



SPORT INTEGRITY GLOBAL ALLIANCE: THE UNIVERSAL STANDARDS

- **Key tool to help drive positive change in sports governance and integrity**
- **Creates a framework for wide-ranging discussion and consultation**
- **Inclusive of all relevant stakeholders**
- **Embraces existing research and benchmarks established good practice**
- **Recognises the individual circumstances, issues, resources and capabilities of sports bodies, stakeholder groups and countries**
- **Introduces three-phase implementation process: Bronze, Silver and Gold**

The Sport Integrity Global Alliance has developed a wide-ranging set of Universal Standards to help usher improvements to governance in sporting organisations and protect the integrity of sport.

The initial version of the Universal Standards is a living document that aims to provide a detailed, practical and helpful framework for further consultation with sports governing bodies, governments, and regulatory authorities, associated commercial interests and other stakeholders in sport. SIGA is working to ensure the Universal Standards will ultimately result in the adoption and promotion of the highest standards of democracy, integrity, transparency and accountability across every area of sports governance and in every sport where there is a betting market

The Universal Standards are the result of significant research and expert consultation. They reflect and embrace existing international benchmarks and evolving best practices already implemented by a range of relevant bodies in and around sport.

Critically, the Universal Standards reflect the realities of global sport today. They recognise the concerns and circumstances of individual sports organisations and the differences in their resources, capabilities and capacity, all of which have an impact on the ability to make positive governance changes to a rigid timeline.

Sports organisations will be encouraged to embrace, adopt and implement the Universal Standards according to their individual abilities, following a pathway through three phased levels of implementation – Bronze, Silver and Gold – reflecting good, better and best practice.

Following consultation and adoption of the standards, participating organisations will be monitored against the Universal Standards. This monitoring will create a benchmark to allow the tracking of progress to identify areas in which help may be needed to further strengthen governance structures and systems.

Universal Standards covering three areas have been drafted. They cover:

Good Governance in Sporting Organisations

Financial Integrity

Sports Betting Integrity

The following is a guide to key elements of each of the three areas covered by the Universal Standards:

UNIVERSAL STANDARDS ON GOOD GOVERNANCE IN SPORTING ORGANISATIONS

These Universal Standards are founded on the pillars of democracy, transparency, accountability and stakeholder representation. They encourage a sports organisation to:

- Have a democratically elected leadership and clear separation between its regulatory, supervisory, and disciplinary and commercial functions
- Adopt decision making structures that ensure appropriate consultation and stakeholder representation, including athletes, clubs and leagues
- Embrace transparency and accountability, making its rules and the way it operates public
- Identify and disclose conflicts of interest
- Develop anti-bribery and corruption policies, disclosing conflicts of interest
- Produce and publish full financial reports
- Encourage and protect whistle blowers
- Encourage ethical behaviour by all individuals, at every level, through a code of conduct

The role of the board of a sports organisation is critical to its overall performance and governance, and the Universal Standards set out a series of steps, including independent evaluation, a limit to the number and length of terms of office, annual performance evaluation, the inclusion of independent board members and professional development programmes for board members, as well as the encouragement of diversity among board members.

UNIVERSAL STANDARDS ON FINANCIAL INTEGRITY

Financial integrity and transparency is a cornerstone of good governance. While significant strides have been made in the last decade, there is evidence of room for improvement in some existing systems. SIGA has identified opportunities to support further progress, in order to help sport align itself with improved best practice benchmarks from other organisations.

The Universal Standards on Financial Integrity reflect the concerns and responsibilities of governing bodies, clubs, leagues, competition organisers, athletes and other key stakeholders. They are designed to help meet the significant challenges faced by sport and its stakeholders in many areas, ranging from the ownership of clubs and players to the opaque nature of the transfer system, inadequate club licensing, regulation of the activities of agents, tax evasion, money laundering, corruption in procurement and contracting and in the bidding processes for sports events.

The three pillars of the Universal Standards on Financial Integrity are

Transparency and integrity - producing and publicising reliable financial information.

Financial sustainability - generating value over time through sound management.

Fiscal responsibility - meeting obligations on tax and social payments.

TRANSPARENCY AND INTEGRITY

The Universal Standards cover the following areas:

- Prohibition of any form of bribery or corruption, money laundering or terrorism financing, tax evasion or fraud within the sports organisation or third parties
- Production of annual, audited and independently verified financial statements
- Ensuring due diligence to prevent money laundering
- Maintaining thorough records of financial transactions
- Creating a framework governing financial transactions around player transfers
- Standardising the role and operation of agents

FINANCIAL SUSTAINABILITY

- Establishing a fit-for-purpose club licensing system for domestic and international club competitions
- Ensuring full transparency in areas including ownership of clubs, potential conflicts of interests, bidding processes and allocation of development funds

FISCAL RESPONSIBILITY

- Governments to work to ensure sports bodies are aware of their tax responsibilities
- Sports governing bodies, clubs and other organisations to act responsibly in conducting their tax affairs

UNIVERSAL STANDARDS ON SPORTS BETTING INTEGRITY

SIGA's Universal Standards on Sports Betting Integrity recognise that the battle against match-fixing is fundamental to the future of sport and that it cannot be won without the coordinated commitment of a range of stakeholders, including governments, sports organisations, betting regulators and operators.

The Universal Standards on Sports Betting Integrity call on all stakeholders who have not already done so to contribute to a united front, against the manipulation of sports competitions, illegal betting and betting fraud, to identify and assess the risks of manipulation, create integrity departments or units if they have not already done so, improve intelligence gathering and information sharing, and implement training programmes for staff as well as education and awareness initiatives for the public and work towards an international integrity platform.

Specific Universal Standards have been designed for four stakeholder groups. These are:

GOVERNMENTS

- Regulate the betting market and allocate resources for proper enforcement and compliance
- Criminalise manipulation, illegal betting, betting fraud, corruption, criminal infiltrations and associated crimes, aiding and abetting
- Enhance intelligence gathering and sharing rules and procedures
- Ensure protection and anonymity of whistle blowers

SPORTS ORGANISATIONS

- Set up a properly resourced unit or person responsible for sport integrity
- Clearly identify integrity-related disciplinary offences and establish a statute of limitations
- Develop an Anti-Corruption Code of Conduct covering athletes, coaches, referees and administrators
- Instigate an effective and adequate whistle blower policy
- Ensure the transparency of disciplinary procedures, ensuring natural justice and the right of appeal
- Work with governments and regulators to determine types of betting that are allowed

BETTING REGULATORS

- Establish methods and parameters for combating illegal betting and betting fraud, and enforce applicable legislation
- Support investigations and prosecutions, and collaborate with sports organisations and betting operators
- Identify and develop information about types of betting most vulnerable to fraud and corruption
- Monitor individual bets and suspend betting when appropriate alerts are issued
- Block consumers' access to illegal and unlicensed betting operators

SPORTS BETTING OPERATORS

- Ensure cooperation and information sharing
- Comply with legal framework and actively assess and manage risk
- Develop ways of blocking suspicious transactions
- Ensure prompt reporting of suspicious betting to the appropriate /competent authorities

- Protect consumers, including the young and vulnerable, through responsible and fair gambling measures

NOTES TO EDITORS:

In developing these Universal Standards, SIGA's specialists consulted widely with acknowledged experts in each field and referenced a range of respected reports and frameworks to ensure the broadest and most credible levels of input.

The list of input sources includes:

GOOD GOVERNANCE IN SPORTING ORGANISATIONS

Australian Sports Commission: Mandatory Sport Governance Principles

Sport Canada: Governance Principles

Dutch Olympic Committee and Sports Confederation: Minimum Governance Requirements

UK Sport: A Charter for Sports Governance in the United Kingdom

Council of Europe: Guidelines of Good Governance and Ethics in Sport

Transparency International: Safe Hands - Building Integrity and Transparency at FIFA

PricewaterhouseCoopers: An Independent Governance Review of the International Cricket Council

United Nations Global Compact: Integrity Measures

UNODC: An Anti-Corruption Ethics and Compliance Programmes for Business

FINANCIAL INTEGRITY

FATF Recommendations: International Standards on Combating Money Laundering and the Financing of Terrorism and Proliferation

OECD, UNODC and World Bank: Anti-Corruption, Ethics and Compliance Handbook for Business

World Economic Forum: Partnering Against Corruption – Principles for Countering Bribery

UEFA Club Licensing and Financial Fair Play Regulations

Off Pitch: Football's financial integrity weaknesses and how to strengthen them – Matt Andrews and Peter Harrington, Harvard University

Play The Game: Sports Governance Observer 2015

SPORTS BETTING INTEGRITY

Betting integrity - The Sorbonne - ICSS Guiding Principles for Protecting the Integrity of Sports Competitions

European Union's Expert Group on Good Governance Recommendations on Anti-Match Fixing

Council of Europe's Convention on Anti-Match Fixing

STEERING PANELS

Each of the three areas that make up the SIGA Universal Standards has been researched and analysed by a steering panel of the world's most eminent and experienced experts in that particular field.

The three steering panels are made up of members from multi-industry organisations and a number of co-chairs, who are listed below:

Good Governance in Sporting Organisations

- Mark Pieth – Co-Founder & Chairman, Basel Institute on Governance
- Michael Hershman – Group CEO, ICSS; Co-Founder, Transparency International
- Lars-Christer Olsson – Chairman, EPFL; Chairman, Swedish Football League; former CEO of UEFA

Financial Integrity

- Rick McDonnell – former Executive Secretary, FATF; Executive Director, Association of Certified Anti-Money Laundering Specialists (ACAMS)
- Leonard McCarthy – Integrity Vice President, World Bank
- James Cottrell – Partner, Deloitte
- Pedro Machado – Partner, PwC

Sports Betting Integrity

- Laurent Vidal – Chairman, ICSS-Sorbonne Sport Integrity Programme
- Alfredo Lorenzo – Director of Integrity and Security, La Liga
- João Paulo Almeida – General Director, Portuguese Olympic Committee