



SIGA
SPORT INTEGRITY
GLOBAL ALLIANCE



STATEMENT OF INTENT

DECLARATION OF CORE PRINCIPLES ON SPORT INTEGRITY

SIGA UNIVERSAL STANDARDS



JOIN THE SPORT INTEGRITY GLOBAL ALLIANCE – SIGA

The sport sector is facing an unprecedented crisis of governance and integrity. This crisis affects the whole of sport and all those involved in the sector.

High profile prosecutions, investigations, arrests, and bans have brought the sport sector from the back pages to the front, and, with it, heightened scrutiny and questioning from the public and fans it serves. These high-profile cases underscore the urgent need to apply democratic and corporate best practices in the field of sport. With many examples of sport integrity being undermined by some of the very institutions and individuals appointed as guardians of the system, the sport industry's overall reputation is sadly at its lowest level.

The fundamental importance and attractiveness of sport in society and the consequent globalised commercial phenomenon with its significant economic footprint and growth trajectory has brought new challenges to the sport sector, as massive wealth has been created. Poor governance, obsolete regulations and lack of oversight have also facilitated the proliferation of transnational money laundering, tax evasion and bribery scandals, sports betting fraud and match-fixing, often with links to organised crime. Sport has neither the capacity nor the jurisdiction to tackle these problems alone.

To restore its reputation and public trust, sport needs to embrace a new culture, where good governance, financial integrity, transparency, accountability and independent oversight are number one priorities. Enhanced cooperation and concerted action are the foundation upon which this new culture must be built.

A NEW ORGANISATION CALLED SIGA

On 02 November 2015, 20 organisations came together to create an informal coalition to lead an international private-public partnership to tackle the numerous and urgent governance challenges facing sport. The group included sports bodies, governments, anti-corruption NGOs, inter-governmental organisations, and commercial partners. Since then, the informal gathering has grown to more than 100 supporters. SIGA is a worldwide, independent, neutral coalition, led by the sports industry and supported by key stakeholders.

The group took a major step on 31 January 2017 by becoming a legal entity, as a non-for-profit association under Swiss Law. Thirty international organisations from sport, government and business signed the SIGA Statutes as Founding

Members and Founding Committed Supporters <http://siga-sport.net/siga-constitution/>. Today, SIGA has forty organisations that are Members and is growing <http://siga-sport.net/siga-members/>. In July 2017, SIGA approved its internal governance system and elected its first independent Chair, Mr Franco Frattini. In January 2018, SIGA elected its first CEO, Emanuel Macedo de Medeiros, Council and other internal organs.

By promoting best practices, universal standards and credible global solutions, SIGA is ushering in a new era in the governance and integrity of sport. The establishment of a neutral body to oversee the implementation of key reforms is the objective of this effort - one that must be rooted in broad and diverse support.

SIGA members have initially identified three core areas of concern for creating a new culture of sports integrity: Good Governance, Financial Integrity and Sports Betting Integrity. Youth Protection has been identified as a fourth critical area of intervention in the meantime. Multi-stakeholder, expert Steering Groups have developed first draft universal Standards to guide the development and implementation of reform <http://siga-sport.net/siga-universal-standards/>.

Initiatives in these core areas are being further supported through research initiatives, training, education, capacity building, and supporting systems for rating, encouraging, measuring and tracking industry progress are being developed. Six umbrella sports bodies have adopted the SIGA Universal Standards: the Caribbean Association of National Olympic Committee (CANOC), European Professional Football Leagues (EPFL), Esport Integrity Coalition (ESIC), European Aquatic Association (LEN), International Martial Arts Federation (IMMAF) and Special Olympics.

The quality and scale of support for what SIGA is doing has been enormously gratifying – to see who has joined us in this endeavour, please look at <http://siga-sport.net/siga-supporters/>.

We invite you to hear this call to action and engage with us to help pave the way for a deeper level of integrity, transparency and good governance throughout sport.

For more information on the SIGA, please contact info@siga-sport.com.



Statement of Intent

Statement of Intent

As supporters of the Sports Integrity Global Alliance (SIGA), we acknowledge the fundamental challenges facing the integrity of sport and hereby proclaim our resolve to promote the highest standards of fair play in the administration of sport, particularly in the areas of good governance, financial integrity and sports betting integrity.

We support and will work towards creating a new era in sport, moving collectively to implement across the community of sport SIGA's Core Principles for Sport Integrity, and the corresponding universal standards, which together demonstrate the commitment of all signatories to the highest and best role of sport in society.

The need for reform offers a unique opportunity to develop SIGA as a neutral and independent entity, serving sport and supported by key stakeholders, that will ensure the adoption, implementation and monitoring of these Core Principles and universal standards.

Through the development of SIGA we will endeavour to preserve the integrity of sport, safeguarding its positive values and vital role for the benefit of all citizens and future generations.



Declaration of Core Principles on Sport Integrity

Declaration of Core Principles on Sport Integrity

TAKING INTO CONSIDERATION the convening of an informal coalition of more than 30 leading organisations that comprise a Sport Integrity Global Alliance (SIGA) representing sport, government, international authorities, business, academia and civil society, convening in New York on 2 November 2015 and in London on 18 February 2016;

RECOGNISING the invaluable social, educational and cultural function of sport, in particular its special role in transcending political, geographic, ethnic, religious, national and other barriers, and through this, uniting people over the world in the collective spirit of fair play, peace and mutual respect, and in the potential to achieve the highest forms of athletic skill, endurance, recreation, excellence and extraordinary human achievement;

GIVING RECOGNITION to sport's specific nature and the historic responsible autonomy of its representative structures, the conduct and operation of which must take place within the boundaries of the law and in conformity with the good governance principles, including democracy, transparency, accountability and meaningful stakeholder representation;

ACKNOWLEDGING the governance and reputational challenges faced by the sport sector today;

The participants in SIGA

RECOGNISE AND SUPPORT

a) The urgent need for fundamental reforms in sport, rooted in the core concepts of democracy, transparency, accountability, integrity and stakeholder representation;

b) The growth, advancement and success of the sport sector, and commitment to encourage the swift and immediate execution of core reforms that advance and ensure for the future the highest standards of good governance, financial integrity and sports betting integrity; and

c) That, above all, reforms must reflect a strong and wholly credible commitment to preserve the integrity and essence of sport and its future, for the highest benefits to society and the economy; and

Endorse and encourage the adoption of the following:

CORE PRINCIPLES ON SPORT INTEGRITY

In the case of Good Governance, to:

1. Agree that the conduct and operation of sport must always take place within the boundaries of all applicable laws and regulations, and in conformity with the good governance principles of democracy, transparency, accountability and meaningful stakeholder representation across the sport community;
2. Uphold and respect the universal principles of sports ethics such as fair play, solidarity, respect for human rights, dignity, integrity and diversity, and reject of any form of discrimination;
3. Implement the highest governance standards, including, but not limited to, democratic and transparent electoral processes, term limits, separation of powers between their regulatory and commercial functions, monitoring of potential conflicts of interest, risk management procedures, gender equality at the board level, independent directors, meaningful stakeholder representation in the decision-making organs, transparent and accountable financial management and proper oversight;

4. Maintain, at all levels in the sport sector, a zero-tolerance policy towards all forms of corruption, bribery and illegal financial dealings, including but not limited to, the implementation of adequate criteria and transparent bidding processes for the organisation of major sports events, selling of broadcasting rights, sponsorship deals and other commercial arrangements;

In the case of Financial Integrity, to:

5. Uphold the highest standards in terms of financial integrity and transparency across the sport sector, including the implementation of club licensing systems both at national and international level, with appropriate financial criteria, due diligence and effective supervision mechanisms;

6. Establish international financial integrity standards, appropriate financial reporting, audit and compliance practices, and a strong “culture of compliance” and full transparency in the allocation, distribution, use and scrutiny of sports development and solidarity funds;

7. Build core financial capacity throughout the networks of clubs, federations, leagues, athletes’ unions and other organisations to ensure adoption of universally recognised principles for accounting and finance and issuance of regular annual reports;

8. Assess existing club ownership regulatory frameworks and develop fit and proper club owners and directors tests, to ensure that those who own and administer sports organisations enjoy appropriate moral and professional credentials and prevent the risks of potential criminal infiltration, conflicts of interests and other detrimental consequences;

9. Support the establishment of independent monitoring, audit and oversight in relation to all sport-related development programs and financial transactions, including but not limited to, athletes’ transfer fees, agents and other third party commissions, sale of commercial and sponsorship rights, acquisition of sports clubs and offshore vehicles and transactions, through the establishment of a clearing house or similar system, at both national and international levels; and

In the case of Sports Betting Integrity, to:

10. Promote the adequate regulation of the sports betting market worldwide and commit to prevent and combat all forms of illegal sports betting in order to eradicate sports betting fraud and match-fixing, while recognising sports competitions organisers’ rights and safeguarding the integrity of sports competitions and the economic viability and social role of sport;

11. Encourage governments and sports bodies to enact the necessary laws and regulations, and their harmonised development and concerted implementation and monitoring, including the establishment of national integrity units, codes of conduct on sports betting integrity and robust prevention/ education policies targeting all key participants in sport, in particular the most vulnerable ones, the young people; and

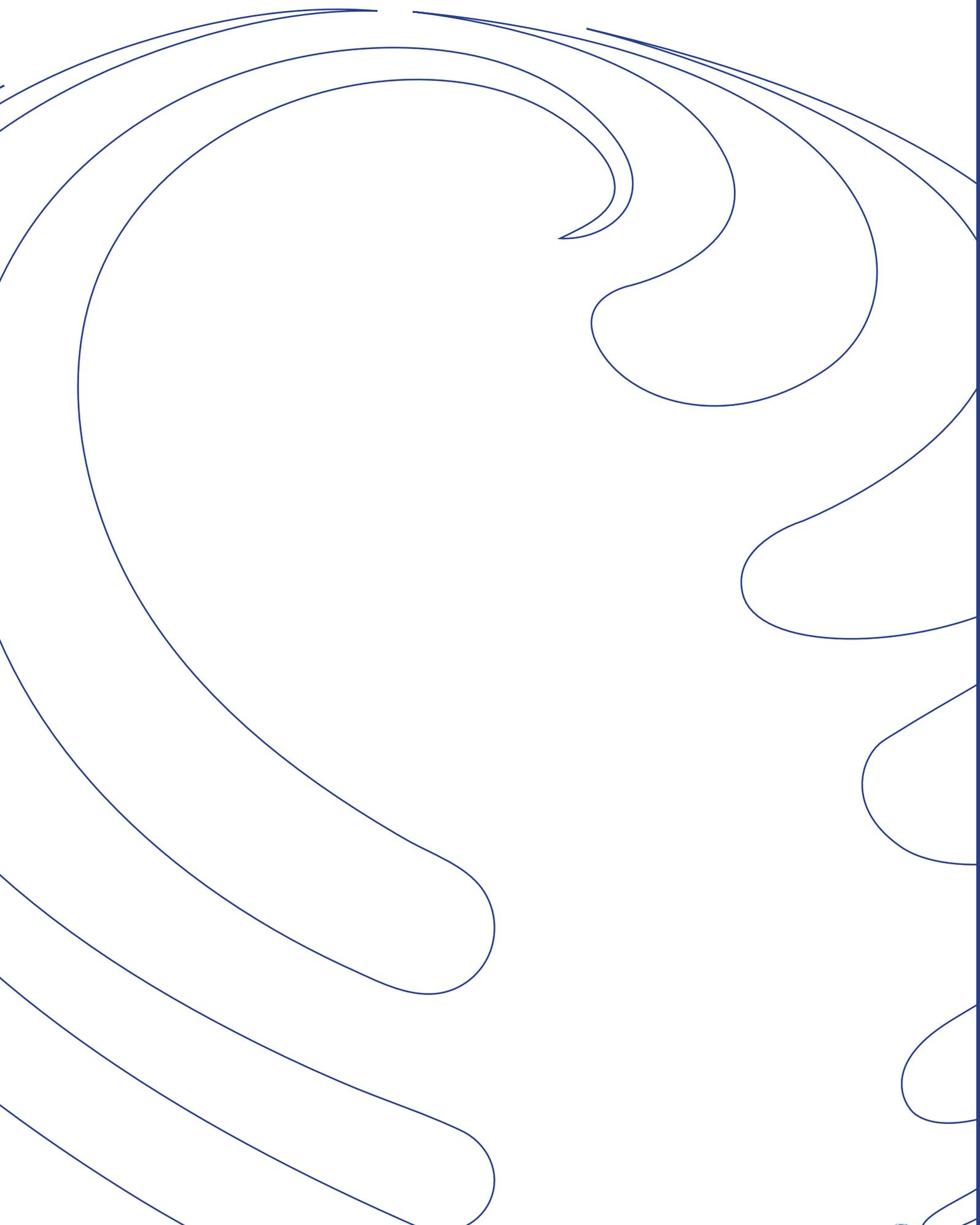
12. Support the establishment of an independent betting monitoring platform, capable of providing sport integrity intelligence alerts to sporting, law enforcement, betting regulators and operators and government stakeholders to assure early warning advice on corrupt practices, potential manipulation of sports competitions and/or illicit methodologies and criminal networks activities, as well as to ensure the basis for adequate cooperation and information sharing providing reliable, accurate and independent data for sports disciplinary procedures and evidence for criminal prosecution.

SIGA commits to work collaboratively towards the swift endorsement and implementation of the Core Principles and the development of its Alliance to create a bold new space for governance reform to take hold.

SIGA is conceived as an independent and neutral coalition, led by the sporting industry and supported by key stakeholders, committed to using best practice, universal standards and creative global solutions to usher a new era in the governance and integrity of sport.

Madrid, 7 April 2016







SIGA Financial Integrity
Universal Standards and
Implementation Guidelines

Declaration of Core Principles on Sport Integrity

These SIGA Financial Integrity Universal Standards shall be adopted and implemented by all sporting organisations that subscribe to SIGA's Aspirational Statement of Intent and Core Principles on Sport Integrity.

These Universal Standards are designed to meet the highest levels of financial integrity, good governance, transparency and accountability in sport, and where applicable, reference existing global best practices.

These standards are addressed either specifically to sports governing bodies, competition organisers, clubs and other key sports bodies, (together, "Sporting Organisations") and, where specified, to Governments and public authorities.

Whilst significant strides have been made in the last decade to enhance financial sustainability and transparency within the sports industry, there is clear scope for advancement. These Universal Standards aim at providing credible, holistic and effective solutions to meet a series of complex and sophisticated challenges facing financial integrity and transparency in sport, such as the ones set out below:

- Increasing globalisation and financial sophistication of sport, with the emergence of new products and vehicles, including but not limited to, the so-called third-party ownership of economic rights of professional athletes;
- General environment of poor governance, inadequate regulation and lack of effective supervision and independent oversight;
- Lack and/or ineffective club licensing systems, with proper financial criteria, both at national and international level, with exception of a few cases, most notably the European football inter-club competitions;
- Lack of athletes' transfer matching system at national level and need to improve transfer matching system at international level, as a first step towards a clearing house system at both national and international level;
- The poor regulation and supervision regarding the activities of sports agents;
- Growing incidents of tax evasion related to athletes' image rights;
- Opaque ownership structures of sports clubs and ascertaining beneficial ownership of sports entities;
- The growing use of off-shore investment funds to acquire sporting entities and clubs, and the use of this mechanism to circumvent financial regulation in sport;
- Money-laundering through sport;
- State aid to sports entities in breach of competition rules; and
- Corruption in the bidding process to host major sporting events.

Whilst positive exceptions exist both at national and international level, there is a general lack of universal standards for all professional sports worldwide, in order to ensure fair competition and financial integrity and transparency in relation to the selling of broadcasting and media rights, sponsorship agreements and other similar commercial arrangements.

High quality and transparent financial reporting is one of the cornerstones of good governance. It is essential that stakeholders have access to this type of information in order to inhibit bribery, corruption and poor governance and to be able to hold organisations to account.

For the purposes of this document, we have used the following definition of financial integrity: “[being] sound, whole, reliable and sustainable, fair and principled, responsible and morally upright in financial structures, transactions and relationships.”

Taking into account the above definition, the following three pillars categorise the SIGA Financial Integrity Universal Standards:

1. Financial Transparency and Integrity: producing and publishing reliable financial information
2. Financial Sustainability: having the finances to generate value over time through sound management
3. Fiscal Responsibility: meeting obligations to pay taxes and social payments

In the absence of existing global standards for financial integrity in sport, in the development of these standards, a general benchmark was taken from the world of large corporate and international organisations and then applied in a sporting context. Likewise, the development of these standards also took into consideration the existing regulations governing sports financial management. Any recommendations would be advocated on a voluntary, best practice basis.

With all these issues in mind, the frameworks reviewed in the development of these Universal Standards include:

- The FATF Recommendations: International Standards on Combating Money-Laundering and the Financing of Terrorism & Proliferation
- “Off Pitch: Football’s financial integrity weaknesses, and how to strengthen them”, Matt Andrews and Peter Harrington, CID Working Paper No. 311, January 2016, Centre for International Development at Harvard University
- Play the Game: Sports Governance Observer 2015 – the legitimacy crisis in international sports governance
- OECD, UNODC and the World Bank: Anti-Corruption, Ethics and Compliance Handbook for Business
- United Nations Global Compact: Integrity Measures
- UNODC: An Anti-Corruption Ethics and Compliance Programme for Business
- Transparency International: Business Principles for Countering Bribery
- World Economic Forum: Partnering Against Corruption – Principles for Countering Bribery
- UEFA Club Licensing and Financial Fair Play Regulations – Edition 2015
- NFL/NFLPA Collective Bargaining Agreement 2011-2020
- Premier League Handbook Season 2015/2016

1- Off Pitch: Footballs financial integrity weaknesses, and how to strengthen them, Matt Andrews and Peter Harrington, CID Working Paper No. 311, January 2016, Centre for International Development at Harvard University

<http://sports.growthlab.cid.harvard.edu/publications/pitch-football%E2%80%99s-financial-integrity-weaknesses-and-how-strengthen-them>

2- Ibid.

Guidance

The Universal Standards offer three different levels of phased implementation according to the categories of “Bronze”, “Silver” and “Gold”. The Universal Standards are additive, designed to build on each other. This means that the adoption of the Gold standard is always inclusive of the Silver and Bronze levels; and the adoption of Silver is always inclusive of Bronze. Adhering Sporting Organisations shall adopt the Universal Standards in their entirety, taking into account cost/benefit feasibility.

Sporting Organisations may question at which level they should focus their implementation efforts. This can be a challenging issue given the inherent differences in size, and function, as well as human and financial capacity across a diverse range of entities. For these reasons SIGA has chosen to equate the Bronze, Silver and Gold levels of standards implementation as equivalent to having achieved an organisational standard of “Good”, “Better” and “Best”, respectively.

Sporting Organisations are free to self-select into the process at the level they determine appropriate. For example, a smaller organisation may wish to move directly to adoption at the level of Silver (which is inclusive of Bronze). Larger organisations with compliance structures in place might be able to achieve the level of Gold at the outset (which includes Silver and Bronze by definition). Sporting Organisations should aspire eventually to achieve the Gold standard within a reasonable timeframe,

This flexible and self-directed approach is not meant to delay the process of implementation, but rather, to recognise the diversity of environments in which an organisation may be undertaking this important work.

Specific programs to assist with capacity building, information sharing and implementation challenges are planned as part of the SIGA offering, with a particular focus on helping Sporting Organisations that may need additional support.

Those Sporting Organisations that are well established along the path to achieving the level of Gold can play an important role in both encouraging and aiding those that are at an earlier stage in their good governance journey.

Above all, SIGA is a community and all Members of SIGA, including Governments, International Organisations, Commercial Partners, experts and others eligible to join SIGA should be working together in a “peer-to-peer” environment in support of the adoption and implementation of the Universal Standards. Not only is this critical for the success of SIGA, but it also reinforces that, by joining SIGA, Sporting Organisations are creating a space of mutual credibility and integrity, where the reputation and impact of SIGA is shared and is to be protected by all Members.

Peer-to-peer support is also an important foundational element for creating an effective monitoring and implementation approach. In addition to effective rating and independent monitoring systems, capacity building within and for SIGA begins with Members helping each other to attain the highest possible level of implementation of the SIGA Universal Standards.

Part I: Financial Transparency and Integrity

The following standards address financial accounting and corporate governance standards as well as anti-money-laundering.

1. Sporting Organisations shall prohibit any form of bribery or corruption, money laundering or terrorism financing, tax evasion or fraud within its organisation and in its dealings with third parties.

Bronze	Silver	Gold
<ul style="list-style-type: none">- Establish a clear anti-corruption policy within the organisation, addressing each of the following issues:<ul style="list-style-type: none">(a) bribery;(b) political contributions;(c) charitable contributions;(d) gifts, entertainment and hospitality; and(e) facilitation payments- Establish comprehensive anti-bribery and corruption, anti-money laundering and countering the financing of terrorism, tax and economic sanctions compliance policies that reflect a recognised global standard and comply with applicable legislation	<ul style="list-style-type: none">- To the extent appropriate under the circumstances, include contractual language in agreements with third parties to reflect the organisation's anti-corruption and anti-money laundering policies- Ensure support and commitment to anti-corruption and anti-money laundering policies of the organisation's leadership by, for example:<ul style="list-style-type: none">(a) communicating policies to staff and other stakeholders;(b) reviewing periodically control and monitoring systems to assess compliance; and(c) requiring suppliers and contractors to be selected through a fair, honest and transparent procurement process	<ul style="list-style-type: none">- Assign oversight and accountability for these policies to the appropriate leadership or governing body- Provide periodic awareness building and/or education covering these policies for all leadership, staff and stakeholders as appropriate for their role- Establish consultation channels to address any concerns of or questions from member leadership, staff and stakeholders regarding the matters covered under these policies- Implement an annual process for all member leadership, staff, stakeholders and third parties to confirm in writing that they comply with these policies- Include the consideration of corruption risks in existing members periodic risk assessments to assess the nature of corruption risk for the member in a manner appropriate to its business- Review existing and potential third-party business relationships, as appropriate, to assess and address third-party corruption risk- Establish periodic reporting requirements related to the implementation and effectiveness of these policies to the appropriate leadership or governing body

2. Sporting Organisations shall produce annual audited and independently verified financial statements.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Produce and make available annual financial statements - Ensure that financial statements and associated filings confirm to legal requirements in the relevant jurisdiction 	<ul style="list-style-type: none"> - Improve accounting and reporting procedures by making the production of financial statements a requirement in applications for funding (for FAs and Clubs) and for sports licensing procedures - Publish on the organisation's website an externally audited annual financial report, prepared to appropriate high quality accounting standards (in accordance with International Financial Reporting Standards (IFRS) accounting standards, if applicable) 	<ul style="list-style-type: none"> - Disclose details on material sources of revenue (historical and projected), disbursement of funds, transactions with related parties, details of other relevant shareholdings and intangible assets such as player rights - Ensure the organisation has independent internal audit and compliance functions assisting and reporting to the Board and, where relevant, to the supervisory body

3. Sporting Organisations shall undertake appropriate due diligence measures throughout the course of dealings with third parties in order to prevent money-laundering and/or terrorist financing.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Understand and, as appropriate, obtain information on the purpose and intended nature of the business relationship - Identify the counterparty of financial transactions (as a possible value reference, above USD 10,000.00) and verify that counterparty's organisation using reliable, independent source documents, data or information - If a Sporting Organisation suspects or has reasonable grounds to suspect that funds are the proceeds of a criminal activity, or are related to terrorist financing, it should report promptly, subject and to the extent it complies with national law, its suspicions to its 	<ul style="list-style-type: none"> - Endeavour to identify the beneficial owner of the third party, including understanding the ownership and control structure of the entity - Sporting Organisations should be required to take reasonable measures to determine whether an employee, counterparty or beneficial owner is a foreign politically exposed person (PEP) or a person who is or has been entrusted with a prominent function by an international organisation 	<ul style="list-style-type: none"> - In the case of a domestic or foreign politically exposed person (PEP), (whether as business counterparty or beneficial owner), in addition to performing normal due diligence measures: <ul style="list-style-type: none"> o Have appropriate risk-management systems to determine whether the customer or the beneficial owner is a PEP o Obtain senior management approval for establishing such business relationships, or continuing, for ongoing relationships; o Take reasonable measures to establish the source of wealth and source of funds; and o Conduct enhanced ongoing monitoring of the business relationship

Bronze	Silver	Gold
<p>jurisdiction's financial intelligence unit (FIU), or the financial regulatory authority in the relevant jurisdiction</p> <ul style="list-style-type: none"> - Conduct ongoing due diligence on the business relationship and scrutiny of transactions undertaken throughout the course of that relationship to ensure that the transactions being conducted are consistent with the Sporting Organisations' knowledge of the counterparty, their business and risk profile, including, where necessary, the source of funds 		

4. Sporting Organisations shall maintain thorough records of financial transactions.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - To the extent it complies with national data protection laws, maintain contractual and banking records on transactions and information for at least five years - To the extent it complies with national data protection laws, maintain, for at least five years, all necessary records on transactions, (as a possible value reference, for example USD 10,000.00), both domestic and international, to enable them to comply swiftly with information requests from the competent authorities - Make banking and contractual information and the transaction records available to domestic competent authorities upon appropriate authority 	<ul style="list-style-type: none"> - To the extent it complies with national data protection laws, records must be sufficient to permit reconstruction of individual transactions (including the amounts, types of currency involved and financing and /or legal arrangements, if any) so as to provide, if necessary, evidence for prosecution of criminal activity 	<ul style="list-style-type: none"> - To the extent it complies with national data protection laws, maintain all records obtained through due diligence measures (e.g. copies or records of official identification documents like passports, identity cards, or similar documents), account files and business correspondence, including the results of any analysis undertaken (e.g. inquiries to establish the background and purpose of complex, unusual large transactions), for at least five years after the business relationship is ended

5. International/national federations and leagues shall establish a framework to govern the transfer of professional athletes and related financial transactions.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Develop and/or review (where existing) the regulations governing financial transactions related to players' transfers and establish adequate financial supervision mechanisms, at national and international level - Ensure that all documentation submitted in relation to a transfer is a true and transparent record of the transaction 	<ul style="list-style-type: none"> - Establish a players' transfer matching system (similar to FIFA) at national and international level 	<ul style="list-style-type: none"> - Set up a clearing house for financial transactions in sport, to ensure proper supervision and effective integrity and transparency - Ensure that all financial transactions, including those related to players' transfers, club ownership and agents/intermediaries' commissions, are made through a clearing house

6. International/national federations and leagues shall establish a framework to standardise the role and operation of agents.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Establish a registration system for agents/intermediaries in compliance with all applicable laws and regulations - Ensure that payments of commissions and other fees by clubs and players to agents/intermediaries are only made to registered/licensed agents/intermediaries - Maintain records of any payment or financial obligation (or any series of connected payments or financial obligations relating to the same transaction) made or undertaken by or to or in favour of a Club and recorded in its accounting and administration records which is (or are) in respect of any of the following: <ul style="list-style-type: none"> (a) Compensation Fees; (b) Contingent Sums or Loan Fees; (c) Remuneration of Players (including any benefits they are entitled to receive); (d) Payments to or for the benefit of Intermediaries/Agents; or (e) Third Party Payments; 	<ul style="list-style-type: none"> - Explore the possibility of establishing a centralised financial 'clearing house' for all player transfer related payments - Publicise all relevant information about the registered/licensed agents/intermediaries (both physical persons and legal entities), including which jurisdiction they are legally based and operate - Publicise the aggregate amounts paid to agents/intermediaries by clubs and players 	<ul style="list-style-type: none"> - Set up a clearing house for financial transactions in sport - Ensure all payments by clubs and players to agents/intermediaries are made through the clearing house, both at national and international level

Part II: Financial Sustainability

The following standards address the financial sustainability of sport and acting in a responsible way in preserving the financial integrity of sport for the future.

7. Sporting Organisations shall establish a fit for purpose club licensing process for professional club competitions both at a national and international level.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Establish a uniform system, with appropriate financial criteria for participation in both national and international, inter-club competitions - Establish/appoint independent and impartial club licensing organs, including a first instance body in charge of managing licensing process and granting or declining the license, and an appeal body - Ensure equal treatment amongst license applicants/licensees and guarantee full confidentiality on the information they provide during the licensing process - Establish the principle of "no overdue payables" towards other clubs/sports entities, employees and tax authorities as a core feature (and mandatory criteria) of sports licensing systems - Prohibit contract provisions that authorise sporting organisations to obtain forfeiture on any salary from an employee (athlete, coach, administrator, etc.), consistent with the provisions in the relevant player contract - Set up a catalogue of sanctions in case of breach/non-compliance with relevant licensing requirements 	<ul style="list-style-type: none"> - Establish a cost control mechanism for players/coaches linked to either; (a) the overall income generated by the club; or (b) the distribution of the revenues resulting from the central selling of media rights - Produce and publish an annual benchmarking and analysis report assessing clubs' overall performance based on the information collected on clubs – notably during the licensing process, if any 	<ul style="list-style-type: none"> - Set up a clearing house for financial transactions in sport - Ensure the solvency of the organisation at all times of operation - Consider introduction of salary caps, squad size limits and player drafting systems in order to combat excessive wage inflation in sports competitions - Introduce licensing process to be governed by FAs

8. Sporting Organisations shall maintain full transparency with respect to the ownership of its member clubs, potential conflicts of interests, bidding processes and development funds.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Adopt routine owner or controlling shareholders' tests, maintain current records and require transparency on ownership, control and interests - Establish clear criteria for individuals endeavouring to acquire ownership or controlling holdings of sports clubs, or to become board members including, but not limited to: <ul style="list-style-type: none"> o Identification of conflicts of interest; o Prohibition by law from being a director; o Previous criminal conviction; o Bankruptcy or insolvency proceedings; o Previous suspension or ban from involvement in the administration of a sport body or professional body; and o Breach of sports betting rules - Establish similar criteria for legal entities - Declare any ownership interest they may hold in other sports clubs, including direct or indirect ownership by the sport organisation itself and/or any of its executives and non-executive directors - Develop a transparent, open and fair bidding process, with objective selection/award criteria for: <ul style="list-style-type: none"> o the organisation of major sports events; and/or o Selling of any rights for commercial purposes (such as audio-visual, sponsorship, ticketing and other commercial relationships) 	<ul style="list-style-type: none"> - Develop clear rules and processes regarding notifications in changes of circumstances of beneficial ownership or executives - Conduct due diligence and promote independent oversight regarding the use of development funds attributed to national or regional members 	<ul style="list-style-type: none"> - Establish a beneficial ownership register that can be made available to other clubs operating under the national and international governing bodies/competition organisers - Perform due diligence on investors' suitability, origin of funds and ultimate beneficial ownership prior to concluding any club ownership process and/or controlling stake

Part III: Fiscal Responsibility

The following standards address international tax standards as a means to combat money-laundering and corruption in global sport and to strengthen market integrity through the identification of abusive practices, paving the way for governments to drive fiscal responsibility in sport

9. Governments shall use their best endeavours to raise awareness around fiscal responsibility issues in sport

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Consider the real cost-benefit of granting tax exemptions to international sports governing bodies and competition organisers related to the host of major sports events - Review tax exemptions rules of major sporting events - Publish all sports entities that have received tax exemptions 	<ul style="list-style-type: none"> - Establish proper regulation, discipline and supervision of offshore structures, including the respective beneficial ownership and financial transactions - Regulate different kinds of incomes (including players' image rights and transfer of related sums to third parties) earned by athletes and Sporting Organisations - Consider setting a maximum percentage (e.g. 20%) of players' image rights, for the purpose of preventing tax evasion - Transparency around tax benefits, refund of subsidies and cancellation of special organisational status, such as public utility status to non-compliant entities 	<ul style="list-style-type: none"> - Develop an awareness campaign to promote tax transparency in sports clubs and stakeholders - Penalise the use of either direct or indirect offshore holding structures in relation to entities that attempt to circumvent its tax obligations - Disclose tax paid specifying the recipient government - Publish all sports tournament tax exemptions - Withhold public funding for entities that are indebted to tax/social authorities or fail to assume their fiscal responsibilities

10. National and international sports governing bodies, Sporting Organisations shall act responsibly in conducting its tax affairs. in sport.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Establish local, regional and global tax conduct policies 	<ul style="list-style-type: none"> - Publish details of any special tax status or exemptions granted to Sports Organisations, major tournament organisers or sponsors - Publish local, regional and global tax conduct policies 	<ul style="list-style-type: none"> - Publish global, regional and local tax conduct policies and publish a list with compliant and non-compliant entities

11. Sports clubs and other key sports bodies shall act responsibly in conducting its tax affairs.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Disclose club ownership structures, entities involved in transactions and jurisdictions where the parties involved are located - Identify the ultimate beneficial owner of clubs and of all parts involved in transactions within the club and league systems, namely regarding players' transfers 	<ul style="list-style-type: none"> - Publish annual fiscal responsibility reports - Assess tax risk of management decisions made in the past, in particular regarding non-compliance of tax obligations, calculation of unpaid taxes and potential tax liabilities and ongoing tax audits - Publish compliance reports containing guidelines and recommendations to all clubs and leagues - Prevent the utilisation of harmful preferential tax regimes in transactions related to the transfer of players' economic and image rights, in particular by sanctioning clubs carrying out transactions with countries, lack of effective exchange of information or lack of transparency 	<ul style="list-style-type: none"> - Liaise between clubs, leagues and regional governing bodies in order to create mechanisms to provide accessible tax support services to smaller clubs - Identify, clarify and publish details of major tax responsibilities (and associated risks) for athletes as part of an ongoing education program - Ensure that agents and intermediaries are involved in discussions around tax obligations of athletes, in particular in relation to sponsorship deals, image rights arrangements and structure schemes - Encourage agents and intermediaries to sign up to the organisation's tax conduct policies



SIGA Good Governance
Universal Standards

Implementation Guidelines

These Universal Standards are designed to advance the highest level of good governance in Sporting Organisations, underpinned by the guiding concepts of democracy, transparency, accountability and stakeholder representation. Where applicable, the Universal Standards reference existing global best practices. A number of frameworks were consulted during the benchmarking and development process, including but not limited to:

National sport governance frameworks:

- Australian Sports Commission: Mandatory Sport Governance Principles
- Sport Canada: Governance Principles
- Dutch Olympic Committee and Sports Confederation: Minimum Governance Requirements
- Sport & Recreation Alliance (United Kingdom): Voluntary Code of Good Governance
- 2004 UK Sport Good Governance: a guide for national governing bodies of sport
- 2005 USOC preliminary NGB governance guidelines
- 2016 UK Sport: A Charter for Sports Governance in the United Kingdom

Regional sport governance frameworks:

- Guidelines for Good Governance in Grassroots Sport (EU funded project, led by International Sport and Culture Association in collaboration with Transparency International)
- Better Boards, Stronger Sport (EU funded project, led by Sport & Recreation Alliance (United Kingdom) in collaboration with national umbrella sport organisations in five different countries)
- EU Expert Group on the Good Governance in Sport: Principles for the Good Governance of Sport in the EU
- Council of Europe: Guidelines of Good Governance and Ethics in Sport
- 2016 Council conclusions on enhancing integrity, transparency and good governance in major sport events

International sport governance frameworks:

- International Olympic Committee: Basic Universal Principles of Good Governance of the Olympic and Sports Movement
- PriceWaterhouseCoopers: An Independent Governance Review of the International Cricket Council
- Transparency International: Safe Hands: Building Integrity and Transparency at FIFA
- 2016 ASOIF governance principles and indicators for International Federations

Other Good Governance Frameworks:

- OECD, UNODC and the World Bank: Anti-Corruption, Ethics and Compliance Handbook for Business
- United Nations Global Compact: Integrity Measures
- UNODC: An Anti-Corruption Ethics and Compliance Programme for Business
- Transparency International: Business Principles for Countering Bribery

In the application of these standards, it is acknowledged that sporting structures can embody different legal forms (e.g. limited company, unincorporated association, charity, mutual societies, public/State-run organisations, etc.) in different jurisdictions and should always act in accordance with relevant local laws. The Universal Standards should be read alongside applicable laws as a guide to implementing best practice in preserving good governance in sport. To the extent there is any inconsistency between local laws and the Universal Standards, local laws shall prevail over the provisions in these Universal Standards. These standards are addressed specifically to sports governing bodies, competition organisers, clubs and other key sports bodies, (together, "Sports Organisations"). However, some specific requirements in the Universal Standards and Implementation Guidelines can target a particular type of Sports Organisations (e.g. International, continental or national federations, leagues, clubs, players unions, etc.).

Introduction and Guidance

The Universal Standards offer three different levels of phased implementation according to the categories of "Bronze", "Silver" and "Gold". The Universal Standards are additive, designed to build on each other. This means that the adoption of the Gold standard is always inclusive of the Silver and Bronze levels; and the adoption of Silver is always inclusive of Bronze. Adhering Sporting Organisations shall adopt the Universal Standards in their entirety.

Sporting Organisations may question at which level they should focus their implementation efforts. This can be a challenging issue given the inherent differences in size, and function, as well as human and financial capacity across a diverse range of entities. For these reasons SIGA has chosen to equate the Bronze, Silver and Gold levels of standards implementation as equivalent to having achieved an organisational standard of "Good", "Better" and "Best", respectively.

Sporting Organisations are free to self-select into the process at the level they determine appropriate. For example, a smaller organisation may wish to move directly to adoption at the level of Silver (which is inclusive of Bronze). Larger organisations with compliance structures in place might be able to achieve the level of Gold at the outset (which includes Silver and Bronze by definition).

This flexible and self-directed approach is not meant to delay the process of implementation, but rather, to recognise the diversity of environments in which an organisation may be undertaking this important work.

Specific programs to assist with capacity building, information sharing and implementation challenges are planned as part of the SIGA offering, with a particular focus on helping Sporting Organisations that may need additional support.

Those Sporting Organisations that are well established along the path to achieving the level of Gold can play an important role in both encouraging and aiding those that are at an earlier stage in their good governance journey.

Above all, SIGA is a community and all Members of SIGA, including Governments, International Organisations, Commercial Partners, experts and others eligible to join SIGA should be working together in a "peer-to-peer" environment in support of the adoption and implementation of the Universal Standards. Not only is this critical for the success of SIGA, but it also reinforces that, by joining SIGA, Sporting Organisations are creating a space of mutual credibility and integrity, where the reputation and impact of SIGA is shared and is to be protected by all Members.

Peer-to-peer support is also an important foundational element for creating an effective monitoring and implementation approach. In addition to effective rating and independent monitoring systems, capacity building within and for SIGA begins with Members helping each other to attain the highest possible level of implementation of the SIGA Universal Standards.

Part I: The Organisation

The following standards address democratic organisational structures, processes, and stakeholder representation.

1. The organisation shall structure its governing bodies and internal organs with democratically elected leadership, ensuring that there is a clear separation of powers between regulatory/supervisory, executive and disciplinary functions of the organisation.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Ensure fair and free elections, for instance by creating a) a fair allocation of votes among members, b) equal opportunities for members to voice opinion and stand for election and c) an independent election committee to ensure that election rules are followed - Make public all open positions for elections and appointments including the process for candidates and full details of the roles, job descriptions, application deadlines and assessment - Conduct independent due diligence / integrity checks on all candidates for office, whether applying to join the Board, Committees, disciplinary functions or to perform an executive function in the organisation - Ensure that judicial processes are free from political influence - Establish a right of appeal to an impartial body (e.g. Court of Arbitration for Sport), including a globally accepted standard of dispute resolution - Make certain that members approve a constitution in the context of an annual meeting/general assembly with bylaws that establish clear checks and balances and the division of rights and responsibilities between the annual meeting/general assembly and the board and other relevant organisational bodies 	<ul style="list-style-type: none"> - Make sure that members are encouraged to participate in the annual meeting/general assembly, for instance by a) encouraging them to stand for election to the Board; and b) making sure that they cannot grant authority to anyone else to vote on their behalf - Publish eligibility rules for candidates for election - Allow candidates for elections a possibility to present in an open forum their vision/programmes while ensuring equal treatment for all candidates 	<ul style="list-style-type: none"> - Ensure independence of and clear separation of power between organisational bodies with regulatory/ supervisory, executive, and disciplinary responsibilities, for instance by not allowing the persons who make the rules to also be members of bodies which a) monitor adherence to the rules, b) consider cases of potential breaches of the rules, c) consider appeals on sanctions for proven cases of breaches to the rules, and by also not allowing members of these bodies to be a member of any of the other bodies - Publish all decisions of disciplinary bodies and related sanctions

2. The organisation shall structure its decision-making bodies and internal organs with democratically elected leadership, ensuring that there is a clear separation of powers between regulatory/supervisory, executive and disciplinary functions of the organisation.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Assess expectations and concerns of key stakeholder groups at least once a year, for instance expectations and concerns of members, leagues, clubs, athletes and supporters (through engagement of their representative bodies), sponsors, government entities and others who are subject to engagement or take an interest in the organisation - Offer key stakeholder groups a voice in decision-making processes 	<ul style="list-style-type: none"> - Nurture fans and athletes and offer them a platform to create communities on social media such as Facebook, Twitter and YouTube - Establish and maintain a dialogue with key stakeholder groups, for instance by organising regular stakeholder workshops and inviting key stakeholders to annual meetings/general assemblies - Utilise the experience, expertise and networks of key stakeholder groups in support of devising and implementing the organisation's strategy, for instance marketing and logistical management experience of sponsors 	<ul style="list-style-type: none"> - Include the key stakeholder groups in decision-making structures - Cooperate and coordinate activities with other relevant sport organisations and relevant sport related organisations - Support and motivate member organisations to also establish good governance standards - Form strategic alliances with key stakeholder groups to further fuel the successful implementation of the organisation's strategy

3. The organisation shall develop, implement and make publicly available a vision, mission and strategy to which the organisation is accountable.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Publish vision, mission and strategy of the organisation - Establish a long term vision and mission 	<ul style="list-style-type: none"> - Make publicly available key performance indicators to which the organisation is accountable - Review the strategy (in consultation with stakeholders) at least once every second year, including reassess internal strengths and weaknesses and external opportunities and threats 	<ul style="list-style-type: none"> - Publish a register of key performance indicators displaying and sanctioning non-compliance - Conduct an independent audit of the organisation's strategy every second year, including assessment of success in meeting organisational targets - The mission should include (a) development and promotion of sport through non-profit organisations, (b) promotion of the values of sport, (c) organisation of competitions, (d) ensuring a fair sporting content at all times, (e) protection of the members and athletes, (f) solidarity and respect for the environment

- 4 The organisation shall embrace transparency and accountability and make publicly available its statutes, policies, processes, rules and regulations, and its list of member organisations.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Publicly account for the governance model of the organisation and its governance standards, for instance by making constitutions, statutes, meeting agendas of General Assembly, Board and Committee meetings, policies, processes, rules and regulations available on the organisation's website - Make publicly available a list of members of the organisation and the total number of people participating in sport once a year 	<ul style="list-style-type: none"> - Publish an account of how the board of the organisation runs its affairs and the nature of its integrity in measures in place, for instance publish: <ul style="list-style-type: none"> a) profiles of board members and their contact information; b) board charter and relevant policies covering areas such as conflicts of interest, gifts and hospitality and travel; c) register of declared conflicts of interest; d) register of gifts and hospitality given and received; e) minutes of board meetings or register of board decisions f) strategy and status on implementation; g) job descriptions for board roles; h) board performance evaluations; i) remuneration of board and executive staff j) individual actual attendance of board meetings k) policies on allowing employment of board members as consultants 	<ul style="list-style-type: none"> - Apply the principle that all information should be made publicly available, unless personal privacy rights or other appropriate concerns justify not disclosing it, as opposed to the other way around - Make clear and transparent the procedure to modify or amend the regulations - Publish organisational charts for staff, elected officials and committee structures, and other relevant decision-making groups - Stream the meeting of the General Assembly online

5. The organisation shall identify, address and disclose any potential or declared conflicts of interest among persons in leadership positions - including board directors, senior management, as well as members of disciplinary and appeal bodies and members of ethics and audit committees - by means of ex-ante policies and on-going monitoring.

Bronze

- **Establish a comprehensive conflicts of interest policy** to prevent and handle cases of personal and professional conflicts of interest for board members and staff, including:

- a) emphasising that board members and staff are always to consider what is best for the organisation in any decision;
- b) defining what comprises conflicts of interest, personal as well as institutional ones;
- c) deciding how far the definition applies in terms of close family members and friends of board members and staff;
- d) maintaining a register of proactively declared conflicts of interest by board members and staff, when they join the organisation, when their interests change along the way and when their interests apply to a particular agenda item of a board meeting, implementation of a board decision and/or carrying out an operational task;
- e) sanctioning of cases of failure to declare a conflict of interest; and
- f) possible annulation or reconsideration of conflicted decision.

- **Devise a gift and hospitality policy**, outlining monetary levels of acceptable gifts and hospitality to be given and received in an organisational capacity along with requirements about internal reporting on giving and receiving such items

- **Put in place a travel policy for board members and staff**, clarifying:

Silver

- **Formulate rules for handling institutional conflicts of interest among board members in the process of making decisions about distribution of funding to member organisations**, including granting of loans to and between member organisations

- **Create rules on the extent to which board members are allowed to carry out paid consultancy work for the organisation** during their time in office, including how conflicts of interests are to be handled in the decision making process that establishes the terms of reference

Gold

- **Devise rules for the extent to which board president/ chair, board members and executive staff are allowed to assume board roles in other sport organisations**, including requirements for people to potentially relinquish other board positions upon assuming their role in the organisation

- **Establish rules for appointing board member to represent the organisation in boards of other organisations**, including:

- a) which interests to pursue in decision making processes in the case of conflict of interest for a board member in a specific board meeting; and b) the extent to which the president of the organisation is also allowed to assume the presidency of other sport organisations

- a) criteria for selecting people to travel on behalf of the organisation;
- b) rules for approval of travel costs;
- c) acceptable levels for expenditures such as class of flight travel, accommodation, daily rates and costs related to accompanying spouse; as well as
- d) how the travel policy for board members and staff might be different from the one applying to athletes and why

6. The organisation shall prohibit any form of bribery or corruption within its organisation and in its dealings with third parties; and shall establish comprehensive anti-bribery and corruption compliance policies that reflect recognised global standards and comply with applicable legislation.

Bronze

- **Commit to implementing a programme to counter bribery**, representing anti-bribery efforts, including values, code of conduct, detailed policies and procedures, risk management, internal and external communication, training and guidance, internal controls, oversight, monitoring and assurance.
- **Declare compliance with relevant Anti-Bribery laws**, for example the UK Anti-Bribery Act and the US Foreign Corrupt Practices Act, through establishment of published anti-corruption compliance policies

Silver

- **Publish on the organisation's website** its anti-bribery and corruption compliance policy referencing relevant recognised global standards.
- **Consult with employees, trade unions or other employee representative bodies** and other relevant stakeholders on the development of the organisation's anti-corruption policy.
- **Demonstrate strong, explicit and visible support and commitment from senior management** to the company's internal controls, ethics and compliance programmes or measures for preventing and detecting bribery and corruption

Gold

- **Publicly declare compliance with the United Nations Convention against Corruption (UNCAC)**
- **Develop an anti-corruption programme that articulates values, policies and procedures** to be used to prevent bribery from occurring in all activities under its effective control, reflecting the organisation's business circumstances and corporate culture, taking into account such factors as size, nature of the business, potential risks and locations of operation
- **Involve employees in the implementation of the anti-corruption programme**, ensuring also that human resources practices including recruitment, promotion, training, performance evaluation, remuneration and recognition reflect the organisation's commitment to the programme

7. The organisation shall provide formal and officially audited and publicly disclosed financial reports reflecting international best practice for public companies (with due respect to any specific requirement as per domestic laws -notably related to the organisation’s legal status) and disclosing administrative expenses in the sport – notably remuneration and related expenses for key officials and management personnel..

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Provide formal and officially audited and publicly disclosed financial reports reflecting international best practice and disclosing administration expenses in the sport - Provide a public account of the financial situation of the organisation, including detailed information about budgets, revenues, expenditures (including salary bands/ranges) and financial assets and liabilities 	<ul style="list-style-type: none"> - Publish the external auditing statement annually - Make publicly available an annual report, accounting for main activities and results, strategy implementation and the financial situation of the organisation 	<ul style="list-style-type: none"> - Apply the principle that all information should be made publicly available, unless personal privacy rights or other appropriate concerns justify not disclosing it, as opposed to the other way around - Publicly account for the total individual compensation of board members and executive staff, including bonuses and travel allowances.

8. The organisation shall establish and implement clearly defined and transparent policies on procurement, award of broadcasting, sponsorship and other commercial contracts, development and solidarity funds and other resource redistribution and rights to host major sporting events.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Put into place adequate procurement rules to pre-empt and handle conflicts of interest, for instance by outlining a process for always purchasing goods and services of a certain value based on objective criteria for a documented evaluation of at least three competitive suppliers’ price, quality and ability to deliver on time. - Observe open and transparent tenders for major commercial and procurement contracts, including, but not limited to, those in relation to media, sponsorship, broadcasting and construction of sporting infrastructure. - Establish a mechanism for decisions to be challenged through internal appeal mechanisms on the basis of clear rules 	<ul style="list-style-type: none"> - Make publicly available an account of the nature of all sponsorship, media broadcasting and other commercial deals, including information on the involved rights, how long existing contractual agreements run and the procurement process that was undertaken to award them. - Provide a public account of rights and responsibilities of hosts of sport events, including the division of rights and responsibilities between the host and organisation in making contractual agreements with sponsors and media broadcasters, as well as the sharing of the revenues generated by these agreements - Devise a publicly available register of funds redistribution, including details on the final destination of funds, the purpose 	<ul style="list-style-type: none"> - Carry out an independent assessment of personal and institutional conflicts of interest in the organisation associated with the procurement process, including all board members and executive staff, as well as staff handling procurement, finances, granting of sport event hosting rights and negotiating sponsorship and media broadcasting deals, at least on an annual basis, and potentially also as part of an independent integrity due diligence process for considering potential candidates for board and executive staff positions - Make publicly available details of all commercial agreements associated with rights attached to major sporting events

- **Establish fair and objective criteria for selecting hosts of sports events** and an independent, evidence based evaluation and decision making process and structure

- **Establish a clear and audited process regarding accountability of funds redistributed by organisations to its members or other constituent organisations**, including development funds, solidarity funds and others

for which they have been allocated and key performance indicators attached to the terms of the redistribution

- **Engage independent auditors to assess whether key performance indicators attached to the redistribution of organisation funds have been met**, and enforce appropriate sanctions against the beneficiary of those funds for fraud or lack of compliance with associated transparency obligations

- **Ensure equal opportunities for attending sport events**, for instance through fair ticket pricing and distribution and measures to prevent reselling of tickets on the black market

9. The organisation shall ensure that members of disciplinary and appeal bodies and members of ethics, audit and refereeing committees are independent and impartial, and appointed by the supreme body of the organisation, normally the Congress or General Assembly.

Bronze

- **Set up an Ethics Committee and an Audit & Compliance Committee**

- **Have the Congress or General Assembly** appoint the members of the ethics and audit & compliance committees, as well as the members of the refereeing committee

Silver

- **Set up a nominations committee responsible for setting up and appointing members of independent committees**

Gold

- **Set up an independent committee to ensure that all appointments to Committees** are fair and free from undue influence.

10. The organisation shall adopt appropriate "whistle-blower" policies to encourage and protect those who come forward in respect of any breach of applicable laws, rules and regulations, as well as any breach of the SIGA Universal Standards.

Bronze

- **Offer an easily accessible channel for anyone to confidently and anonymously seek guidance or raise concern about potential breaches of the organisation's rules** (whistle-blowing)

- **Ensure effective protection and anonymity of those who come forward to report on breaches of rules or integrity matters.**

Silver

- **Designate a senior officer in the organisation or an independent person to be responsible for receiving and managing complaints; and establish an internal function to ensure any remedial action is taken.**

Gold

- **Publicly account for the magnitude and nature of concerns raised in confidence** (channel for whistle-blowing) and how the concerns have been addressed

- Publish reporting and sanctioning procedures associated with breaches of the SIGA Universal Standards

11. The organisation shall advance the positive role of sport in society with a particular emphasis on the positive impact at the local level.

Bronze	Silver	Gold
<p>- Put in place policies and activities to address societal issues at play in sport, for instance issues such as violence, discrimination, trafficking and abuse of children and young people in and through sport, and negative environmental impact.</p>	<p>- Develop, support and scale activities that utilise the unique power of sport in generating positive societal change, for instance activities that engage underprivileged children in educational sport with a view to helping them acquire life skills and/or address societal issues, such as crime, drugs, violence, integration, gender equality, etc.</p>	<p>- Motivate athletes, coaches and referees to become societal role models of fair play and sportsmanship, in and off the field of play, for instance by offering platforms for recognising their integrity leadership, such as establishing prestigious fair play prizes and awards</p> <p>- Help build the socio-economic case for increased government support to sport and help share it with relevant policy makers at all levels of government, for instance by documenting the positive contribution of sport in areas such as health, inclusion, gender equality, tourism/economic growth and development of life skills</p>

12. The organisation shall motivate ethical behaviour for directors, athletes, staff and volunteers through implementation of a Code of Conduct.

Bronze	Silver	Gold
<p>- Put in place a Code of Conduct for directors, athletes, technical and administrative staff and volunteers – a means of measuring and rewarding outstanding ethical behaviour of employees and volunteers, for instance providing sportsmanship awards or other means of recognition for volunteers</p>	<p>- Hire staff based on merit, for instance based on:</p> <ul style="list-style-type: none"> a) clear, objective criteria regarding skills, experience, expertise, network and qualities of character; b) detailed job descriptions; c) comprehensive advertising; and d) appropriate compensation <p>- Carry out integrity training and education initiatives for directors, athletes, staff and volunteers</p>	<p>- Assess and reward staff along the lines of a mix of excellent performance and behaviour, for instance as a basis for making decisions on bonuses and promotions</p> <p>- Adopt a zero-tolerance approach to unethical behaviour by staff and volunteers</p> <p>- Exchange good management practices with other sport organisations on a regular basis, as regards effective means of supporting staff and volunteers perform well with integrity</p>

13 The organisation shall ensure that its members promote a fair and level playing field for athletes, encourage youth development and protection policies and facilitate social dialogue and sound industrial relations in line with international labour standards.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Encourage the establishment of social dialogue platforms in professional sport, as a means to promote sound working relations and contractual stability between the social partners at national and international level, i.e. structure that represent the interests of employers (such as leagues or unions of clubs) and athletes (such as the unions) - Establish a level playing field for athletes and appropriate development and protection policies for young athletes 	<ul style="list-style-type: none"> - Establish and maintain a structured dialogue between social partners, for instance by organising regular meetings, creating permanent structures where employers' associations and employees' associations can voice their concerns and resolve their issues through dialogue and social engagement. - Establish minimum contractual requirements applicable to employer/employee agreements in player/athlete contracts - Make sure fair and fit for purpose dispute resolution mechanisms are in place for industrial disputes in each sport at national and international levels and in compliance with principles of independence, impartiality and respect of the parties' procedural rights 	<ul style="list-style-type: none"> - Encourage social partners" enter into a collective bargaining agreement - Define mutually acceptable dispute resolution mechanisms to resolve conflicts relating to player/athlete employment contracts, for example ensuring that the dispute resolution body is comprised of at least one player and employer representative, as well as an independent chair - Devise a blueprint agreement between employers' organisations and athlete unions on minimum requirement for athletes' contracts. - Establish education programmes, assistance and career facilities (pension funds, dual career, etc.) for athletes, funded by the organisation - Offer social partners voting power in the decision-making bodies of the governing body in charge of their respective sport

14. The organisation, recognising the importance of financial good governance and sports betting integrity, shall adhere to the SIGA Universal Standards on Financial Integrity and Sports Betting Integrity.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Demonstrate strong, explicit and visible support and commitment to the SIGA Core Principles and Universal standards on Financial Integrity and Sports Betting Integrity 	<ul style="list-style-type: none"> - Publish evidence on the organisation's website of strong, explicit and visible support and commitment to the SIGA standards on Financial Integrity and Sports Betting Integrity 	<ul style="list-style-type: none"> - Publicly showcase examples of promoting the importance of financial and betting integrity in sport

15. The organisation shall follow all applicable local and national laws and regulations, including anti-corruption laws and relevant clauses in contracts with sponsors and others; and shall comply with international human rights standards.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Ensure compliance with relevant laws and regulations of the country where the organisation is based - Ensure compliance with international human rights standards - Certify that board members, staff, volunteers, athletes, and other relevant stakeholders are aware of the nature of the organisation's policies and processes 	<ul style="list-style-type: none"> - Offer an easily assessable channel for anyone to seek guidance or raise concern about potential breaches of the organisation's rules (whistle-blowing) - Make public all decisions of disciplinary bodies and related sanctions, as well as pending cases where and as applicable 	<ul style="list-style-type: none"> - Publish details of any litigation or other existing legal matters currently being dealt with by the organisation that are not subject to legal professional privilege

16. The organisation shall establish an effective organisational risk management programme to ensure protection of data privacy and the security of its IT and operating systems.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Certify that board members, staff and other relevant stakeholders are aware of the organisation's policies and processes, which they are to observe, for instance by carrying out documented training, making these policies and processes easily available and informing everybody, should be the policies and processes be subject to substantial changes 	<ul style="list-style-type: none"> - Assess material risks at least once a year, for instance in terms of perceived likelihood than an issue is going to occur and its perceived impact on aspects such as trust, growth and performance - Put in place an adequate data security mechanism to ensure the security and integrity of all internal systems, including use of a document retention system 	<ul style="list-style-type: none"> - Conduct a certified annual review of data security and IT systems vulnerability to ensure that all systems are safe and impenetrable

Part II: Board Governance and Oversight

Ensuring that Board and other oversight functions of the organisation are running properly is critical to achieving good governance. To this end, the following standards shall apply:

17. The organisation shall ensure the quality, professionalism, and independence of its board members by:
 - a. a) practicing careful recruitment and conducting independent checks of all candidates to ensure proper fit and proper standing, in particular good repute and probity and relevant qualifications and professional experience;
 - b. b) limiting number of terms and length of tenure of office;
 - c. c) carrying out board training and skills development and/or regular evaluation of their performance with independent input.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Carry out regular, independent evaluation of the performance of board members and decisions on appointment of new board members - Limit number of terms and length of tenure of office 	<ul style="list-style-type: none"> - Evaluate performance of the board and individual board members at least once a year in a way that includes external input - Integrate independent board members into the board based on merit, for instance by establishing a nominations board committees, with at least one external, independent member and with a mandate to nominate the most qualified candidates for election or appointment, while taking into account the extent to which they would add diversity and complement experience and expertise of board members already in office 	<ul style="list-style-type: none"> - Establish a set of incompatibilities and impediments applicable to board members and senior executives, devising rules for the extent they are allowed to assume roles in other sport organisations - Formalise training/induction programmes for board members, to be carried out by independent experts and ensure best practice

18. The organisation shall review and modify board representation to ensure diversity of thought, broad and proper inclusion of all relevant stakeholders as well as a substantial proportion of independent director(s).

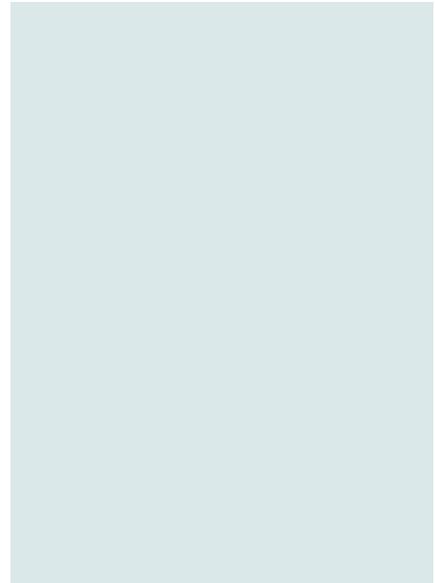
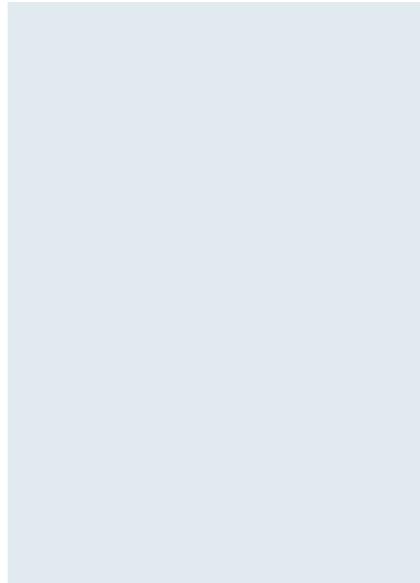
Bronze	Silver	Gold
<ul style="list-style-type: none"> - Encourage diversity in the boardroom to reflect that of society, for instance in terms of diversity in age, sex, religion and ethnicity, geographic representation. etc. - Integrate independent board members into the board based on merit, for instance by establishing a nominations committee with at least one external, independent member and with a mandate to nominate the most qualified candidates for election or appointment, while taking into account the extent to which they would add diversity and complement experience and expertise of board members already in office 	<ul style="list-style-type: none"> - Establish a board charter or a board code of conduct, outlining board principles and practices - Undertake a formal review of the independence and diversity credentials of the board of the organisation at least once a year in a way that includes external input 	<ul style="list-style-type: none"> - Exchange good governance practices with other boards on a regular basis, for instance in and across sports locally, nationally, regionally and/or internationally - Implement a quota for minimum number of independent directors and diversity of directors to ensure diversity and independence in the boardroom

19. The organisation shall establish minimum requirements of the role of the directors, including terms of office and clear job descriptions.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Define a role of the board vis-à-vis operational management without overlap, taking into account that the role of the board ought to be to provide control and strategic direction rather than manage the organisation. - Establish terms of office that make the boardroom fit for purpose, for instance by designing structural requirements that support effective and efficient decision-making, including: <ul style="list-style-type: none"> a) number of board members; b) desired experience, expertise, skills, network and qualities of character in the board – for board members individually and collectively; 	<ul style="list-style-type: none"> - Establish a board charter or a board code of conduct, outlining board principles and practices - Evaluate performance of the board and its members at least once a year in a way that includes external input 	<ul style="list-style-type: none"> - Carry out a board skills audit once a year - Set up board members for high-performance, for instance by ensuring proper induction, on-going self-education and training by international level professionals

- c) proportion of board members to be subject to election or appointment every year; and
- d) maximum number of years for an individual to be able to stay in office
- e) minimum number of years a director can run for election again after he/she has completed the maximum term

- **Develop detailed job descriptions** for key roles in the board, including areas of operational management oversight



20. The organisation shall ensure that a clear and auditable separation of functions is made between a) the governing, regulatory, and administrative roles of the organisation and; b) the execution of its commercial activities.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Separate the governing, regulatory and administrative functions of the organisation from the commercial arm by: <ul style="list-style-type: none"> a) creating a clear separation of departments and personnel on each side and b) avoiding associated conflicts of interest - Put into place adequate procurement rules to pre-empt and handle conflicts of interest, for instance by outlining a process for always purchasing goods and services of a certain value based on objective criteria for a documented evaluation of at least three competitive suppliers' price, quality and ability to deliver on time - Publish terms of reference for the board, or a list of matters reserved for the board 	<ul style="list-style-type: none"> - Formally implement a 'Chinese Wall' between relevant departments to ensure that this separation of function is absolute and protected - Conduct an annual audit to independently certify the adequate separation of the functions 	<ul style="list-style-type: none"> - Ensure that the governing, regulatory and administrative functions of an organisation, and the execution of its commercial activities are carried out by different legal entities.

Part III: External Cooperation

SIGA sporting organisations benefit from engagement with a broad coalition of partners within the SIGA community, and beyond. The following universal standards shall guide the organisation’s efforts to support a deeper collaboration between and among other partners who share a similar commitment to the adoption of standards in the sport sector.

21. Through SIGA, the organisation shall work together with relevant governing bodies, international authorities and commercial partners to advance the adoption of SIGA Core Principles and Universal Standards worldwide.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Coordinate activities with relevant sporting organisations, governments, international organisations and other relevant stakeholders to advance the adoption of the SIGA Core Principles and Universal Standards 	<ul style="list-style-type: none"> - Cooperate and coordinate governance related activities with other sporting organisations, governments, international organisations and other relevant stakeholders and relevant sport related organisations - Encourage sponsors, broadcasters and other commercial organisations involved in the sports industry to make compliance with the SIGA Universal Standards a condition to entering into a commercial contract 	<ul style="list-style-type: none"> - Actively encourage, by making it a condition of collaboration, organisations, governments, international organisations and other relevant stakeholders to advance the adoption of the SIGA Universal Standards - Form strategic alliances with key stakeholder groups to further fuel the successful implementation of the SIGA Core Principles and Universal Standards

22. Through SIGA, the organisation shall strengthen cooperation with governments, inter-governmental organisations, law enforcement and relevant regulatory authorities to prevent and eradicate the influence of criminal practices, networks and organisations.

Bronze	Silver	Gold
<ul style="list-style-type: none"> - Coordinate activities with relevant entities at all levels of government, particularly at the level of law enforcement and anti-corruption regulation to eradicate the influence of criminal practices, networks and organisations - Provide for appropriate investigation of threats to sports integrity - Cooperate with relevant public authorities on integrity matters 	<ul style="list-style-type: none"> - Incorporate law enforcement and regulatory expertise into the heart of the organisation, either by hiring an expert into a compliance or integrity team or unit, or through ad hoc sessions or seminars. - Develop know-how on the importance of the impact of organised crime on sports integrity through organisation of awareness seminars or programs 	<ul style="list-style-type: none"> - Employ a dedicated law enforcement and regulatory expert to assess the threats and risks of criminal infiltration into the organisation and to educate staff about its dangers - Encourage governments, international organisations and sporting organisations to regulate and discipline, each one in accordance with its sphere of competences, the conditions upon which access to sporting competitions, state aid and public grants, funding resulting from the

commercial exploitation of sporting competitions and respective rights, as well as development and solidarity funds may be granted, suspended, refused and withheld from sporting organisations that do not comply with the SIGA Universal Standards and mandatory legislative norms



SIGA Universal Standards on Sports Betting Integrity

Introduction and Guidance

These SIGA Universal Standards on Sports Betting Integrity shall be adopted and implemented by all sports organisations and other public and private entities that subscribe to SIGA's Core Principles on Sport Integrity.

Inspired by the SIGA Core Principles on Sport Integrity, this set of Universal Standards on Sports Betting Integrity provides a coordinated, holistic, universal framework to protect the integrity of sport, for the benefit of the whole sport movement and sporting industry alike, and of course sports betting regulators and operators, governmental authorities, fans, broadcasters, sponsors and other key stakeholders.

From a methodological perspective, existing tools for evaluation of a given organization so that it can improve over the years demonstrate that the use of sets of standards or principles must be conducted rigorously while it is clear that they are often interdependent, overlapping, not easily actionable and often too numerous to be of real use and to help.

That is why the development of the SIGA Universal Standards on Sports Betting follows a pragmatic and action-oriented approach, and takes into consideration the following criteria:

- Easily enforceable;
- Quickly enforceable;
- Applicable to all sports;
- Enforceable with few resources; and
- Scientific evidence and best practice-based.

Adopting the methodology followed by the "Sorbonne-ICSS Guiding Principles for Protection Against Manipulation of Sporting Competitions", the SIGA Universal Standards on Sports Betting Integrity include:

- a) A set of principles commonly addressed to all stakeholders groups (i.e. Governmental Authorities, Sports Organisations, Sports Betting Regulators and Sports Betting Operators); and
- b) A set of universal standards specifically addressed to each one of them.

The Universal Standards offer three different levels of phased implementation – bronze, silver and gold.

The bronze standard is considered the minimum requirement that stakeholders must fulfil in the journey to reach excellence in sports betting integrity, the silver standard is an intermediary step for organisations with greater capabilities and willingness to achieve a greater level, and the gold standard corresponds to the level of implementation reached by organisations that demonstrate, apply and commit themselves to the highest standards in the field of sports betting integrity.

In other words, the SIGA Universal Standards on Sports Betting Integrity should allow stakeholders not only to evaluate whether – for each standard or principle – it is effectively implemented in their own policies, procedures and structures but also which level of implementation they have reached – regarding the main risks and threats they can face at this stage of implementation – and which measures should be taken to fulfil with the requirements of higher standards (bronze to silver/silver to gold/bronze to gold).

This evaluation is based on qualitative and/or quantitative predefined objectives (example of qualitative predefined objective: "Engage with the other SIGA members in identifying, drafting and improving the SIGA standards"; example of quantitative predefined objective: "Have in operation an Integrity Department, Unit or Official").

Specific programs to assist with capacity building, information sharing and implementation challenges are planned as part of the SIGA offering, with a particular focus on helping stakeholders that may need additional support.

Part I: Common Principles Applicable to all Stakeholder Groups

The organisations that agree to adhere to the SIGA Core Principles on Sport Integrity, namely Governmental Authorities, Sports Organisations, Sports Betting Regulators and Sports Betting Operators, are encouraged to:

	Bronze	Silver	Gold
I. Promote, through SIGA, an independent, neutral, multi-stakeholder, global united front to effectively tackle the manipulation of sporting competitions, illegal betting, sports betting fraud and all detrimental practices that affect the reputation and credibility of the organisation.	Adhere to SIGA Principle	Engage with the other SIGA members in identifying, drafting and improving the SIGA Standards Foresee how to be aligned with SIGA Principles and Standards	Engage in SIGA activities and in the implementation and operationalization of SIGA Principles and Standards in the universe of Sport Allocate time and prioritization to pursue the global objectives Proactively contribute to build a united front
II. Identify, assess and manage the risks linked to the manipulation of sport competitions, illegal betting, and sports betting fraud to sport, betting operators and governments through an Integrity Department or Unit or an Official designated with responsibility for Integrity. Each Department, Unit or Official ought to be the designated Integrity Focal Point as envisaged in Standard 3.	Adhere to SIGA Principle	Have in operation an Integrity Department or Unit or an Official designated with responsibility for Integrity to analyze data and make risks' assessment and risks' management Adopt mechanisms of transparency and data exchange with all the relevant stakeholders Engage with the other SIGA members in identifying, drafting and improving the SIGA standards for enhanced transparency	Engage in SIGA activities and in the implementation and operationalization of SIGA Principles and Standards in the universe of Sport Allocate time and prioritization to pursue the global objectives Proactively contribute to uphold the global levels of transparency, to improve and enhance risks' assessment and management
III. Appoint an integrity focal point (either an individual, committee, unit or platform) within governments, regional/international organisations (e.g. Europol, Interpol), sports organisations, betting regulators and operators to properly coordinate the global response to the manipulation of sport competitions, illegal betting, and	Adhere to SIGA Principle Foresee the existence of an Integrity Focal Point and actively work for the Unit/Platform, etc. to be set in place	Have in place a department/unit with an Integrity Focal Point Actively participate in the coordination through, notably, exchanges of information and overview of the respective sport or jurisdiction	Engage in SIGA activities and in the implementation and operationalization of SIGA Principles and Standards in the universe of Sport Allocate time and prioritization to pursue the global objectives Proactively contribute to uphold the global levels of coordination between

sports betting fraud.

IV. Implement capacity building programs, as well as training, education and public awareness initiatives, involving all key participants in sporting competitions and relevant stakeholders

V. Improve intelligence gathering and information/fact-finding exchange between relevant stakeholders

VI. Work towards an international integrity platform for cooperation involving key stakeholders ought to facilitate exchange of information and good practices, intelligence gathering, capacity building, training and awareness initiatives.

Conduct analysis and mapping for identification of needs for capacity building programs, as well as training, education and public awareness initiatives

Adhere to SIGA Principles
Foresee the existence of protocols and procedures for intelligence gathering and information/fact-finding sharing with other stakeholders with due respect for personal data protection and national/regional/international regulations about intelligence and information/fact-finding sharing via the establishment of both formal and informal networks

Adhere to SIGA Principles
Foresee the existence of an international integrity platform and the participation to this platform involving key stakeholders with due respect to international rules and to

Have strong capacity building programs, as well as training, education and public awareness initiatives based on robust methodology

Educate stakeholders of all key participants in the relevant rules and ethics of sports betting integrity and the impact of failure to uphold integrity

Have in place protocols and procedures for intelligence gathering and information/fact-finding sharing with other stakeholders with due respect for personal data protection and national/regional/international regulations about intelligence and information/fact-finding sharing

Establish formal memorandums and legislate to enable exchange of intelligence and information/fact-finding

Be part of an international integrity platform involving key stakeholders with due respect to international rules and to national/regional regulations where appropriate

stakeholders and improve the mechanisms for cooperation through integrity focal points through integrity focal points

Have assessment's tools for evaluation and improvement of capacity building programs, as well as training, education and public awareness initiatives

Engage in SIGA activities and in the implementation and operationalization of SIGA principles in the universe of Sport

Allocate time and prioritization to pursue the global objectives
Proactively contribute to uphold the global levels of intelligence gathering and information/fact-finding sharing and improve the mechanisms for intelligence gathering and information/fact-finding sharing

Report on success stories and case examples to promote benefits of intelligence and information/fact-finding exchange.

Engage in SIGA activities and in the implementation and operationalization of SIGA principles in the universe of Sport

Allocate time and prioritization to pursue the global objectives

	national/regional regulations where appropriate		Proactively contribute to improve the operation of the international integrity platform
VII. Ensure adherence (e.g. ratification and enforcement) to international legal norms (e.g. United Nations Convention against Transnational Organised Crime, United Nations Convention against Corruption and Council of Europe Convention on the Manipulation of Sports Competitions).	Adhere to SIGA Principles Foresee the adherence to international legal norms	Adhere to international legal norms in respecting legal means for adhesion (i.e. signature and ratification)	Engage in SIGA activities and in the implementation and operationalization of SIGA principles in the universe of Sport Allocate time and prioritization to pursue the global objectives Implement efficiently provisions of international legal norms and proactively contribute to improve international legal norms
VIII. Identify, define, prosecute and sanction or report the conduct that constitutes a criminal or disciplinary punishable offence in relation to the manipulation of sports competitions, illegal betting, and betting fraud.	Adhere to SIGA Principles Foresee for identification and definition of the conduct that constitutes a punishable offence in relation to the manipulation of sports competitions, illegal betting, and betting fraud	Have state or sport regulations defining, prosecuting and sanctioning the conduct that constitutes an offence in relation to the manipulation of sports competitions, illegal betting, and betting fraud	Engage in SIGA activities and in the implementation and operationalization of SIGA principles in the universe of Sport Allocate time and prioritization to pursue the global objectives Implement efficiently provisions defining, prosecuting and sanctioning the conduct that constitutes an offence in relation to the manipulation of sports competitions, illegal betting, and betting fraud and proactively contribute to improve them.

PART II: Individual Stakeholder Groups

The following standards are aimed at individual stakeholder groups, as specified.

1. GOVERNMENTAL AUTHORITIES shall adopt the adequate legislative and policy measures to prevent and fight against illegal and criminal activities associated with match-fixing in compliance with the fundamental principles in the context of sport betting integrity

	Bronze	Silver	Gold
1.1 Regulate the betting market in the respective jurisdiction and allocating resources for proper enforcement and compliance	<p>Conduct risk assessment and mapping to assess the national betting market and its relations with other national betting markets</p> <p>Establish a comprehensive legal framework relevant to regulate the betting market (e.g. licensing arrangements - suitability of license applicants, vetting and criteria - and assessment of operators - identity and ownership, financial and other circumstances of the applicant, integrity, competence and criminality - criminal record of the applicant and or person(s) relevant to the application)</p> <p>Establish a gambling regulator and related gambling legislation</p> <p>Open channels of informal communications and information exchange (voluntary)</p>	<p>Implement and enforce a comprehensive legal framework offering different tools to regulate the national betting market and allowing where possible for inter-regulation with other national betting markets</p> <p>Have requirement procedures for sports organizations and sports regulators to provide betting information and intelligence</p>	<p>Have adequate assessment tools for control and independent review of efficiency of legislation allowing for the regulation of the national betting market and work actively to improve it</p> <p>Prosecute actively non-compliant betting operators in the relevant jurisdiction</p> <p>Have adequate assessment tools for control and independent review of efficiency of the gambling regulator</p> <p>Establish enhanced international networks and partnerships to share methods and information with other international regulators</p>
1.2 Establish a national sports integrity focal point (e.g. individual, agency, committee, unit, panel to coordinate action across public authorities)	<p>Evaluate and propose the existence of a national sports integrity focal point and actively work for the individual/agency/committee/unit/ panel to be set in place</p>	<p>Have in place a national sports integrity focal point</p> <p>Actively participate in the coordination of action across public authorities through, notably, intelligence gathering and information sharing</p> <p>To work actively on the promotion and implementation of the provisions</p>	<p>Proactively contribute to uphold the global levels of coordination between stakeholders and improve the mechanisms for cooperation through national sports integrity focal points</p> <p>Provide adequate resources to the enforcement agencies tasked with implementing all the policies</p>

		of the Convention of the Council of Europe on the Manipulation of Sports Competitions related to national platforms	and regulations Promote training and education programs on national sports integrity focal points
1.3 Enhance the legislation related to sports betting by criminalising the following offenses: a. Manipulation of sports competitions b. Illegal betting c. Betting fraud d. Corruption e. Criminal infiltration f. Associated crimes g. Participatory acts, aiding and abetting	Identify and promote current legislation offering tools to fight sports manipulations, illegal betting, etc. Conduct gap analysis and frame/map for introduction of new legislation Establish robust sport's legislation tackling manipulations, illegal betting, etc.	Implement and enforce a comprehensive legal framework tackling manipulations, illegal betting, etc. Have an expert sport prosecutor	Have adequate assessment's tools for control and independent review over efficiency of legislation tackling manipulations, illegal betting, etc. and work actively to improve it Have a mutual legal assistance treaty for sport Promote training and education programs on legislation tackling manipulations, illegal betting, etc.
1.4 Define the boundary between sport regulation and state legislation	Conduct national analysis and mapping for identification of sports regulation and state legislation boundaries Identify applicable legislation that can be used to punish criminal activities in relation to the operation and conduct of sport Establish protocols for how the gambling regulator will decide whether to investigate allegations/suspicious of betting related match-fixing or allow the sports federation to pursue a disciplinary sanction	Have clear definition of autonomy of sport, its content and scope (Autonomy vis-à-vis whom? Autonomy about what? What legal bases for autonomy? What limits to autonomy? What tools for autonomy?)	Actively participate in the current initiatives aiming at building a new model of autonomy of sport
1.5 Enhance rules and procedures regarding the collection, treatment, sharing and exchange of related intelligence and information	Recognize the need to share information and intelligence with relevant stakeholders Establish baseline framework for managing data Establish both informal and formal information	Have strong policies and procedures in place for managing the sport integrity intelligence lifecycle Have data security and protection measures Have protective legal measures in place	Have ISO standards in place for the management of sport integrity intelligence lifecycle Legislate information sharing between law enforcement agencies and Private Sector

	sharing agreements		Establish a national Sport Betting Integrity Forum between main stakeholders (sports federations, police and regulator) to ensure efficient exchange of information, identification of emerging risks, and sharing ideas
1.6 Implement capacity building programs, as well as training, education and public awareness initiatives, involving all key participants in sporting competitions and relevant stakeholders	Conduct analysis and mapping for identification of needs for capacity building programs, as well as training, education and public awareness initiatives	Deliver strong capacity building programs, as well as training, education and public awareness initiatives based on robust methodology	Have adequate assessments tools for evaluation and independent review of capacity building programs, as well as training, education and public awareness initiatives and work actively to improve them
1.7 Establish funding criteria to safeguard the integrity of sports competitions as well as sport's economic viability and ensuring that any focal point body is properly resourced and not just set up and rendered ineffective by inadequate resourcing	Conduct analysis and mapping for identification of needs for the most adequate funding criteria to safeguard the integrity of sports competitions as well as sport's economic viability	Ensure adequate funding criteria to safeguard the integrity of sports competitions as well as sport's economic viability with respect to national and regional regulations	Have adequate assessments tools for control and independent review over the use of resources collected through funding criteria and work actively to improve it
1.8 Recognise and protect, through proper legislation, the sports organisers' rights and engage them in any licensing process	<p>Conduct analysis and mapping for identification of legislation allowing for recognizing and protecting the sports organiser's rights and engage them in any licensing process</p> <p>Conduct gap analysis and frame/map for introduction of new legislation</p> <p>Establish specific legislation allowing for recognizing and protecting the sports organiser's rights and engage them in any licensing process with respect to regional regulation</p>	Implement and enforce a comprehensive legal framework allowing for recognizing and protecting the sports organiser's rights and engage them in any licensing process with respect to regional regulation	Have adequate assessments tools for control and independent review over efficiency of legislation recognizing and protecting the sports organisers' rights and engaging them in any licensing process and work actively to improve it

1.9 Ensure effective protection and anonymity to whistle-blowers that come forward to report on breaches of rules or sports betting integrity matters.

Plan for the implementation of whistle-blowing procedures (ombudsman, independently-run integrity hotline, etc.)

Encourage whistle-blowers and establish protection mechanisms

Plan for the existence of a designated public department, unit or official responsible for receiving whistle-blower reports and ensuring remedial action is taken in respect of any breach of sports betting integrity rules, as well as the SIGA Universal Standards

Implement and enforce appropriate and comprehensive whistle-blowing public policy

Establish an easily assessable channel for anyone to confidently seek guidance or raise concern about potential breaches in sport betting integrity matters

Include in sport betting licenses the existence of whistle-blower protection mechanisms

Have adequate assessments tools for control and independent review over efficiency of whistle-blowing public policy allowing for protection and anonymity to whistle-blowers and work actively to improve it

Promote training and education programs on whistle-blower procedures and protection

Publish reporting and sanctioning procedures associated with breaches of the SIGA Universal Standards

1.10 Establish provisions on the liability of legal persons for their participation in the manipulation of sports competitions, illegal betting, and betting fraud, and related offences, as well as admitting sports organisations as parties to criminal proceedings

Conduct analysis and mapping for identification of legislation allowing for liability of legal persons

Conduct gap analysis and frame/map for introduction of new legislation allowing for liability of legal persons

Establish specific legislation in respect to the liability of legal persons

Implement and enforce a comprehensive legal framework in respect to the liability of legal persons

Promote, through legislation and governmental endorsement, the admission of sport organisations to criminal proceedings

Have adequate assessments tools for control and independent review over efficiency of legislation on liability of legal persons and work actively to improve it

Promote training and education programs in the public administration on the best international practices to address liability of legal persons

Prioritize action against the manipulation of sport competitions, illegal betting, illegal fraud and related offenses with regard to the liability of legal persons

1.11 Have in place proper mechanisms on how to collect, share and use information for disciplinary purposes with due respect to personal data protection

Encourage policy and procedures for collecting information from interviews to physical information

Encourage sport policy to advise on athlete's rights during interview

Have a comprehensive case/intelligence management system

Have policy to collect, share and use information (internal and external)

Have a policy on evidence handling

Ensure continuity of evidence

Work actively to improve case/intelligence management system and policies

Ensure proper articulation between disciplinary and criminal procedures with regard to mechanisms on how to collect, share and use information

		Ensure athlete's rights representation	
<p>1.12 Ensure fair and effective investigative procedures and ensure resources and prioritization for such procedures</p>	<p>Conduct analysis and mapping for identification of legislation allowing for fair and effective investigative procedures (investigations policy, complaint procedures, whistle-blowers, etc.) and ensuring resources and prioritization for such procedures</p> <p>Conduct gap analysis and frame/map for introduction of new legislation allowing for fair and effective investigative procedures (investigations policy, complaint procedures, whistle-blowers, etc.) and ensuring resources and prioritization for such procedures</p> <p>Establish specific legislation allowing for fair and effective investigative procedures (investigations policy, complaint procedures, whistle-blowers, etc.) and ensuring resources and prioritization for such procedures</p>	<p>Implement and enforce a comprehensive legal framework allowing for fair and effective investigative procedures (investigations policy, complaint procedures, whistle-blowers, etc.) and ensuring resources and prioritization for such procedures</p> <p>Have an oversight Committee</p>	<p>Have adequate assessment tools for control and independent review over provisions ensuring fair and effective investigative procedures and resources and prioritization for such procedures</p>
<p>1.13 Adopt personal data protection mechanisms</p>	<p>Conduct analysis and mapping for identification of legislation allowing for personal data protection mechanisms</p> <p>Conduct gap analysis and frame/map for introduction of new legislation allowing for personal data protection mechanisms</p> <p>Adopt legislation setting minimum standards and best practices in matters of personal data protection mechanisms</p>	<p>Implement and enforce a comprehensive and robust legal and regulatory framework on personal data protection</p>	<p>Promote the regular monitoring and improvement of personal data protection legal and regulatory framework</p> <p>Engage with sport organizations, betting regulators and operators and other relevant stakeholders in strengthening the cooperation platforms to agree on proportionate and adequate personal data protection mechanism</p> <p>Promote training and education programs directed at the public administration and to the public</p>

<p>1.14 Carry out consumer protection policies</p>	<p>Conduct analysis and mapping for identification of legislation allowing for consumer protection policies</p> <p>Conduct gap analysis and frame/map for introduction of new legislation allowing for personal data protection mechanisms</p> <p>Adopt legislation setting minimum standards and best practices in matters of consumer protection policies</p>	<p>Implement and enforce a comprehensive and robust legal and regulatory framework concerning consumer protection</p>	<p>Promote the regular monitoring and improvement of personal data protection legal and regulatory framework</p> <p>Engage with sport organisations, betting regulators and operators and other relevant stakeholders in strengthening the cooperation platforms to agree on proportionate and adequate consumer protection policies</p>
<p>1.15 Set up an appropriate and proportional sanctioning framework through the criminal law and procedure</p>	<p>Conduct analysis and mapping for identification of legislation allowing for appropriate and proportional sanctioning framework</p> <p>Conduct gap analysis and frame/map for introduction of new legislation allowing for appropriate and proportional sanctioning framework</p> <p>Adopt legislation setting minimum standards and best practices of the sanctioning framework</p>	<p>Implement the best international practices in respect to the sanctioning framework for sport integrity violations, by adopting comprehensive legislation in that respect</p>	<p>Have adequate assessment's tools for control and independent review over of the sanctioning-framework and work actively to improve it</p> <p>Engage with sport organisations, betting regulators and operators and other relevant stakeholders in strengthening the cooperation platforms to agree on the improvements and adjustments of an appropriate and proportional sanctioning framework</p>

2. SPORTS ORGANISATIONS shall enhance the prevention of, and the fight against, illegal and criminal activities associated with sports competitions and sports betting, by adopting adequate regulatory and policy measures.

	Bronze	Silver	Gold
<p>2.1. Comply with and actively implement SIGA Core Principles on Sport Integrity and Universal Standards, as well as the applicable national and international legislation</p>	<p>State the endorsement for SIGA Core Principles and Universal Standards</p> <p>Map the relevant national and international laws</p>	<p>Integrate relevant SIGA-approved, national and international regulations into the sports organisation's own regulatory framework</p>	<p>Implement the related guidelines</p> <p>Advocate among partners and stakeholders for the endorsement of the Standards and proactively contribute to uphold the global levels of transparency</p> <p>Ensure proper resources devoted to compliance and implementation of SIGA Core Principles</p>

<p>2.2. Establish a designated person or unit responsible for Sports Integrity with proper resources</p>	<p>integrity by identifying an in-house resource or bringing in the relevant expertise</p>	<p>Have in place a designated person or unit responsible for Sports Integrity in the organisation</p>	<p>Proactively contribute to uphold the global levels of coordination and co-operation between sports organisations' designated persons/units as well as national and international sports integrity focal points</p> <p>Engage in the existing international platforms</p>
<p>2.3. Define what is considered a disciplinary offence and establish an extensive statute of limitations</p>	<p>Foresee the establishment of a statute of limitations</p>	<p>Establish a clear definition of sports betting integrity-related disciplinary offence, within the framework of a statute of limitations</p>	<p>Monitor the compliance of the statute of limitations</p> <p>Actively promote the improvement and harmonisation of disciplinary and sporting sanctions</p>
<p>2.4. Have an Anti-Corruption Code of Conduct applicable to all participants, including athletes, referees, coaches/ managers, officials, administrators and others, in relation to anti-corruption and related activities</p>	<p>Define the corruption risks faced by the organisation</p> <p>Identify the specific challenges raised by sports betting integrity in the organisation, its partners and its sport as a whole</p> <p>Approve, adopt and implement a Code of Conduct setting out the guiding principles for all participants with the aim of promoting the highest standards of conduct</p>	<p>Establish and define sanctions for breaches of the Code of Conduct</p>	<p>Promote and provide education on the Code of Conduct amongst participants so that all organisation's stakeholders are aware of its content and key features</p> <p>Monitor the implementation of the Code of Conduct amongst participants</p> <p>Promote the adoption of similar or joint Codes in other sports organisations</p>
<p>2.5. Ensure the existence of an adequate whistle-blowing policy that covers reporting mechanisms, reporting of information in a timely manner, and an obligation to report, as well as whistle-blower and witness protection mechanisms</p>	<p>Foresee the implementation of whistle-blowing procedures (ombudsman, independently-run integrity hotline, etc.)</p> <p>Encourage whistle blowers to come forward and protect them</p> <p>Foresee the appointment of a designated person or unit responsible for receiving whistle-blower reports and ensuring remedial action is taken in respect of any breach of the organisation's sports betting integrity rules, as well as the SIGA Universal Standards</p>	<p>Implement appropriate whistle-blowing policy</p> <p>Establish an easily assessable channel for anyone to confidently seek guidance or raise concerns about potential breaches in sport betting integrity matters</p> <p>Make clear to all participants who to report to and the respective basic procedures</p>	<p>Publicly account for the magnitude and nature of concerns raised in confidence (channel for whistleblowing) and how the concerns have been addressed</p> <p>Publish reporting and sanctioning procedures associated with breaches of the SIGA Universal Standards</p>

2.6. Ensure proper transparent and independent disciplinary proceedings through a due fair process assuring, in particular:

- a. Guarantees of natural justice rights for the alleged offender;
- b. Possibility of plea bargaining;
- c. Possibility to granting amnesties;
- d. Appropriate and proportional sanctions;
- e. Publicity of the decisions;
- f. The right of appeal;
- g. Respect of confidentiality and anonymity for witnesses; and
- h. Provisional measures

Recognise the respect and protection of fundamental procedural rights in sports betting disciplinary proceedings

Establish fair, transparent, impartial and independent disciplinary proceedings providing for neutrality, declaration of conflicts of interest, strict rules over communications between the panel and the sport body itself, etc.

Implement monitoring system to regularly assess if the proceedings are respectful of fundamental procedural rights

2.7. Develop harmonised regulatory frameworks on the manipulation of sports competitions, betting and inside information (including prohibition to bet on one's own competitions)

Identify and promote current regulations offering tools to fight sports manipulations, illegal betting, etc.

Conduct need assessment, benchmark minimum requirements and map the introduction of new legislation

Implement robust and fit-to-purpose regulations to tackle sports manipulations across all relevant sports jurisdictions

Make sure disciplinary bodies members are aware of and trained on sports betting integrity issues

Make sure the governing body is given powers to investigate including the mandatory requirements on participants and other personnel to co-operate with investigations and information they will be required to share such as phone records, emails, banking records, etc.

Proactively contribute to uphold the global levels of coordination between stakeholders for harmonised regulatory frameworks

Regularly assess regulations in order to improve them

2.8. Help government and regulator to determine the types and formula of betting permitted on sports competitions

Conduct a betting risk assessment – liaise with the regulator and betting operators to evaluate, study and determine which betting types, formulas and competitions are the most fixing-prone or comprise the higher integrity risk in the organisation and sport

Enter in discussions and contracts with betting operators for making betting on risky types, formulas and competitions prohibited and enshrine this in licensing process – when applicable

Establish formal mecha-

Regularly monitor the effective enforcement of prohibitions on betting on risky types, formulas and competitions

	<p>Enter into formal discussions with regulators and betting operators to share information on suspicious and irregular betting activity in relation to the sport</p>	<p>nisms with regulators and betting operators to share information on suspicious and irregular betting activity in relation to the sport</p>	
<p>2.9. Adhere to or create a monitoring, information/intelligence sharing system aligned with best practices and international standards</p>	<p>Develop policy and procedures for information/intelligence sharing platform Develop points of contact</p> <p>Agree to establish an information/intelligence-sharing platform</p> <p>Allow for use in criminal and disciplinary procedures of evidence collected from information/intelligence sharing platform</p> <p>Establish information sharing arrangements with betting operators and national betting regulators</p>	<p>Establish a robust and fit-to-purpose information/intelligence sharing platform</p> <p>Ensure a betting monitoring system is in place</p> <p>Secure electronic sharing of information/intelligence</p> <p>Have in place a designated person or unit responsible for Sports Integrity in the organisation to deal with information/intelligence management and sharing</p> <p>Strive for excellence and ISO accreditation</p>	<p>Monitor the functioning of the information/intelligence-sharing platform to improve it Fulfill with or strive for ISO Standard in Data Security</p> <p>Promote the establishment of international information/intelligence sharing platform and share experience with other sports organisations for lesson-learning purposes</p> <p>Promote high-level reporting on successful exchanges</p> <p>Ensure secure committees</p>
<p>2.10. Implement training and education initiatives and capacity building programs</p>	<p>Conduct analysis and mapping for identification of needs for capacity building programs, as well as training, education and public awareness initiatives</p> <p>Identify which types of participants are the most vulnerable to improper approaches and the risks they encounter in order to tailor education programmes knowingly</p>	<p>Implement education programs to make sure that all participants are made fully aware of the integrity rules, including their duty to report improper behaviours</p>	<p>Regularly assess the effectiveness of education and capacity-building programs to improve them</p>
<p>2.11 Ensure the existence of appropriate risk assessment and risk management tools to assist sport organisations in managing both the internal and external financial risk, and other threats that may arise in the context of sports betting</p>	<p>Commit to a risk aware approach in dealing with sports betting integrity matters</p> <p>Foresee the implementation of appropriate risk assessment and risk management tools</p>	<p>Have in place an easily accessible risk assessment and risk management tool that has to be available to the Department/Unit/Individual with responsibility for integrity within the sports organisation should the need arise to assess a new development in</p>	<p>Regularly re-assess risk identification and management mechanisms to improve them</p> <p>Provide regular training to staff on risk assessment and risk management mechanisms</p>

sports betting

Mobilize in-house expertise or hire sports integrity specialist to analyse data and assess risks

3. SPORT BETTING REGULATORS shall ensure their independence, the proper scope of their intervening powers and their transparency of operations.

Bronze

Silver

Gold

3.1. Establish parameters and methods for combating illegal betting and betting fraud

Having in place basic benchmark parameters and methods for combating illegal betting, betting fraud and sports manipulations

Have a set a requirements to provide betting information and intelligence

Establish communications and information-sharing channels with sports organisations and betting operators on the regulator’s methodology in the field

Implement efficiently provisions to regulate the betting market and work actively to improve the regulation of the national betting market

Establishing the mandatory requirement that licensed betting operators need to conduct regular money laundering risk assessments

Convene a national Sport Betting Integrity Forum between main stakeholders (sports federations, police and regulator) to ensure efficient exchange of information, identification of emerging risks, and sharing ideas

Establish enhanced international networks and partnerships to share methods and information to sports betting regulators in other jurisdictions

3.2. Enforce applicable sports betting legislation

Identify and promote current laws offering tools to fight sports manipulations, illegal betting, betting fraud, etc.

Apply legislation in place to tackle sports manipulations, illegal betting and betting fraud at national level

Regularly assess legislation to advise governmental authorities on possible improvements

Conduct need assessment and map the introduction of new legislation – if necessary

Make sure regulatory body staff are aware of and trained on sports betting integrity issues as well as their role in preventing and sanctioning sports manipulation, betting fraud and illegal betting

Monitor compliance

Include all relevant legislation and licensing information on its website, as well as the core principles and objectives of the regulatory authority

3.3. Support investigations and prosecution of offences related to the manipulation of sports competitions, illegal betting and betting fraud and, when possible and appropriate, communicate results of investigations and prosecutions

State the support for investigative efforts and the systematic prosecution of offences related to sports manipulation and illegal betting

Follow fit-to-purpose investigation policies set up by governmental authorities and be respectful of complaint procedures in all regulatory activities

Monitor the functioning and effectiveness of investigations and the prosecution of offences to identify possible weaknesses and make up for those

Provide investigators and prosecutors with the necessary resources to perform their work

Engage in platforms of transnational cooperation for investigations and prosecution procedures with partner betting regulators overseas

3.4. Collaborate with and support sport organisations and betting operators, notably on the supply of sports betting based on the official fixtures of sports competitions provided by the official sports competitions organisers

Conduct analysis and mapping for identification of legislation allowing for collaboration with and support to sport organisations and betting operators

Legislate on a model allowing for agreement on the type of bets, formulas and competitions to be authorized, endorsed by the regulator and then enforced by the governmental authorities

Have adequate assessment's tools for control and independent review over of the legislation allowing for collaboration with and support to sport organisations and betting operators and work actively to improve it

Conduct gap analysis and frame/map for introduction of new legislation allowing for collaboration with and support to sport organisations and betting operators

3.5. Develop relevant rules pertaining to prevention of conflicts of interest

Identify and formulate specific rules with regards to conflicts of interest notably between regulators and operators as well as between operators and sports organisations

Implement and enforce rules for handling personal, professional and institutional conflicts of interest between the different set of stakeholders (i.e. sport, government and betting sector) as well as the individuals within notably with regards to sponsorship, ownership, consultancy, decision-making, etc.

Promote and provide education on conflicts of interest rules amongst stakeholders and individuals within so that there is general understanding of accepted behaviours in that field

Define appropriate scope for conflicts of interest notably with regards to relatives and business partners

Monitor the implementation of the rules on conflicts of interests

Maintain a register of interests - and declared conflicts of interests - for senior officials and staff within relevant stakeholders

Publish reporting and sanctioning procedures associated with breaches of the conflict of interest rules

<p>3.6. Develop information on betting types and competitions/bets that are most vulnerable to fraud and corruption</p>	<p>Evaluate, study and determine which betting types, formulas and competitions are the most fixing-prone or comprise the higher integrity risk in the organisation and sport</p>	<p>Enter in discussions with betting operators to refrain them from proposing bets on risky types, formulas and competitions and enshrine this in licensing process – when applicable – including through specific prohibitions</p>	<p>Regularly monitor the market to see how prevalent risky bets are and sanctions infringers when prohibited bets are proposed – including through fines, suspensions or license removals</p>
<p>3.7. Monitor individual bets</p>	<p>State the need for monitoring individual bets, notably by means of payment which allows traceability of financial flows, namely the original, final recipients and amount</p> <p>Monitoring of bets should also cover suspicious activity such as behavior of individual account holders, new accounts, size of bets, types of bets, and new sports being bet on by account holders.</p>	<p>Implement and enforce rules for handling monitoring of individual bets</p> <p>Ensure that suspicious activities being not only about suspicious odds movements, the triggering of the monitoring of individual bets include suspicious activity such as behavior of individual account holders and suspicious activity including new accounts, size of bets, types of bets, and new sports being bet on by account holders and not just payments</p>	<p>Monitor the functioning and effectiveness of the monitoring system of individual bets and work actively to improve it</p>
<p>3.8. Suspend betting when an appropriate alert has been issued, pursuant to the national legislation, including through transnational judiciary mutual assistance</p>	<p>State the need for timely suspension of bets when they have been red flagged</p>	<p>Define the different types of control that are necessary and develop the alert indicators and instrument panels associated to these</p> <p>Implement the timely suspension of bets for which an adequate alert has been issued</p>	<p>Monitor the functioning and effectiveness of alert settings and follow up to identify possible weaknesses and make up for those</p> <p>Establish platform of transnational cooperation for early warning and general red flagging with partner betting regulators overseas as well as betting operators</p>
<p>3.9. Monitor, block, close and restrict consumers' access to illegal and unlicensed sports betting operators</p>	<p>State the need for measures preventing illegal and unlicensed sport betting operators' activities</p> <p>Gather and disclose intelligence on illegal and unlicensed betting operators in the respective jurisdiction</p>	<p>Maintain a register/list of (or intelligence on) illegal and unlicensed sports betting operators and domains used to offer gambling contrary to the jurisdiction's gambling regulation</p> <p>Implement the blocking, closing or restricting of the access to illegal and unlicensed betting operators</p>	<p>Coordinate with international partners the implementation of the prevention measures aimed at illegal and unlicensed operators</p> <p>Regularly monitor and disclose updated information on legal/illegal and unlicensed sport betting operators and domains used to offer gambling</p>

		and the advertising on their platforms - in compliance with applicable national laws	
3.10 Require disclosure of beneficial ownership of betting operators	State the support for the disclosure of ownership of betting operators	Implement mechanisms to access information on beneficial ownership of sport betting operators	Regularly disclose updated information on the beneficial ownership of betting operators in the jurisdiction
3.11 Prevent employees from taking advantage of suspicious or irregular betting patterns	State the need to have internal mechanisms to address and counter insider information	Implement internal mechanisms to address and counter insider information Regularly monitor compliance	Internal regular training and education on insider information risk

4. SPORTS BETTING OPERATORS shall effectively prevent and fight against illegal betting, match-fixing, sports betting fraud and other related criminal and fraudulent activities:

	Bronze	Silver	Gold
4.1. Ensure cooperation and information sharing mechanisms are in place with sports organisations and the relevant stakeholders	<p>State the endorsement for SIGA Core Principles and Universal Standards</p> <p>Transmit voluntarily in a timely manner, to regulators, law enforcement and sport governing bodies information and intelligence legally requested by these national and international stakeholders with due respect to data protection, criminal/disciplinary law and other relevant provisions</p>	<p>Establish a unit/officer/department in charge of information exchange and relationship with sport organisations and sport stakeholders</p> <p>Adopt the best international standards and practices in information sharing and communication with the competent authorities and relevant stakeholders</p> <p>Conclude memorandums of understanding and other binding agreements envisaging to foster efficient information sharing mechanisms and strengthening cooperation with sports organisations and other stakeholders at a national and international level</p>	<p>Engage in international cooperation platforms and put forward proposals for the enhancement of the existing cooperation mechanisms</p> <p>Have in place robust assessment mechanisms to enhance effectiveness and compliance of the cooperation agreements and proactively work to the improvement of existing cooperation mechanisms</p> <p>Ensure a proper oversight over the MoUs and agreements allocating sufficient human, technical and financial resources to its enforcement and best implementation</p>

4.2. Ensure compliance with the legal framework and jurisdictions and proactively engage in risks' assessment and management

State the endorsement for SIGA Core Principles and Universal Standards

Foresee the implementation of appropriate risk assessment and risk management tools

Comply with the national regulatory framework in each jurisdiction where the operator is established and manages sports betting operations

Identify, analyze, oversee and assess the risks related to sports betting integrity in a timely manner with adequate means and expertise, in full cooperation with other relevant stakeholders

Have in place an easily accessible risk assessment and risk management tool

Mobilize in-house expertise or hire sports integrity specialist to analyse data and assess risks

Develop and increase capacity to properly address new and specific risks

Regularly re-assess risk identification and management mechanisms to improve them

Provide regular training to staff on risk assessment and risk management mechanisms

Propose regulatory reforms aimed to enhance sports betting integrity and address the main challenges and threats related with market growth

Proactively ensure that each risk monitored is effectively reduced through a mitigation/contingency plan disclosed to the customers, regulators and shareholders

Establish an Audit and Risk Assessment Unit to propose risk management policies and endorse measures to lower identified risks pursuant international standards, best practices and risks' management principles and guidelines

4.3. Develop mechanisms to block transactions

Implement basic mechanisms to block transactions

Ensure full compliance with national legislative and regulatory provisions related with blocking transactions in each jurisdiction where the operator holds a license

Establish and implement robust mechanisms to block transactions in cooperation with sports organisations and relevant stakeholders

Engage in global alert platforms

Establish consistent and robust practices to collect and retain information related with illegal betting

Have in place a sophisticated and/or innovative system to quickly block suspicious transactions (best practice)

Engage in intelligence exchange for the improvement of detection and blocking systems at global level

Have in place transnational cooperation mech-

		<p>Cooperate with financial institutions to block payments and with central bank authorities and law enforcement to channel information required to investigations to this purpose</p>	<p>anisms, operating with proper expertise and adequate resources, aimed to block financial flows related with suspicious customers and/or transactions, providing full reporting to relevant public authorities in a timely and efficient manner</p>
<p>4.4. Ensure the prompt reporting of irregular or suspicious betting to the competent authorities</p>	<p>Have in place reporting mechanisms to the competent authorities and relevant stakeholders Provide information gathered in relation to suspect bets to public authorities, regulators and sports organisations with due respect to the regulatory framework of each jurisdiction where the operator holds a license and where the consumer is located, notably data protection rules</p>	<p>Have in place reporting mechanisms and engage in regular assessment and monitoring with the competent authorities and relevant stakeholders</p> <p>Comply with the highest reporting standards applicable under the jurisdiction of each territory the betting operator offer bets</p> <p>Establish an efficient reporting mechanism of suspect bets, based on a monitoring system overseeing all the odds in order to detect suspicious betting patterns and the volumes of bets placed.</p> <p>Early warning the sports organizations and betting regulators with immediate alerts whenever abnormal betting patterns are detected and deliver a full written report with all relevant data</p>	<p>Have in place a sophisticated and/or innovative system of monitoring, reporting and interchange of information with the competent authorities and relevant stakeholders (best practices)</p> <p>Engage in international cooperation platforms and put forward proposals for the enhancement of the existing reporting mechanisms</p>

4.5. Ensure responsible gambling measures for the protection of consumers and players of sport betting services, including:

- a. protection of vulnerable consumers, especially young people;
- b. prevention of underage gambling;
- c. time-out and self-exclusion;
- d. player activity and support;
- e. combating fraudulent and criminal behavior;
- f. protection of customer privacy and safeguarding of information;
- g. prompt and accurate customer payment;
- h. fair gaming;
- i. responsible and ethical marketing;
- j. commitment to customer satisfaction and support;
- k. secure, safe and reliable operating environment;
- l. sponsorship and ownership of sporting organisations; and
- m. education and awareness

Foresee the existence of a set of responsible gambling measures for the protection of consumers fully aligned and in compliance with national legislative and regulatory provisions in each jurisdiction where the operator holds a license

Implement and make available a comprehensive system of information to consumers on gambling risks and limitations

Implement and make publicly available a Code of Conduct enunciating criteria and rules for responsible gambling

Comply with the highest responsible gambling standards acknowledged by the gambling industry, regulators and academia

Implement, assess, review and certify responsible gambling policies endorsed by standardization and certification bodies

Have in place a sophisticated and/or innovative system for the protection of consumers and players of sport betting services

Actively pursue, implement and assess a robust and comprehensive set of measures in order to ensure a high level of protection for consumers, bettors and minors through the adoption of principles for sports betting services and for responsible commercial communications of those services, in order to safeguard health and minimise the eventual economic harm that may result from compulsive or excessive gambling

Promote and provide regular training and education on the responsible gambling for relevant persons to ensure they understand problem gambling issues and are able to professionally deal with them

Engage in international cooperation platforms and put forward proposals to uphold the levels of information for consumer's protection

Promote regular campaigns on responsible gambling and raise awareness on this regard, providing consumers with information about gambling preventing the development of gambling related disorders and prevent minors from accessing gambling facilities and discourage consumers from availing of offers which are not allowed and therefore potentially harmful

4.6. Comply with all applicable sports betting related legislation and licensing criteria, and cooperate with the competent public authorities, law enforcement agencies and sporting competitions' organisers

Adopt minimum standards on compliance with the applicable legal and licensing framework

Betting operators shall only offer bets to the consumers of the jurisdictions in which they have an authorization and/or hold a license

Establish mechanisms of cooperation and interchange of information with the competent authorities and relevant stakeholders

Betting operators shall provide and share information with the competent public authorities, law enforcement agencies and sporting competitions' organizers assisting them to tackle and address potential integrity threats or suspect bets

Implement, assess and review a comprehensive compliance system and have in place permanent unit/officer/department to monitor compliance and interact with the competent authorities and relevant stakeholders, allocating sufficient resources and expertise to ensure the normal operations and efficiently enforce the legal provisions and standards

Have in place a sophisticated and/or innovative system of monitoring and compliance

Engage in international cooperation platforms and put forward proposals to uphold the levels of compliance by all stakeholders

Establish agreements and MoUs on information exchange with relevant, national and international stakeholders in order to improve sports betting integrity, to curb fraud and illegal gambling pursuant national legislation and international regulatory frameworks

Regularly assess the implementation of these agreements and the achievement of the outcomes envisaged herein through a neutral and independent oversight

4.7. Conduct money laundering risk assessments across their operations

Adopt minimum standards on risk' assessment and risk management for money laundering

Implement a permanent monitoring system for risk assessment and risk management against money laundering

Have in place a sophisticated and/or innovative system of money laundering risk assessments across its operations

Promote cooperation with the competent authorities and relevant stakeholders to counter the risks relating to money laundering

Engage in international cooperation platforms and put forward proposals to improve globally the existing mechanisms of risk assessment relating to money laundering

<p>4.8. Establish an internal sports betting integrity focal point</p>	<p>Foresee the appointment of an appropriate person or unit responsible for Sports integrity by identifying an in-house resource or bringing in the relevant expertise</p>	<p>Have in place a designated person or unit responsible for Sports Integrity in the organization</p> <p>Develop the betting integrity focal point into a recognized internal risk management function and as the key link with sports organizations and the authorities on betting integrity issues</p>	<p>Proactively contribute to uphold the global levels of coordination and cooperation between the relevant stakeholders designated persons/units as well as national and international sports integrity focal points</p> <p>Engage in the existing international platforms</p>
<p>4.9. Establish a Code of Conduct on Sports Betting Integrity</p>	<p>Foresee the implementation of a Code of Conduct</p>	<p>Implement and enforce a Code of Conduct setting out the guiding and binding rules of the sport betting services, covering internal and external operations</p>	<p>Promote and provide training and education on the Code of Conduct</p> <p>Monitor the implementation of the Code of Conduct</p> <p>Engage with the competent authorities and relevant stakeholders to promote the adoption of similar or joint Codes</p>
<p>4.10. Define the typology and formula of bets to be prohibited, restricted, suspended or voided</p>	<p>Make publicly available the typology and formula of bets to be prohibited, restricted, suspended or voided</p>	<p>Implement comprehensive and detailed information mechanisms defining the typology and formula of bets to be authorised, restricted, suspended or voided</p>	<p>Provide training and education on the type of bets to be prohibited, restricted, suspended or voided</p> <p>Proactively contribute to the improvement of existing mechanisms to define typology and formula of bets to be prohibited, restricted, suspended or voided</p>
<p>4.11. Only offer bets that are explicitly authorised by the competent sports betting regulators</p>	<p>Adopt minimum international standards on information disclosure concerning the only offer bets that re explicitly authorised in the respective jurisdiction</p>	<p>Provide clear and comprehensive information to consumers and players of sport betting services of the only offer bets that are explicitly authorised in the respective jurisdiction</p> <p>Liaise with sports bodies and regulators regarding 'risky' bets and do not offer those which place the sport at particular risk to manipulation</p>	<p>Have in place a sophisticated and/or innovative system providing information to consumers and players of sport betting services of the only offer bets that are explicitly authorised in the respective jurisdiction</p> <p>Engage in international cooperation platforms for the improvement of monitoring systems concerning authorised and unauthorised offer bets</p>

4.12. Establish a credible and efficient Sports Betting Monitoring System

Have in place a basic Sport Betting Monitoring system or submit its activity to a reliable external system

Implement a credible, efficient and reliable Sport Betting Monitoring System susceptible of being evaluated by external auditing and comprising a reporting system so that there is a recognised process for when suspicious account activity is identified

Disclose to law enforcement and regulators trends and results of its sport betting monitoring system

Have in place a sophisticated and/or innovative Sports Betting Monitoring System (best practice)

Engage with the competent authorities and relevant stakeholders to augment the levels of co-operation and exchange of information and improve globally the Sport Betting Monitoring Systems

4.13. Prevent employees from taking advantage of suspicious or irregular betting patterns

State the need to have internal mechanisms to address and counter insider information

Establish policy on using inside information and the possible sanctions that could be faced for breaches

Implement internal mechanisms to address and counter insider information

Regularly monitor compliance

Regular internal training and education on insider information risk

