

MINUTES

APSO Executive Board Meeting, 13 November 2025



Meeting title	APSO Executive Board Meeting
Date	13 November 2025
Time	10:00 – 12:00 CET
Venue	Videocall
Chair	Debbie Alexander, APSO President
Minutes	Sergey Lyzhin, APSO Honorary Secretary General

Attendance List		
Participants	Title	IF
<input type="checkbox"/> Dr Debbie Alexander (DA)	President	TRI
<input type="checkbox"/> Ms Charmaine Hooper (CH)	Member	World Abilitysport
<input type="checkbox"/> Mr Steve Loader (SL)	Member	WWR
<input type="checkbox"/> Mr Jiří Snítíl (JS)	Member	WCF
<input type="checkbox"/> Mr Sergey Lyzhin (SLY)	Honorary Secretary General	APSO
Apologies received		
<input type="checkbox"/> Mr Richard Perot (RP)	Member	BWF

Agenda		Presenter	Annex
1	Welcome from the President	DA	
2	APSO Background	HSG	
3	APSO Governance	SL	X
4	APSO Strategic Plan implementation	SL/HSG	
5	APSO Budget	HSG	X
6	Spending of APSO members on Para Sport	HSG	
7	APSO – IPC Agreement	DA	X
8	Commissions and Working Groups	DA/HSG	
9	Election of Vice President		
10	Any other business		
11	Next Meeting		

Minutes	
1	<p>Welcome from the President</p> <p>The Chair welcomed the Executive Board (EB) members to their second meeting since the election in September 2025. She confirmed the quorum, introduced the agenda for the meeting and reminded the members of the importance of upholding EB decisions, even in cases where an individual member may personally disagree. Richard Perot was excused from attendance.</p>

2	<p>APSO Background</p> <p>SLY reminded the EB members that, following the conclusion of the Rio 2016 Paralympic Games, the Association of Summer Olympic International Federations (ASOIF) established its Para Sport Consultative Group (APCG) to support the Olympic IFs whose Para disciplines were included in the Paralympic Games programme. In parallel, the IPC Sport Council was dissolved by the IPC General Assembly, and its role and functions were transferred to APSO upon its creation in 2017.</p> <p>It was highlighted that both bodies were created at the request of, and to support and represent the interests of, IFs and IOSDs. To optimise resources, the APCG was disbanded in 2022, and APSO has since proven to be an effective service provider to IFs, with multiple projects and membership surveys successfully delivered over the years.</p> <p>Particular attention was given to the Women's Leadership training previously provided by APSO. It was agreed to explore opportunities to offer leadership training to women from Para sports again, and to consider opening these sessions to male participants as well.</p>
3	<p>APSO Governance</p> <p>SL introduced a set of onboarding documents for Executive Board members, noting that the package was fully aligned with good governance principles and industry standards.</p> <p>The Letter of Appointment was presented, aimed at providing clarity regarding expectations for both an EB member and APSO, including time commitments, remuneration, and the reimbursement of position-related expenses. It was noted that relying exclusively on the respective IFs to fund the travel of their EB representatives could limit the ability of smaller or independent Paralympic IFs to nominate candidates for EB positions. SL was tasked with estimating the approximate budget required to support EB meetings held alongside major international sport gatherings, such as the SportAccord Convention or the IPC Conference and General Assembly.</p> <p>EB members also shared practices from their respective IFs and IOSDs regarding Indemnity Insurance, the need for which was highlighted in the draft Letter of Appointment. It was agreed to explore potential insurance providers for APSO and to seek assistance from the IPC on this matter.</p> <p>In addition, SL proposed adoption of the following documents:</p> <ul style="list-style-type: none"> • Deed of Access, which provides former EB members with access to APSO documents and reaffirms that indemnity insurance coverage remains valid for seven years following the completion of their term. • Deed of Indemnity Insurance and Access, which covers any potential legal costs arising from an EB member's role and ensures access to all required documents for onboarding EB members. • Directors' Consent and Disclosure of Interest, which requires members to declare any conflicts of interest upon election to the EB and at the beginning of every EB meeting. • Directors' Code of Conduct. • Non-Disclosure Agreement. • Personal Declaration, addressing circumstances that may bring APSO into disrepute, and • Personal Information File, which will assist the Secretariat with communication to EB members, including in emergency situations. <p>It was agreed to adopt all the proposed documents as a package, subject to review by legal experts.</p>

4	<p>APSO Strategic Plan implementation</p> <p>SLY informed the EB members that certain items of the APSO Strategic Plan were already in the implementation phase and reminded the Board that a detailed strategy implementation plan was still required.</p> <p>The Chair and the EB acknowledged their responsibility to elaborate such an implementation plan at the earliest convenience, noting that this would not only demonstrate continuity within the EB but also reaffirm its adherence to the Strategic Plan endorsed by the APSO membership. It was agreed that the priorities and timelines for the Strategic Plan's implementation would be set in accordance with the current EB's vision.</p>
5	<p>APSO Budget</p> <p>SLY presented to the EB members the current financial situation of APSO and the proposed budget for 2026.</p> <p>The EB members agreed that, given the level of activities and services planned for APSO members, it would be essential to explore all possible sources of income. These may include, but are not limited to, renegotiation of the agreement with the IPC, an increase in membership fees, and applications for special project funding.</p> <p>SL noted that APSO's ability to pursue commercial partnerships is limited due to restrictions arising from the use of the term "Paralympic" in its title, which reduces opportunities to increase revenue.</p> <p>SLY informed the EB members that, according to the ASOIF audited accounts and the Olympic Revenue Distribution documents published on their website, ASOIF receives approximately 0.5 per cent of the total Summer Olympic Games revenue distribution. The EB members noted this information.</p>
6	<p>Spending of APSO members on Para Sport</p> <p>SLY presented to the EB members information from past membership surveys regarding annual spending on Para sport.</p> <p>The EB members agreed that having updated information on this matter was necessary and tasked SLY with conducting a new membership survey prior to the Milano-Cortina 2026 Paralympic Games.</p>
7	<p>APSO – IPC Agreement</p> <p>The Chair informed the EB members of the need to renew the agreement between APSO and the IPC, and to review the provisions related to the reciprocal duties and responsibilities of both organisations. The aim is to ensure that these provisions better reflect the current level of cooperation and are aligned with the respective strategic plans of both organisations.</p> <p>SLY was tasked with reaching out to the IPC leadership to arrange a meeting to discuss these matters following the Milano-Cortina 2026 Paralympic Games.</p>
8	<p>Commissions and Working Groups</p> <p>The Chair proposed the creation of, and presented a draft Terms of Reference (TOR) for, the Governance and Legal Advisory Group (GLAG). The EB members agreed that establishing the GLAG would be beneficial, and suggested simplifying the proposed TOR. SL was tasked with finalising the TOR.</p> <p>The Chair also expressed her intention to engage APSO membership more actively on a variety of subjects. To support this objective, she suggested considering the creation of</p>

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	<p>the following bodies:</p> <ul style="list-style-type: none"> • Commercial and Marketing Advisory Group • Education Commission • Women in Para Sport Commission <p>The EB members supported her proposal and agreed that these, as well as any other relevant commissions or advisory groups, would be established in due course.</p>
9	<p>Election of Vice President</p> <p>SL proposed his candidature for the Vice President position. The EB members unanimously elected SL as APSO Vice President for the term 2025-2029.</p>
10	<p>Other business</p> <p>USADA Certification Program</p> <p>SLY informed the EB members that USADA has developed its own certification program, which will apply throughout the territory of the United States as of 1 January 2026. It was noted that this initiative may require significant human and financial resources to comply with and could disproportionately affect smaller Paralympic IFs and IOSDs.</p> <p>SLY was tasked with informing the APSO membership about the USADA initiative and liaising with the IPC for the development of a coordinated approach to the matter.</p>
11	<p>Next Meeting</p> <p>The EB agreed to hold its next meeting on 15 January 2026, from 10:00 to 12:00 CET, in a videoconference format.</p>
	<p>The President thanked everyone for their time and commitment. The meeting was formally closed.</p>