth.
- Visit foreign embassies or diplomatic missions in Taiwan to promote the Games and establish future liaison channels.
- Plan and execute VIP invitation strategies



Meet with the German Institute Taipei for promotional collaboration

International Marketing



International promotional video

Currently in production, expected to be delivered by the end of November.

Advertising materials

Japan, South Korea, Singapore, Malaysia, Australia, New Zealand, Thailand, and Indonesia.

Monthly e-newsletters

In Chinese, English, Japanese, and Korean, covering the latest information.

Online Ads

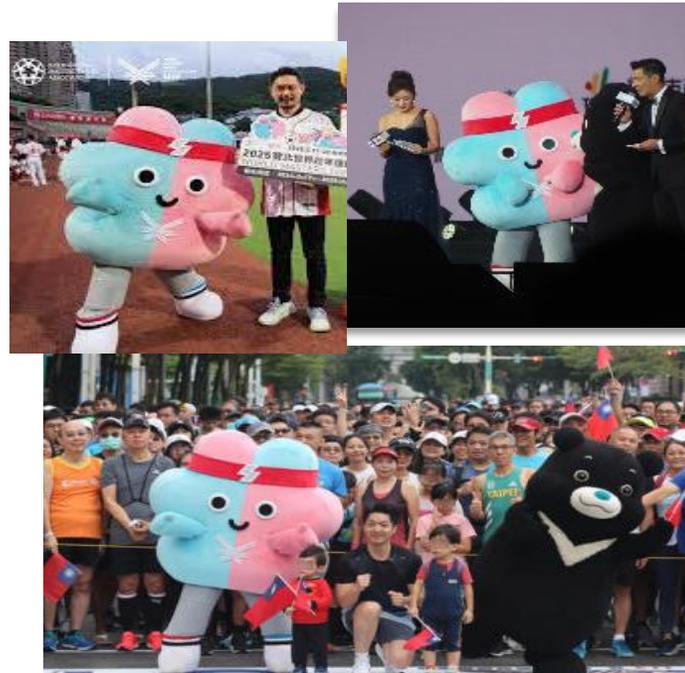
GDN, YouTube, Line Lap (Japan), display networks, Facebook, and KakaoTalk (Korea).

Domestic Marketing



Social media management

Instagram, Facebook and
2025 WMG official website



2025 WMG Mascot Strong

Attend major activities to
promote the games.



2025 WMG press conference

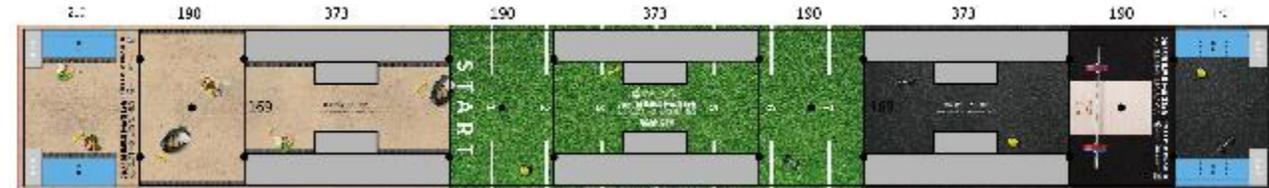
- Theme Song
- Visual identity and medal design

Domestic Marketing

Train exterior design



Interior train floor decals



4. Approved Products



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Approved Products (1)

15 practical items for athletes

		<p>Creative Products</p>		
<p>Slogan TEE</p>	<p>Ring Pattern TEE</p>	<p>Blue Dyeing Pocket TEE</p>	<p>Performance POLO</p>	<p>Performance TEE</p>
<p>Performance Hoodie</p>	<p>Performance Thin Jacket</p>	<p>Performance 5-panel Cap</p>	<p>Raincoat Cloak</p>	<p>Automatic umbrella</p>
<p>Tote Bag</p>	<p>Shoe Bag</p>	<p>Athletic Socks</p>	<p>Jacquard Towel</p>	<p>Cap</p>

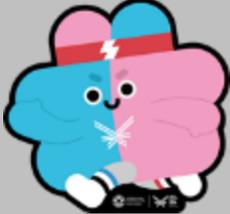
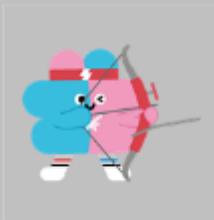
Approved Products (2)

7 commemorative products

			
<p>Neck Lanyard</p>	<p>Tissue Case</p>	<p>Commemorative Baseball</p>	<p>Pen</p>
		 <p>Creative Products</p>	
<p>Metal Lapel Pins</p>	<p>Tumbler</p>	<p>Yingga Celadon Cup</p>	

Approved Products (3)

12 commemorative products – Strong Series

		 Creative Products	 Creative Products	 Creative Products	 Creative Products
STRONG Doll (Medium)	STRONG Doll (Small)	STRONG Headband	STRONG Wristband	STRONG Socks	STRONG Towel Robe
					
STRONG Mug	STRONG Sublimated Towel	STRONG Floor Mat	STRONG Keychain	STRONG Patch	Custom TEE

5. Sports and Venues



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Sports



- **Daily Schedules, route mapping, score integration model.**
- Issued manager appointment letters for technical delegates and competition managers.
- As of October 2024, conducted 16 test events and 125 training camps, covering operations for competition personnel, equipment rental, and venue management.
- Hosted a **press conference** to unveil the **medals**.

Venues



- Negotiated and initiated the signing of **rental agreements** for competition venues.
- Continuously developing the **venue operations plan** and hiring operations teams according to each venue's specific requirements.
- Compiled a list of purchases and rentals for both competition and non-competition equipment.
- Advancing plans for **venue beautification and decor**. Additionally, began producing directional signage as part of the overall venue layout plan.

6. Games Activities



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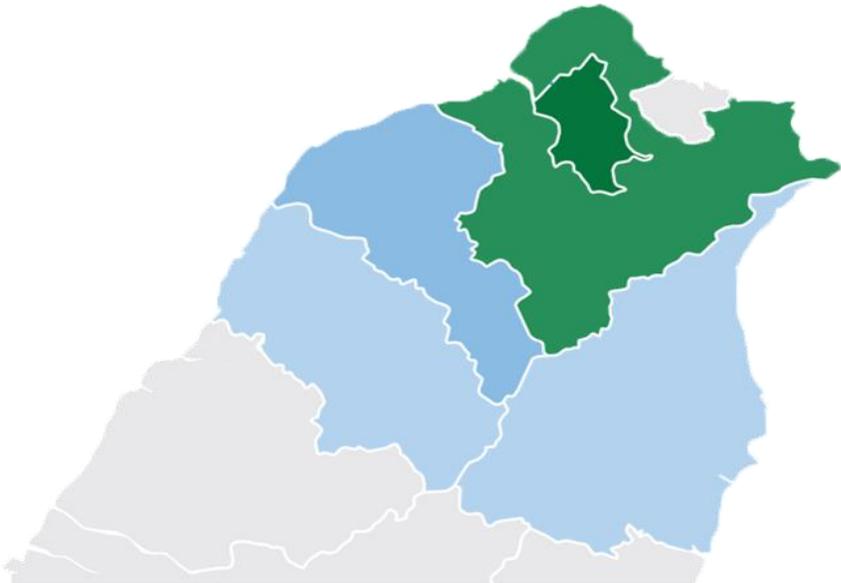


Welcome & Farewell Ceremonies, Cultural Activities

2025.05.17
Welcome Ceremony
📍 Taipei Dome



2025.05.16-25
Welcome Parties
📍 Taipei City
📍 New Taipei City
📍 Taoyuan City
📍 Hsinchu City & County
📍 Yilan County



2025.05.30
Farewell Ceremony
📍 New Taipei City Art Museum



Welcome Parade Route

Stage and Performance



Stage x 2



Performance
(draft)



Cheer Point
(If Sponsorship)



Welcome Ceremony Schedule

Theme of the Welcome Ceremony - **We share the same Sky**

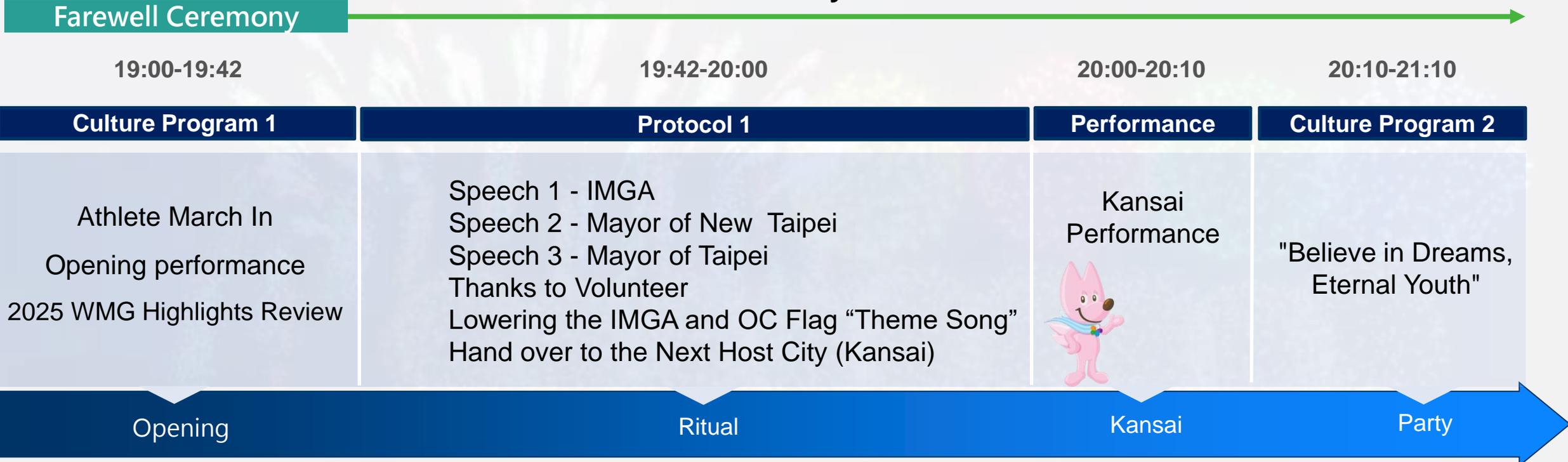


- Speech 1 - IMGA
- Speech 2 - Mayor of Taipei
- Speech 3 - Mayor of New Taipei
- Declaration by athlete
- Raising of IMGA and OC Flag "Theme Song"
- President Announce Game Begin



Farewell Ceremony Schedule

Theme of the Farewell Ceremony - **We are the World**



7. Games Services



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Tourism

Travel Information section

30 officially recommended travel itineraries exclusive to the event during the competition

30 itineraries in cooperation with travel agencies



2025 WMG FunPASS

3,000 self-purchase travel passes for unlimited travel around northern Taiwan.

Pre-order period : 2024.09.18 - 2025.03.18

Price : 1,220 TWD

Foreign Athlete Hospitality Incentive Program

The goal is to encourage travel agencies to assist international participants with event check-in, certification, flights, accommodation, and other travel arrangements.



Transportation

Shuttle services

24 Free Shuttle Routes

Plans include 24 shuttle routes covering **airport** arrivals and remote **competition venues**, alongside the distribution of discounted airfare offers.

Flight ticket discount

Cooperate with airlines to offer a **10%** discount on plane tickets for foreign participants.

Transportation Card

Transportation map information has been prepared and published.

The Tender documents for transportation cards have been prepared

Taxi service

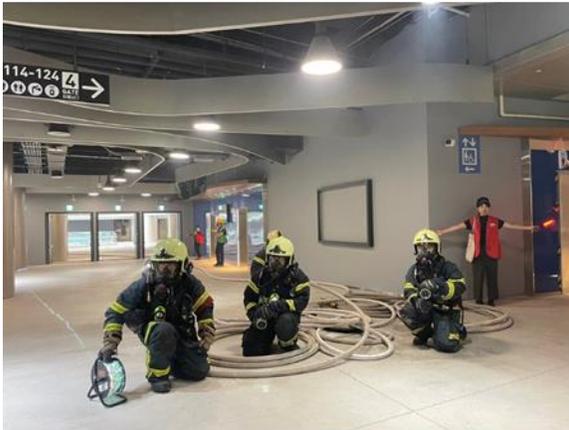
The official taxi service provider has been reviewed and contracted

IT&C



1. 2025 WMG **official website redesign**
2. 2025 WMG mobile **app interface** design
3. The competition results system and the management system is being confirmed for all sports
4. Updated the registration system and sent notification emails
5. Planed **ICT equipment** and network requirements

Security



1. Anti-terrorism security drill plans
2. Emergency response drill plans for competition venues
3. Provided guidance on fire protection plans for competition and non-competition venues
4. Completed the review of security systems and surveillance facilities at competition venues
5. Outlined the tender strategy and specifications for security equipment

Feedback from IMGA



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12. Any other business



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13. Place and date of the next General Assembly