



SIGA UNIVERSAL STANDARDS & IMPLEMENTATION GUIDELINES

2020 EDITION

GOOD GOVERNANCE IN SPORT
FINANCIAL INTEGRITY IN SPORT
SPORTS BETTING INTEGRITY

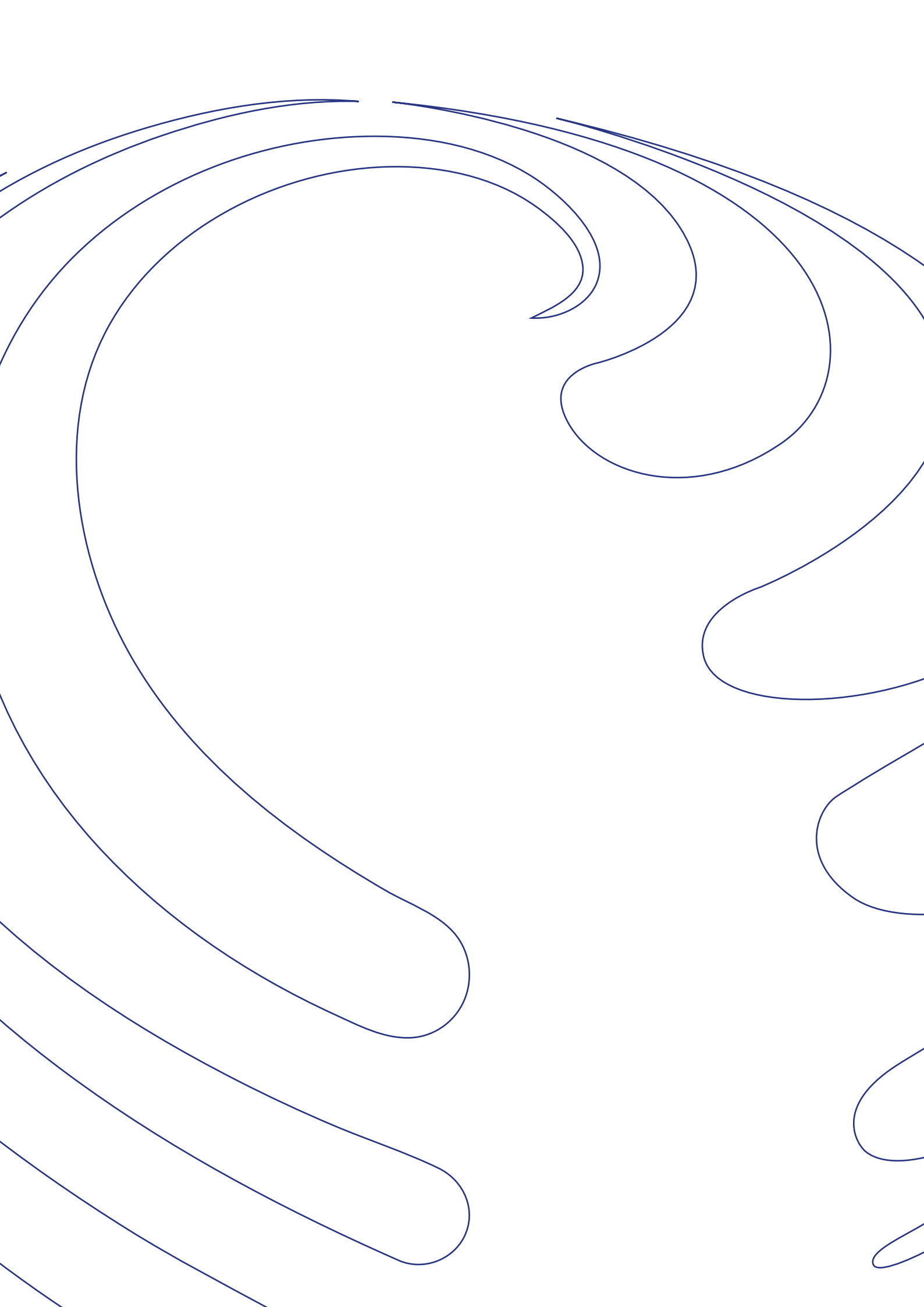


Table of content

ABOUT SIGA	3
STATEMENT OF INTENT	4
INTRODUCTION AND OVERVIEW	6
SIGA UNIVERSAL STANDARDS AND IMPLEMENTATION GUIDELINES	7
• GOOD GOVERNANCE IN SPORT	8
• FINANCIAL INTEGRITY IN SPORT	25
• SPORTS BETTING INTEGRITY	37
SIGA INDEPENDENT RATING AND VERIFICATION SYSTEM (SIRVS)	68

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Email: info@sigasport.com

Website: www.sigasport.com

About SIGA

The sport sector is facing an unprecedented crisis of governance and integrity.

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 at stake.

The fundamental importance and attractiveness of sport in society and the consequent globalised commercial phenomenon with its significant economic footprint and growth trajectory have brought new challenges to the sport sector. Poor governance, obsolete regulations and lack of oversight have also facilitated the proliferation of corruption, 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 and place good governance, financial integrity, transparency, accountability and independent oversight at the top of the agenda. Enhanced cooperation and concerted action are the foundation upon which this new culture must be built.

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 challenges facing sport. The group included sports bodies, governments, anti-corruption NGOs, inter-governmental organisations, and commercial partners.

The group took a major step on 31 January 2017 by becoming a legal entity, as a non-for-profit association under Swiss Law. With offices in Geneva, London and Brussels, SIGA is fast expanding its global footprint with the creation of SIGA AMERICA, in the USA and plans are underway to further expand SIGA's global footprint across Latin America and Asia by the end of the term 2018 - 2022.

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 an independent rating and verification system operated by a neutral body to oversee the implementation of key reforms is the game changer that will give those that invest in sport certainty that the sports properties they invest in are governed to the highest integrity standards, certified by SIGA via the SIGA Independent Rating and Verification System – SIRVS, in partnership with the British Standards Institution.

Today SIGA is the largest independent and neutral multi-stakeholder coalition in the field of sports governance and integrity. With over 100 members, committed supporters and champions from the world of sport, government, international organisations, business and civil society, SIGA pursues a critical mission: to advance the adoption, implementation, monitoring and independent assessment of Core Principles and Universal Standards on Good Governance, Financial Integrity and Sports Betting Integrity and Youth Development and Child Protection across the whole of sport.



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.

Introduction and Overview

The SIGA Universal Standards acknowledge that Sports Organisations 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. They are intended to 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 prevail over.

The Universal Standards define three levels of phased implementation: “Bronze”, “Silver” and “Gold”. These levels are additive and designed to build on each other. This means that the adoption of the Gold level is always inclusive of the Silver and Bronze levels; and the adoption of Silver is always inclusive of Bronze.

Sports Organisations (any international, national and/or local sports federation, competition organiser, club and other relevant sports bodies, including leagues, clubs and players unions) 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.

Sports Organisations are free to self-select into the process at the level they determine appropriate. For example, a smaller Sports Organisation may wish to move directly to adoption at the level of Silver. Larger organisations with compliance structures in place might be able to achieve the level of Gold at the outset.

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 a Sports Organisation may be undertaking good governance.

Adhering Sports Organisations are expected to adopt the Universal Standards in their entirety.

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 must work 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, Sports 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 independent rating and verification 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.

A Sports Organisation cannot achieve this cultural shift alone. Enhanced cooperation and concerted action across Sports Organisations is the foundation upon which this new culture needs to be built. Each Sports Organisation should work with relevant governing bodies, international authorities and partners to advance the global adoption of the SIGA Core Principles and Universal Standards in order to collaborate with partners who share a similar commitment to the adoption of standards in the sport sector.

SIGA UNIVERSAL STANDARDS AND IMPLEMENTATION GUIDELINES



SIGA GOOD GOVERNANCE UNIVERSAL STANDARDS & IMPLEMENTATION GUIDELINES

Introduction

The SIGA Good Governance Universal Standards are to be adopted and implemented by all Sports Organisations that subscribe to the aspirational statement of intent and SIGA's core principles, these core principles are summarised as:

1. The conduct and operation of sport always takes 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 sporting 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 rejection of any form of discrimination.
3. Implement the highest governance standards.
4. Maintain, at all levels in the sports sector, a zero-tolerance policy towards all forms of corruption, bribery and illegal financial dealings.

Where applicable, the Universal Standards reference existing global best practices. A number of frameworks were consulted during the benchmarking and development process which are outlined in Annex 1.

Embedding good governance requires Sports Organisation's to adopt a new culture, one which prioritises financial integrity, transparency, accountability and independent oversight. Ensuring that Board and other oversight functions of the organisation are running properly is critical to achieving good governance. Adopting the core principles and benefits of good governance can also enhance a Sports Organisation's reputation in industry and to the public, helping to build trust and confidence in its operations.

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The Universal Standards acknowledge 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. They are intended to 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 prevail over.

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1. Scope

This standard sets out requirements for the management and operation of a Sports Organisation in order to embed good governance practices in sport.

The requirements are intended to enhance the level of good governance in Sports Organisations and are underpinned by the guiding concepts of democracy, transparency, accountability and stakeholder representation.

This standard is intended for Sports Organisations and can also be of use to government and regulatory departments in helping to establish policies that support good governance in sport.

2. Terms and definitions

2.1 committee

internal organ of the Sports Organisation with executive and/or advisory capacity.

2.2 incompatibilities and impediments

actual or perceived conflict of interest or prohibition of a certain individual, or a certain member, to be a member of or hold a position in more than one body due to conflicting roles or responsibilities

2.3 policy

overall intention and direction of an organisation related to the good governance topic as formally expressed.

2.4 procedure

authorised, specified way to carry out an activity or process.

2.5 social dialogue

platform or process whereby representative organisations of employers and athletes negotiate work related issues and the settlement of related disputes.

2.6 Sports Organisation

any international, national and/or local sports federation, competition organiser, club and other relevant sports bodies, including leagues, clubs, players unions and Olympic committees.

NOTE Sports Organisations can embody different legal forms (e.g. limited company, unincorporated association, charity, mutual societies, and public/state run organisations).

2.7 vulnerable person

person who is at risk of harm or exploitation or undue influence.

3. Democracy

3.1 The Sports Organisation needs an established democratic organisational structure, supported by appropriate processes, and stakeholder representation in order to legitimately and appropriately represent the interests of their constituents. The structure ensures a clear and auditable separation of functions is made between; the governing, regulatory, and administrative roles of the organisation and the execution of its commercial activities.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Structure its governing bodies and internal organs with a democratically elected leadership. • Ensure that there is a separation of powers between the governing, regulatory, executive roles and disciplinary and commercial functions of the organisation by: <ol style="list-style-type: none"> a) creating a separation of departments and personnel on each side and; b) avoiding associated conflicts of interest. • Establish and maintain a fair and free elections policy, that includes: <ol style="list-style-type: none"> a) defining and making publicly available the allocation of votes among members; b) equal opportunities for members to voice opinion and stand for election; c) an independent election committee to ensure that election rules are followed. • Ensure that all elected positions and appointments across all of its members and levels are made publicly available including: <ul style="list-style-type: none"> - an open and fair recruitment process for candidates, including advertising; - details of the roles and job descriptions; - application deadlines; - required competencies; and - appropriate compensation. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Implement and maintain an effective procedure for members to participate in the general assembly and monitor attendance rates for each meeting, and establish rules to govern vote by proxy. • Establish targets for attendance at the general assembly. • Make publicly available eligibility rules for candidates for election. • Implement and maintain a procedure to allow all candidates to run for elections and communicate their vision/programmes with equal opportunity and treatment. • Implement a 'Chinese Wall' between relevant departments to ensure that the separation of function is absolute and protected. • Conduct an annual audit to independently certify the adequate separation of the governing, regulatory and administrative functions. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Implement and maintain an effective governance structure to ensure the independence and clear separation of responsibilities between functions within the organisation and those with disciplinary powers, by not allowing the persons who make the rules to also be members of bodies which: <ol style="list-style-type: none"> 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. • 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. • Make publicly available all decisions of disciplinary bodies and related sanctions.

- Conduct independent due diligence / integrity checks on selected candidates when recruiting for the Board, Committees, disciplinary functions or to perform an executive function within the organisation, prior to their appointment to ensure they reflect the values of the organisation and have the relevant qualifications and professional experience.
- 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.
- Ensure that members approve a constitution in the context of appointment.
- Implement, as a minimum, a general assembly to define rules for:
 - a) clear checks and balances; and
 - b) the division of rights and responsibilities between the general assembly and the Board and other internal organs.

3.2 The Sports Organisation ensures the quality, professionalism, and independence of its Board members to enforce a democratic structure.

Bronze

The Sports Organisation shall:

- Establish and maintain a policy to conduct an independent evaluation of the performance of Board members and decisions on appointment of new Board members, regularly.

Silver

The Sports Organisation shall:

- Implement and maintain a procedure to evaluate performance of the Board and individual Board members at a minimum once a year and including external feedback.

Gold

The Sports Organisation shall:

- Establish and maintain a programme for Board training and skills development and/or regular evaluation of their performance with independent input.
- Set up Board members for high-performance, by ensuring proper induction, on-going self-education and training by international level professionals.

- Conduct an annual audit to assess the Board's skills.

3.3 The Sports Organisation continually reviews and modifies its Board representation and staff to ensure diversity and inclusion of all relevant stakeholders and a representative proportion of independent director(s) to ensure diversity and independence in the boardroom while establishing a minimum set of requirements for the role of directors.

Bronze

The Sports Organisation shall:

- Establish a diversity policy for the boardroom and its staff in terms of age, sex, religion and ethnicity, and geographic representation.
- 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 and make publicly available terms of office that make the boardroom fit for purpose by designing structural requirements that support effective and efficient decision-making, including, but not limited to:
 - a) number of Board members;
 - b) desired experience, expertise, skills, network and qualities of character in the Board – for Board members individually and collectively;
 - c) proportion of Board members to be subject to election or appointment every year;
 - d) maximum number of years/terms for an individual to be able to stay in office; and
 - e) minimum number of years a director can run for election again after they have completed the maximum term.
- Develop detailed job descriptions for key roles in the Board, including areas of operational management oversight.

Silver

The Sports Organisation shall:

- Implement and maintain a Board charter or a Board code of conduct, outlining Board principles and practices.
- Conduct an independent evaluation on the diversity credentials of the Board and staff of the organisation at least once a year that includes external feedback.

Gold

The Sports Organisation shall:

- Implement and maintain an effective mechanism to share good governance practices with other Boards on a regular basis, across sports locally, nationally, regionally and/or internationally.
- Implement and maintain a procedure for ensuring a minimum number of independent directors and diversity of directors.

3.4 The Sports Organisation ensures that individual constituents of disciplinary and appeal bodies and ethics, audit and refereeing committees are independent and impartial, and appointed by the supreme body of the organisation.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish and maintain an Ethics Committee and an Audit & Compliance Committee. • Ensure members of the Ethics and Audit & Compliance Committees, as well as the members of the Refereeing Committee, are appointed by the supreme body of the organisation. 	<p>The Sports Organisation shall</p> <ul style="list-style-type: none"> • Establish and maintain a Nominations Committee responsible for proposing the nominations for members to the Ethics and Audit & Compliance Committees to the relevant supreme body of the organisation. • Appoint independent Board members into the Board based on merit through the Nominations Board 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. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish and maintain an Independent Committee to ensure that all appointments to Committees are fair and free from undue influence.

3.5 The Sports Organisation ensures that its members promote a fair and inclusive environment for athletes, encourage youth development and protection policies and facilitate social dialogue in professional sport.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish and maintain a social dialogue policy as a means to promote sound working relations and contractual stability between the social partners at national and international level and as a minimum, represent the interests of employers (such as leagues or unions of clubs) and athletes (such as the unions). • Establish and maintain an equal opportunity policy for athletes and appropriate development. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Implement and maintain a structured social dialogue procedure between partners, including: <ul style="list-style-type: none"> - organising regular meetings; and - 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. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Implement and maintain a policy and procedure to formally engage social partners to enter into a collective bargaining agreement. • Define mutually acceptable dispute resolution mechanisms to resolve conflicts relating to player/athlete employment contracts, by ensuring that the dispute resolution body is comprised of at least one player and employer representative, as well as an independent chair.

- Establish and maintain protection policies for vulnerable persons.

- Implement and maintain an effective dispute resolution procedure for industrial disputes, and in compliance based on the principles of independence, impartiality and respect of the involved parties' procedural rights.

- Establish an agreement between employers' organisations and athlete unions on the minimum requirements for athletes' contracts.
- Establish education programmes, assistance and career facilities (e.g. pension funds, dual career) for athletes, funded by the organisation.
- Provide social partners voting rights in the decision-making process of the governing body in charge of their respective sport.

4. Transparency & Accountability

4.1 To ensure a Sports Organisation achieves its vision and mission it provides a framework for establishing its objectives and implementation strategy.

Bronze

The Sports Organisation shall:

- Establish an appropriate policy to the organization's long-term vision/mission statement.
- Establish and make publicly available its vision, mission and strategy.

Silver

The Sports Organisation shall:

- Establish measures to support the delivery of the organisation's strategy and measure the effectiveness of meeting the organisation's aims and objectives.
- Review the strategy at least once every second year, including internal strengths and weaknesses and external opportunities and threats.

Gold

The Sports Organisation shall:

- Make publicly available an annual report on progress to achieving the organisational strategy.
- Conduct an independent audit of the organisation's strategy and performance every second year, including assessment of success in meeting organisational targets.
- Include in its mission as a minimum:
 - 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; and
 - f) solidarity and respect for the environment.

4.2 The Sports Organisation embraces a culture of transparency and accountability to foster good governance.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Make publicly available its statutes, policies, processes, rules and regulations, and list of member organisations. • Make publicly available its governance model and governance standards, this includes but is not limited to: making constitutions, statutes, meeting agendas of the general assembly, Board and Committee meetings, available on the organisation’s website. • Make publicly available information relating to its membership and participation, both active and supportive, on an annual basis. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Implement and maintain the procedures and processes for ensuring the effectiveness of its governance in maintaining the integrity of the organisation. As a minimum these procedures and processes shall include: <ol 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 attendance of Board meetings; and k) policies on allowing employment of Board members as consultants. 	<p>The Sports Organisation shall make publicly available:</p> <ul style="list-style-type: none"> • Where practicable, all governance procedures and processes. • The procedure to modify or amend the rules, regulations and processes of the organisation. • Organisational charts for staff, elected officials and committee structures, and other relevant decision-making groups. • A record of the general assembly, for example by producing written minutes, recording or streaming the meeting online and making available for future play back.

4.3 The Sports Organisation has a proactive process to identify and resolve potential and actual conflicts of interest in order to preserve the integrity of the organisation

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish and maintain a conflicts of interest policy to prevent and handle instances of personal and professional conflicts of interest, including: <ol style="list-style-type: none"> a) emphasising that Board members and staff are always to consider what is best for the organisation in any decision; 	<p>The Sports Organisation conflicts of interest procedure shall :</p> <ul style="list-style-type: none"> • Include rules for actual and potential conflicts of interest among Board members relating to the process of making decisions about distribution of funding to member organisations, including granting of loans to and between member organisations. 	<p>The Sports Organisation’s conflicts of interest procedure shall:</p> <ul style="list-style-type: none"> • Implement and maintain a procedure that defines a set of incompatibilities and impediments applicable to executive staff and Board members, devising rules for the extent they are allowed to assume roles in other Sports Organisations.

b) defining what comprises conflicts of interest, personal as well as institutional ones;
 c) defining what constitutes conflict of interest for close family members and friends of Board members and staff;
 d) taking action in cases of failure to declare a conflict of interest; and
 e) consider reversal or reconsideration of a conflicted decision.

- Establish and maintain a gift and hospitality policy, that defines:
 - a) monetary levels of acceptable gifts and hospitality to be given and received in an organisational capacity; and
 - b) internal reporting requirements on giving and receiving gifts and hospitality.

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

- Establish and maintain rules defining the extent to which Board members can carry out paid consultancy work for the organisation during and a defined period after their time in office, including but not limited to how actual and potential conflicts of interests are managed in the decision making process.

- Establish rules for appointing Board members to represent the organisation on Boards of other Sports Organisations.

4.4 The Sports Organisation’s policy and procedures prohibit any form of bribery or corruption within its organisation and in its dealings with third parties; and align with recognised global standards and comply with applicable legislation.

Bronze

The Sports Organisation shall:

- Establish and maintain an anti-bribery and corruption policy and procedure that includes:
 - a) anti-bribery efforts;
 - b) organizational values;

Silver

The Sports Organisation shall:

- Make publicly available its anti-bribery and corruption compliance policy referencing relevant recognised global standards.

Gold

The Sports Organisation shall:

- Make publicly available a declaration and demonstration of compliance with recognised global standards and comply with applicable legislation.

- c) code of conduct;
- d) policies and procedures;
- e) risk management;
- f) internal and external communication;
- g) training and guidance;
- h) internal controls;
- i) oversight;
- j) monitoring and assurance; and
- k) reporting and whistleblowing.

- Appoint a designated person at senior management level with defined responsibilities and authority to promote and ensure the integrity of the organisation.

- Make publicly available a declaration of compliance with relevant recognised global standards and comply with applicable legislation.

- Consult with relevant stakeholders, employees, trade unions or other employee representative bodies as applicable on the development and review of the organisation's anti-bribery and corruption policy.

- Ensure that senior management demonstrate commitment to the organisation's internal controls, ethics and compliance programmes and measures for preventing and detecting bribery and corruption.

- Develop an anti-corruption programme that articulates its values, policies and procedures to prevent bribery from occurring in all activities under its effective control, including with third parties, and in line with the organisation's:
 - a) business circumstances;
 - b) corporate culture;
 - c) size;
 - d) nature of the business;
 - e) potential risks; and
 - f) locations of operation.

- Ensure all employees are competent and knowledgeable of the anti-corruption programme.

- Ensure that human resources practices, including; recruitment, promotion, training, performance evaluation, remuneration and recognition, reflect the organisation's commitment to the anti-corruption programme.

4.5 The Sports Organisation makes publicly available formal and officially audited financial reports reflecting international best practice for public companies to support the principle of transparency with key stakeholders and industry.

Bronze

The Sports Organisation shall:

- Provide formal and officially audited and make publicly available financial reports.
- Make publicly available an account of the financial situation of the organisation, including the organisation's budgets, revenues, expenditures (including salary bands/ranges) and financial assets and liabilities.

Silver

The Sports Organisation shall make publicly available an annual:

- External auditing statement.
- Report, accounting for main activities and results, strategy implementation and the financial situation of the organisation.

Gold

The Sports Organisation shall:

- Apply the principle that all information that can be made publicly available is made publicly available.
- Make publicly available the account for the total individual compensation of Board members and executive staff, including bonuses and travel allowances.

4.6 The Sports Organisation conducts its commercial activities and funding mechanisms in a legal, transparent, and ethical manner.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish, implement and maintain a procurement policy and procedure to pre-empt and manage actual and potential conflicts of interest, 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 supplier’s price, quality and ability to deliver on time. • Conduct 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 fair and objective criteria for selecting hosts of sports events through an independent, evidence based evaluation and decision making process. • Establish a procedure regarding accountability of funds redistributed by organisations to its members or other constituent organisations, including but not limited to development funds, solidarity funds and others, which is audited annually. 	<p>The Sports Organisation shall make publicly available:</p> <ul style="list-style-type: none"> • An account of all sponsorship, media broadcasting and other commercial deals, including information on the granted rights, length of contract and contractual awarding process. • Details of all commercial agreements associated with rights attached to sporting events. • The 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. • A register of funds redistribution, including: <ul style="list-style-type: none"> a) details on the final destination of funds; b) the purpose for which they have been allocated; and c) measures attached to the terms of the redistribution. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Conduct an independent assessment of personal and institutional conflicts of interest in the organisation associated with the procurement process. • Establish a mechanism for contract decisions to be challenged and independently evaluated through internal appeal mechanisms as stated in the procurement policy. • Conduct an independent review to assess whether measures attached to the redistribution of organisation funds have been met. • 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, including, but not limited to; fair ticket pricing and distribution, and measures to prevent reselling of tickets on the black market.

4.7 The Sports Organisation maintains “whistle-blower” policies that encourage and protect those who report any breach of applicable laws, rules and regulations, and the Universal Standards.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish and maintain a whistle-blowing policy and mechanism for anyone to confidently and 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Designate a senior officer in the organisation, or an independent person, to be responsible for 	<p>The Sports Organisation shall make publicly available:</p> <ul style="list-style-type: none"> • The results of any confirmed breaches, how the breaches have

anonymously seek guidance, raise concerns, or report about potential breaches of the organisation's laws, rules and regulations.

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

receiving and managing breaches or potential breaches.

- Establish an internal function to undertake an investigation and ensure any remedial action is taken.
- External auditing statement.
- Report, accounting for main activities and results, strategy implementation and the financial situation of the organisation.

been addressed and the actions implemented to prevent recurrence.

4.8 The Sports Organisation actively encourages the development of programmes that demonstrate the positive role of sport in society with emphasis on the positive impact at the local level.

Bronze

The Sports Organisation shall:

- Establish and maintain policies and activities to address societal issues in sport, including but not limited to:
 - a) how sport can mitigate issues such as violence, discrimination, trafficking and abuse of children and young people in and through sport, and;
 - b) negative environmental impact.

Silver

The Sports Organisation shall:

- Establish, implement and maintain activities that utilise the unique power of sport in generating positive societal change, including but not limited to, 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, or gender equality.

Gold

The Sports Organisation shall establish:

- Programmes and measure their success in encouraging athletes, coaches and referees to become societal role models of fair play and sportsmanship, in and off the field of play. This can include but is not limited to, offering platforms for recognising their integrity leadership, such as establishing prestigious fair play prizes and awards.
- A programme to support the building of the socio-economic case for increased government support to sport and share with relevant policy makers, including but not limited to, documenting the positive contribution of sport in areas such as health, inclusion, gender equality, tourism/economic growth and development of life skills.

4.9 The Sports Organisation promotes ethical behaviour across all of its members and levels in the organisation.

Bronze	Silver	Gold
<p>The Sports Organisation shall implement and maintain a:</p> <ul style="list-style-type: none"> • Code of conduct for directors, athletes, technical and administrative staff and volunteers. • Measuring mechanism for rewarding the ethical behaviour of employees and volunteers. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Conduct training on its code of conduct policy for directors, athletes, staff and volunteers and assess its understanding. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Evaluate the performance of staff and ensure a balanced system of reward is in place based on demonstrated ethical performance and behaviour. • Adopt a zero-tolerance approach to unethical behaviour by directors, athletes, staff and volunteers. • Establish a mechanism to exchange good ethical management practices with other Sports Organisations on a regular basis.

4.10 The Sports Organisation recognises the importance of financial integrity and sports betting integrity in sport.

Bronze	Silver	Gold
<p>The Sports Organisation shall demonstrate explicit and visible support and commitment to financial integrity and sports betting integrity in its organisation.</p>	<p>The Sports Organisation shall make publicly available a declaration of its explicit and visible support and commitment to embedding financial integrity and sports betting integrity in its organisation.</p>	<p>The Sports Organisation shall make publicly available examples of the importance of financial integrity and sports betting integrity in the industry.</p>

4.11 The Sports Organisation complies with all applicable local and national laws and regulations, including anti-corruption laws and relevant clauses in contracts with sponsors and others; and with international human rights standards.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <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. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Make publicly available all decisions of disciplinary bodies and related sanctions, as well as pending cases where applicable. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Make publicly available details of any litigation or other existing legal matters currently being dealt with by the organisation that are not subject to legal professional privilege.

- Ensure that Board members, staff, volunteers, athletes, and other relevant stakeholders are aware of the nature of the organisation's policies and processes.

4.12 The Sports Organisation has an effective cyber security risk management programme to ensure the protection of data privacy and security of its IT and operating systems.

Bronze

The Sports Organisation shall:

- Establish a programme to confirm that Board members, staff and other relevant stakeholders are aware of and understand the organisation's data privacy and IT security policies and processes.
- Conduct and document staff training on IT security policies and processes making these policies and processes readily available.
- Communicate changes to the policy, as and when required.

Silver

The Sports Organisation shall establish, implement and maintain an:

- Annual risk assessment procedure for data privacy and IT security.
- Effective data privacy and IT security mechanism to ensure the security and integrity of all internal systems.

Gold

The Sports Organisation shall:

- Conduct an independent audit annually of its data security and IT systems vulnerability to ensure that all systems are safe and secure.

4.13 The Sports Organisation supports activities that work towards the eradication and influence of criminal practices, networks and organisations.

Bronze

The Sports Organisation shall:

- Establish and maintain a policy to proactively cooperate and coordinate activities with relevant entities at all appropriate levels and departments of government, to work towards the eradication and influence of criminal practices, networks and organisations.
- Establish and maintain a policy for the investigation of threats of criminal activity to sports integrity.
- Cooperate with relevant public authorities on integrity matters, where requested.

Silver

The Sports Organisation shall:

- Implement and maintain a procedure for the coordination with government departments and the investigation of threats.
- Ensure law enforcement and regulatory expertise is available in the organisation.
- Implement a training programme on the importance of the negative impact of organised crime on sports integrity.

Gold

The Sports Organisation shall:

- Appoint a dedicated law enforcement and regulatory expert to assess the threats and mitigate risks of criminal infiltration into the organisation and manage a training programme for members of the organisation.
- Encourage governments, international organisations and sports organisations to be aware of organised crime in sports.

5. Stakeholder representation

- 5.1** The Sports Organisation’s activities support proactive engagement and consultation with key stakeholders and key stakeholder groups that can support their decision-making processes.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish and maintain an effective policy for the review and evaluation of the expectations and concerns of key stakeholders or stakeholder groups, at a minimum once a year. This could include as a minimum, but not limited to, the 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. • Implement and maintain effective stakeholder consultation processes that incorporate stakeholder representation in its decision-making structures and processes and define the key stakeholder or stakeholder groups. This could include but is not limited to, representation of leagues, clubs, athletes and other key stakeholders. • Take into account the views of key stakeholders or stakeholder groups in its decision-making processes. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Implement and maintain a procedure for fans and athletes to provide feedback and input into the organisation’s decision making processes. • Implement and maintain a dialogue and consultation on the formulation and delivery of the organisation’s vision and mission with key stakeholders or stakeholder groups. This could include but is not limited to organising regular stakeholder workshops and inviting key stakeholders to general assemblies. • Utilise the experience/ expertise of key stakeholder or stakeholder groups to support the development and implementation of the organisation’s strategy. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Include representation of key stakeholders or stakeholder groups in its decision-making structures. • Cooperate and coordinate activities with other relevant Sports Organisations and sport related organisations with the purpose of exchanging good practice and approach of good governance processes. • Implement and maintain a system to support member organisations in establishing effective good governance processes. • Where applicable, form strategic alliances to support the successful implementation of the organisation’s strategy with key stakeholder groups.

Annex 1

Related governance frameworks

The frameworks outlined in Annex 1 were consulted during the benchmarking and development process of the Good Governance Standard.

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.
- Premier League Handbook Season 2015/2016 and following.

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.
- 1998 ILO Declaration on Fundamental Principles and Rights at Work.



SIGA UNIVERSAL STANDARD ON FINANCIAL INTEGRITY & IMPLEMENTATION GUIDELINES

The importance of financial integrity in sport

The SIGA Universal Standard on Financial Integrity is to be adopted and implemented by Sports Organisations, including international/national federations and Olympic committees, professional leagues and sports clubs that subscribe to SIGA's Aspirational Statement of Intent and Core Principles on Sport Integrity.

The SIGA Universal Standard aims to provide credible, holistic and effective solutions to meet a series of complex and sophisticated challenges facing financial integrity and transparency in sport, including, but not limited to:

- Increasing globalisation and financial sophistication of sport with the emergence of new products and vehicles, such as "third-party ownership" of economic rights of professional athletes;
- Poor governance, inadequate regulation and lack of effective supervision and independent oversight;
- Lack and/or ineffective club licensing systems, without proper financial criteria, both at national and international level, with the exception of a few cases;
- Lack of a clearing house system to ensure financial integrity and transparency related with domestic and international athletes' transfers and club ownership;
- 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;
- 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 and tax evasion related to sport;
- State aid to sports entities in breach of competition rules; and
- Corruption in the bidding process to host major sporting events.

Whilst there are positive activities at the national and international level, there is also a lack of universal standards for all professional sports, to ensure fair competition, financial integrity and transparency in relation to the selling of broadcasting and media rights, sponsorship agreements and similar commercial arrangements.

Similarly, it is essential that stakeholders have access to high quality and transparent financial reporting to act as cornerstones of good financial governance, in order to prevent bribery and corruption and to hold organisations accountable.

For the purposes of this standard the following definition of financial integrity is used: "[being] sound, whole, reliable and sustainable, fair and principled, responsible and morally upright in financial structures, transactions and relationships."¹

In order to develop this standard, a benchmark was taken from large corporate and international organisations and applied in a sporting context. A number of frameworks, global best practices and existing regulations governing sports financial management were consulted during the benchmarking and development process which are outlined in Annex 1.

¹ "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 <http://sports.growthlab.cid.harvard.edu/publications/pitch-football%E2%80%99s-financial-integrity-weaknesses-and-how-strengthen-them>

1. Scope

This standard sets out requirements for the financial accounting and corporate governance of a Sports Organisation, including anti-money laundering.

The requirements are intended to enhance the level of financial integrity in Sports Organisations and are underpinned by three guiding concepts.²

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.

This standard is intended for Sports Organisations, international/national federations and leagues, Olympic committees and sports clubs (see Table 1) and can also be of use to government and regulatory departments in helping to establish policies that support financial integrity and good governance in sport.

Table 1 – Sections applicable to each type of sports organisation

	Sports Organisations (including Olympic committees)	International/national federations and leagues	Sport Clubs
Financial transparency and integrity	3	6	
Financial sustainability	4	7	
Fiscal responsibility	5		8

2. Terms and definitions

2.1 business relationship

agreement between individuals or organisations entered into for commercial purposes and might be formalised with a legal contract or agreement.

2.2 financial integrity

[being] sound, whole, reliable and sustainable, fair and principled, responsible and morally upright in financial structures, transactions and relationships.³

² Ibid.

³ "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 <http://sports.growthlab.cid.harvard.edu/publications/pitch-football%E2%80%99s-financial-integrity-weaknesses-and-how-strengthen-them>

2.3 intermediary

natural or legal person who, legally or contractually, represents players and/or clubs in negotiations with a view to concluding an employment contract or transfer, or represents clubs in negotiations with a view to concluding a transfer agreement.⁴

2.4 international/national federations

private organisations in charge of governing, regulating and administrating sporting competitions and guarantee the respect for the rules of fair play at the international/national level.

2.5 leagues

legal entities, affiliated to national federations, with autonomous nature and legal and/or statutory powers to organise, regulate and administer professional sporting competitions and commercialise their inherent rights.

2.6 Olympic committees

2.7 policy

overall intention and direction of an organisation related to the good governance topic as formally expressed.

2.8 procedure

authorised, specified way to carry out an activity or process.

2.9 sports club

legal entity set up either as an association under civil law or a sporting limited company, with the purpose of entering into sporting competitions governed and organised by a national or international federation or league.

2.10 Sports Organisation

any international, national and/or local sports federation, competition organiser, club and other relevant sports bodies, including leagues, clubs, players unions and Olympic committees.

NOTE: Sports Organisations can embody different legal forms (e.g. limited company, unincorporated association, charity, mutual societies, and public/state run organisations).

2.11 Third Party

natural or legal person whom the Sports Organisation has a direct relationship or is subject to influence from

NOTE: Third parties might include host countries, broadcasters, and sponsors and include both Sports Organisations and its members.

⁴ FIFA Regulations on Working with Intermediaries <https://resources.fifa.com/image/upload/regulations-on-working-with-intermediaries-2367763.pdf?cloudid=cr6dqxm2adupv8q3ply>

3. Financial Transparency and Integrity

- 3.1** The Sports Organisation prohibits 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
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none">• Establish and maintain an anti-corruption policy within the organisation, that addresses each of the following issues:<ol style="list-style-type: none">a) bribery;b) political contributions;c) charitable contributions;d) gifts, entertainment and hospitality;e) facilitation payments;f) anti-money laundering;g) countering the financing of terrorism; andh) tax and economic sanctions.• Ensure that its anti-corruption policy conforms with all relevant regulatory requirements.	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none">• Establish contractual language in third party agreements to reflect these policies.• Demonstrate organisational leadership to these policies.• Implement and maintain processes to ensure ongoing support, commitment and adherence to these policies including, but not limited to:<ol style="list-style-type: none">a) communicating policies to staff and other stakeholders;b) reviewing periodically the organisations' control and monitoring systems to assess compliance; andc) requiring suppliers and contractors to be selected through a defined, fair and transparent procurement process.	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none">• Assign oversight and accountability for these policies to the appropriate leadership or governing body.• Provide ongoing awareness and education on these policies to all leadership, staff and stakeholders as appropriate to their role.• Establish and maintain consultation process(es) to address any concerns or questions from member leadership, staff and stakeholders regarding the matters covered in these policies.• Implement and maintain a process for all member leadership, staff, stakeholders and third parties to confirm in writing that they comply and are not aware of any breaches with these policies each year.• Implement and maintain an ongoing risk assessment process that includes the consideration and likelihood of corruption risks to existing members.• Review existing and potential third-party business relationships, to assess and address third-party corruption risk.• Implement and maintain ongoing reporting requirements related to the implementation and effectiveness of these policies to the appropriate leadership or governing body.

3.2 The Sports Organisation promotes financial integrity and transparency in its reporting.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Produce and make publicly available annually audited and independently verified financial statements. • Ensure that financial statements and associated filings conform to legal requirements in the relevant jurisdiction. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Implement and maintain procedures that result in an externally audited annual financial report, prepared to high quality accounting standards and in accordance with the International Financial Reporting Standards (IFRS), and made publicly available on the organisation’s website. • Require the production of financial statements as part of funding applications and sports licensing systems. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Disclose details (3 year historical and projected) on material sources of revenue, disbursement of funds, transactions with related parties, details of other relevant shareholdings and intangible assets such as player rights. • Establish independent internal financial audit and compliance functions assisting and reporting to the Board and, where relevant, to the supervisory body.

3.3 The Sports Organisation undertakes 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
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Define the purpose and intended scope of the business relationship with third parties. • Identify and verify the counterparty of financial transactions and source of the funds, above USD 10,000.00. • Establish a policy to report any suspicions that funds are the proceeds of a criminal activity, or are related to terrorist financing, in accordance with national law, to its jurisdiction’s financial intelligence unit (FIU), or the financial regulatory authority in the relevant jurisdiction. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Implement and maintain a procedure to identify the beneficial owner of the third party, including understanding the ownership and control structure of the entity. • Undertake due diligence 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 organization. • Conduct ongoing due diligence on the business relationship and scrutiny of transactions undertaken throughout the course of the relationship to ensure that the transactions being conducted are consistent with the Sports Organisations’ knowledge of the counterparty, their business and risk profile, including, where necessary, the source of funds. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • In the case of a domestic or foreign PEP, (whether as business counterparty or beneficial owner), in addition to performing due diligence measures: <ol style="list-style-type: none"> a) have appropriate risk-management systems to mitigate any conflict of interest; b) obtain senior management approval for establishing such business relationships, or to continue these relationships; c) take reasonable measures to establish the source of wealth and source of funds; and d) conduct enhanced ongoing monitoring of the business relationship to prevent reputational damage.

3.4 The Sports Organisation maintains thorough records of financial transactions in accordance with national data protection laws, for at least five years.

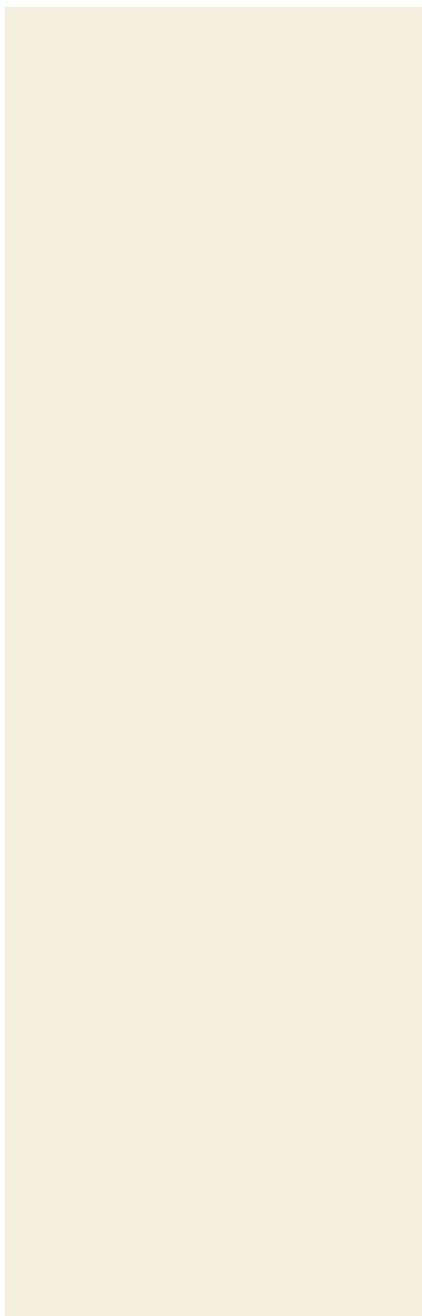
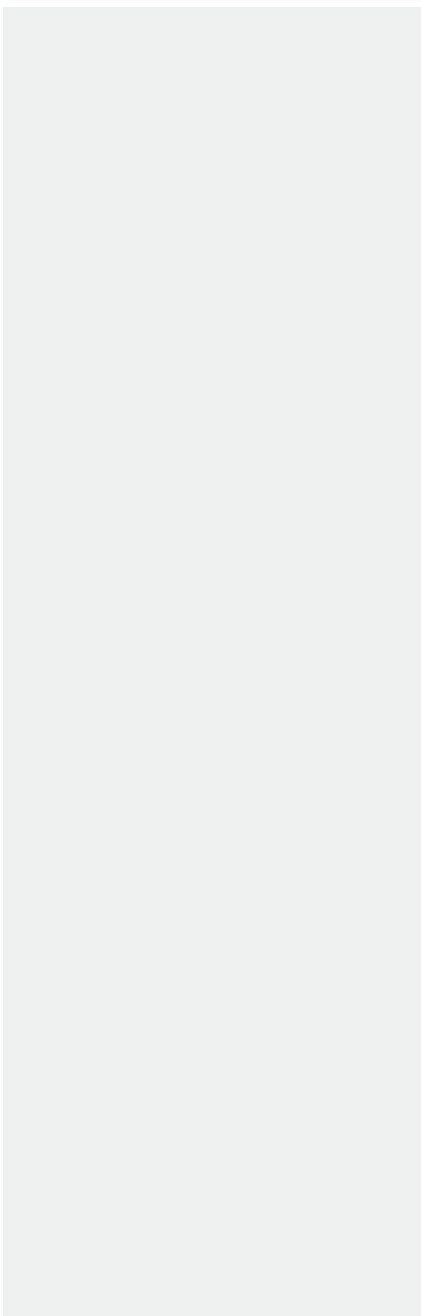
Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Maintain contractual and banking records on transactions and related information. • Retain all necessary records on transactions above USD 10,000.00, both domestic and international, in order to comply swiftly with information requests from the relevant authorities. • Make banking, contractual information and the transaction records available to domestic relevant authorities upon request. 	<p>The Sports Organization shall:</p> <ul style="list-style-type: none"> • Retain and preserve records for all key elements of individual transactions. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Maintain all records obtained through due diligence measures, account files and business correspondence, including the results of any analysis undertaken for at least five years after the business relationship is ended.

4. Financial Sustainability

4.1 The Sports Organisation maintains full transparency with respect to the ownership of its member clubs, potential conflicts of interests, bidding processes and development funds.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish criteria for individuals endeavoring to acquire ownership or controlling holdings of sports clubs, or to become board members including, but not limited to: <ol style="list-style-type: none"> a) identification of conflicts of interest; b) prohibition by law from being a director; c) previous criminal conviction(s); d) bankruptcy or insolvency proceedings; e) previous suspension or ban from involvement in the administration of a sports or professional body; and f) breach of sports betting rules. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish and maintain effective rules and processes regarding notifications in changes of circumstances of beneficial ownership or executives, as appropriate. • Conduct due diligence and promote independent oversight regarding the use of investment/development funds attributed to national or regional members. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish and maintain a beneficial ownership register that can be made available to other clubs operating under the national and international governing bodies/competition organisers, as appropriate. • Implement and maintain an ongoing risk assessment process.

- Establish equivalent criteria for legal entities, as appropriate.
- Declare any ownership interest they may hold in other sports clubs, including direct or indirect ownership by the Sports Organisation itself and/or any of its executives and non-executive directors, as appropriate.
- Adopt ongoing owner or controlling shareholders' tests, maintain current records and require transparency on ownership, control and interests, as appropriate.
- Conduct due diligence on any investors' suitability, origin of funds and ultimate beneficial ownership prior to concluding any club ownership process and/or controlling stake, as appropriate.
- Develop a transparent, open and fair bidding process, with objective selection/award criteria for:
 - a) the organisation of major sports events; and/or
 - b) selling of any rights for commercial purposes (such as audiovisual, sponsorship, ticketing and other commercial relationships).



5. Fiscal Responsibility

5.1 The Sports Organisation acts responsibly in conducting its tax affairs to combat money-laundering and corruption in global sport and to strengthen market integrity through the identification of abusive practices.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish local, regional and global tax conduct policies. 	<p>The Sports Organisation shall make publicly available:</p> <ul style="list-style-type: none"> • Details of any special tax status or exemptions granted to Sports Organisations, major tournament organisers or sponsors. • Local, regional and global tax conduct policies. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Make publicly available global, regional and local tax conduct policies and publish a list with compliant and non-compliant entities.

6. Financial Transparency & Integrity – International/national federations and leagues

- 6.1** International/national federations, and leagues establish a framework to govern the transfer of professional athletes and related financial transactions to ensure proper regulations, supervision and effective integrity and transparency.

Bronze	Silver	Gold
<p>The international/national federation, and league shall, where applicable:</p> <ul style="list-style-type: none"> • Implement and maintain the regulations governing financial transactions related to players' transfers. • Establish and maintain an effective financial oversight mechanism, at national and international level. • Ensure that all documentation submitted in relation to a transfer is an accurate and transparent record of the transaction. 	<p>The international/national federation, and league shall, where applicable:</p> <ul style="list-style-type: none"> • Establish a players' transfer matching system at national and international level. 	<p>The international/national federation, and league shall, where applicable:</p> <ul style="list-style-type: none"> • Ensure that all financial transactions, including those related to player transfers, club ownership and intermediaries' commissions, are made through a clearing house.

- 6.2** International/national federations, and leagues establish a framework to standardise and govern the role and operation of intermediaries.

Bronze	Silver	Gold
<p>The international/national federation, and league shall define criteria and establish and maintain, a registration system for intermediaries to, where applicable:</p> <ul style="list-style-type: none"> • Ensure that payments of commissions and other fees by clubs and players to intermediaries are only made to registered/licensed intermediaries. • Maintain records of any payment or financial obligation (or any series of connected payments or financial obligations relating to the same transaction) 	<p>The international/national federation, and league shall make publicly available, where applicable:</p> <ul style="list-style-type: none"> • All relevant information about the registered/licensed intermediaries including the jurisdiction(s) they are legally based and operate. • The aggregate amounts paid to intermediaries by clubs and players. 	<p>The international/national federation, and league shall, where applicable:</p> <ul style="list-style-type: none"> • Ensure all payments by clubs and players to intermediaries are made through a clearing house, both at national and international level.

made or undertaken by 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:

- 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; or
- e) third party payments.

7. Financial Sustainability – International/national federations, and leagues

7.1 International/national federations, and leagues establish an effective club licensing process for professional club competitions both at a national and international level to help establish financial integrity in sport.

Bronze	Silver	Gold
<p>The international/national federation, and league shall, where applicable:</p> <ul style="list-style-type: none"> • Establish and maintain a system, defining financial criteria for governing participation in national, international, and inter-club competitions. • Establish and appoint independent and impartial club licensing organs, including: <ul style="list-style-type: none"> a) in the first instance a body in charge of managing the licensing process and granting or declining the license; and b) an appeal organ. • Ensure full confidentiality on the information license applicants/ licensees provide during the licensing process. • Establish the principle of “no overdue payables” towards other clubs/sports entities, employees and tax authorities as mandatory 	<p>The international/national federation, and league shall, where applicable:</p> <ul style="list-style-type: none"> • Establish and maintain a cost control mechanism for all expenditure, including players/ coaches, that considers either: <ul style="list-style-type: none"> 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 make publicly available an annual trend analysis report assessing a clubs’ overall performance based on information provided during the licensing process. 	<p>The international/national federation, and league shall, where applicable:</p> <ul style="list-style-type: none"> • Ensure all transactions are made through a clearing house, both at national and international level. • Implement and maintain a procedure to continually monitor the solvency of the organisation and take remedial action where areas of concerned are identified.

criteria of sports licensing systems.

- Prohibit contract provisions that authorise Sports Organisations to obtain forfeiture on any salary from an employee (athlete, coach, administrator), consistent with the provisions in the relevant player contract.
- Establish a catalogue of sanctions in case of breach/non-compliance with relevant licensing requirements.

8. Fiscal Responsibility – Sports clubs

8.1 The sports club acts responsibly in conducting its tax affairs.

Bronze

The Sports Club shall:

- 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 parties involved in transactions within the club and league systems, namely regarding player transfers.

Silver

The Sports Club shall:

- Make publicly available 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.
- Make publicly available 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.

Gold

The Sports Club shall:

- 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 intermediaries are involved in discussions around tax obligations of athletes, in particular in relation to sponsorship deals, image rights arrangements and structure schemes.
- Encourage intermediaries to sign up to the organisation's tax conduct policies.

Annex 1

Related governance frameworks

The frameworks outlined in Annex 1 were consulted during the benchmarking and development process of SIGA's Universal Standard on Financial Integrity.

- 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
- 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
- NFL/NFLPA Collective Bargaining Agreement 2011-2020
- Premier League Handbook Season 2015/2016 and following.



UNIVERSAL STANDARD ON SPORTS
BETTING INTEGRITY &
IMPLEMENTATION GUIDELINES

Importance of sports betting integrity

SIGA's Universal Standard on Sports Betting Integrity is to be adopted and implemented by all Sports Organisations and other public and private entities that subscribe to SIGA's Core Principles on Sport Integrity.

This standard has been developed from SIGA's Core Principles on Sports Integrity, and provides a coordinated, holistic, universal framework to protect the integrity of sport, for the benefit of the whole sport movement, and the wider sporting industry, including sports betting regulators and operators, fans, broadcasters, sponsors, as well as governmental authorities and other key stakeholders.

A number of legislative and regulatory sources as well as policy papers and other relevant documents were consulted during the benchmarking and development process, which are outlined in Annex 1.

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

The development of SIGA's Universal Standard on Sports Betting Integrity follows a pragmatic and action-oriented approach, taking into consideration the following criteria:

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

1. Scope

This standard sets out requirements to support the integrity of sports betting through a set of:

- principles commonly addressed to all stakeholder groups (Governmental Authorities, Sports Organisations, Sports Betting Regulators and Sports Betting Operators); and
- universal requirements specifically addressed to each stakeholder group (see Table 1).

NOTE Where the term stakeholder group in this standard is used this includes Governmental Authorities, Sports Organisations, Sports Betting Regulators and Sports Betting Operators.

Each stakeholder group has a role to play in upholding sports betting integrity.

- **Sports Organisations** – to adopt adequate regulatory and policy measures to enhance the prevention of, and fight against, illegal and criminal activities associated with sports competitions and sports betting.
- **Government Authorities** – to adopt adequate legislative and policy measures to prevent and fight against illegal and criminal activities associated with match-fixing in compliance with the fundamental principles of sports betting integrity.
- **Sports Betting Regulators** – to ensure independence, a proper scope of intervening powers, accountability, security and monitoring of the market and transparency of their operations.
- **Sports Betting Operators** – to effectively prevent and fight against illegal betting, match-fixing, sports betting fraud and other related criminal and fraudulent activities.

Table 1 – Sections applicable to each stakeholder

	Sports Organisations	Government Authorities	Sports Betting Regulators	Sports Betting Operators
3 Common Principles	✓	✓	✓	✓
4 Sports Organisations	✓			
5 Government Authorities		✓		
6 Sports Betting Regulators			✓	
7 Sports Betting Operators				✓

NOTE All stakeholder groups should be aware of the role and responsibilities of each stakeholder and how they interrelate.

2. Terms and definitions

2.1 capacity building program

all forms of planned development and strengthening of human and institutional resources of an organisation in the field of sports betting integrity

2.2 competence

ability to apply knowledge and skills to achieve intended results [SOURCE: BS EN ISO 9000:2015].

2.3 policy

overall intention and direction of an organisation related to the sports betting integrity topic as formally expressed.

2.4 procedure

authorised, specified way to carry out an activity or process.

2.5 stakeholders

any natural or legal person belonging to one of the following categories:

- A. "athlete" means any person or group of persons, participating in sports competitions;
- B. "athlete support personnel" means any coach, trainer, manager, agent, team staff, team official, medical or paramedical personnel working with or treating athletes participating in or preparing for sports competitions, and all other persons working with the athletes; and
- C. "official" means any person who is the owner of, a shareholder in, an executive or a staff member of the entities which organise and promote sports competitions, as well as referees, jury members and any other accredited persons. Official also covers the executives and staff of the international sports organisation, or where appropriate, other competent sports organisation which recognise the competition. ¹

3. Common principles

3.1 Stakeholder groups establish an Integrity Department or Unit or Official to identify, assess and manage the risks linked to the manipulation of sports competitions, illegal betting, sports betting fraud and other related criminal and fraudulent activities.

Bronze	Silver	Gold
<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Establish an Integrity Department or Unit or Official responsible for identifying, assessing and managing the risks linked to the manipulation of sports competitions, illegal betting, sports betting fraud and other related criminal and fraudulent activities in cooperation with Sport Betting Operators, Regulators and Governmental Authorities. • Ensure that the Integrity Department or Unit or Official appoints a designated Integrity Focal Point. • Define the corruption risks faced by the organisation. 	<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Establish and operate an Integrity Department or Unit or Official with statutory responsibility for integrity to analyse and/or review risks, by identifying, quantifying, assessing, managing and mitigating risks (both perceived and actual) on an on-going basis. • Establish the competency of integrity and adequate resources for the Integrity Department or Unit or Official. • Ensure independence of the Integrity Department or Unit or Official and collaborate with regulatory authorities. • Implement and maintain mechanisms that enable secure, effective transparent data exchange with all relevant stakeholders. • Actively participate in the coordination exchange of information platforms and overview of the respective sport or jurisdiction. 	<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Establish an autonomous budget, independent of the governing body, to allocate to the activities of the Integrity Department or Unit or Official.

3.2 Stakeholder groups develop capacity building programs to raise awareness of the relevant rules and ethics of sports betting integrity.

Bronze	Silver	Gold
<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Conduct on-going research, analysis and mapping to identify the need for capacity building programs, including training, 	<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Maintain effective capacity building programs, as well as customised training, education and public awareness initiatives based 	<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Implement and maintain a mechanism to regularly assess the effectiveness of a capacity building program, and related

¹ Council of Europe Convention on the Manipulation of Sports Competitions, <https://www.coe.int/en/web/conventions/full-list/-/conventions/rms/09000016801cdd7e>

education and public awareness initiatives.

- Identify vulnerable participants to improper approaches and the risks they encounter to tailor education programs.
- Implement capacity building programs, and training, education and public awareness initiatives, involving all relevant participants.

on the role within the organisation and type of stakeholder group.

- Implement and maintain a capacity building program to educate and/or train relevant stakeholders to:
 - a) raise awareness of the relevant rules and ethics of sports betting integrity;
 - b) communicate the impact and consequence of failure to uphold integrity; and
 - c) their duty to report improper behavior.

training, education and public awareness initiatives to identify areas for improvement.

3.3 Stakeholder groups establish intelligence gathering and information/fact-finding processes through a two-way exchange with relevant stakeholders.

Bronze	Silver	Gold
<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Implement and maintain protocols and procedures between Sports Organisations and other relevant parties for information gathering and sharing with relevant stakeholders including, but not limited to, the establishment of both formal and informal networks that conform with regulations of personal data protection at national, regional and international level. 	<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Establish and maintain formal memorandums and regulations to enable the exchange of intelligence and information/fact-finding that conform to regulations of personal data at national, regional and international level. 	<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Allocate adequate resource to pursue the global objectives of: <ol style="list-style-type: none"> a) intelligence gathering, data analysis and information sharing; b) proactive contributions to uphold the global levels of intelligence gathering and information/fact-finding; c) mechanisms to share and improve intelligence gathering and information sharing; d) reporting on best practices and case studies to promote the benefits of intelligence gathering and information sharing; and e) establishing evaluation mechanisms to improve intelligence gathering and information exchange between stakeholders.

3.4 Stakeholder groups work towards a national, regional or international integrity platform to facilitate the exchange of information, good practices, intelligence gathering, capacity building, training and awareness initiatives to uphold sports betting integrity and issue follow-up reports, alerts and other relevant information in a timely manner.

Bronze	Silver	Gold
<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Demonstrate that the 	<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Become a member of and 	<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Allocate adequate resources to

organisation considers and follows the good practices and policies issued by the respective national, regional or international integrity platform.

demonstrate participation in a national, regional and/or international integrity platform involving key stakeholders with due respect to international rules and to national/regional regulations where appropriate.

allow an active membership in the respective national, regional or international integrity platform and integrate the global objectives into the organisation's internal policies and activities.

3.5 Stakeholder groups proactively demonstrate adherence to inter-governmental, international binding conventions and agreements including SIGA's Universal Standards.

Bronze	Silver	Gold
<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Demonstrate adherence to inter-governmental, international binding conventions and agreements. 	<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Demonstrate formal adherence, by signing and ratifying the inter-governmental, international binding conventions and agreements in respecting legal means for adhesion, where appropriate. 	<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Allocate adequate resources and prioritisation to pursue the global objectives of the international, inter-governmental, binding conventions and agreements. • Implement and maintain effective systems to demonstrate achievement of the provisions of international and inter-governmental, binding conventions and agreements and proactively contribute to improve international legal norms.

3.6 Stakeholder groups proactively respond to criminal and disciplinary punishable offences in relation to the manipulation of sports competitions, illegal betting, betting fraud and other related criminal and fraudulent activities.

Bronze	Silver	Gold
<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Identify and define the conduct that constitutes a punishable offence(s) in relation to the manipulation of sports competitions, illegal betting, and betting fraud. 	<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Implement and maintain a system for the adoption and enforcement of sport regulations that define, prosecute and sanction the conduct related to these punishable offences. 	<p>Each stakeholder group shall:</p> <ul style="list-style-type: none"> • Allocate adequate resources and prioritisation to pursue the global objectives of sports regulations. • Implement, monitor and evaluate the effectiveness of the provisions defining, prosecuting and sanctioning punishable offences. • Demonstrate a proactive contribution to improve sports regulations and the underpinning monitoring system.

4. Sports organizations

- 4.1** The Sports Organisation is committed to developing and assigning a designated role or unit responsible for sports betting integrity.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish a designated role or unit responsible for sports betting integrity with an adequate level of resources. • Plan the appointment of an appropriate person or unit responsible for sports betting integrity by identifying an in-house resource or bringing in the relevant expertise. • Identify the specific challenges and risks in relation to sports betting integrity in the organisation, its partners and its sport as a whole. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Have in place a designated person or unit responsible for matters relating to sports betting integrity in the organisation assigned with a clear scope of competencies, independence and an adequate level of resources. • Have in place a sports betting integrity risks management plan. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Proactively contribute to uphold the global levels of coordination and cooperation between Sports Organisations designated persons/units as well as national and international sports Integrity Focal Points. • Engage in existing international platforms.

- 4.2** The Sports Organisation proactively defines disciplinary offences and statute of limitations to address sports betting integrity.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Define the actions or behaviours that constitute disciplinary offences, including but not limited to, the establishment of a statute of limitations. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Undertake effective disciplinary investigations according to the definition of a sports betting integrity disciplinary offence, within the framework of a statute of limitations. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish, define and implement appropriate sanctions, in balance with other disciplinary provisions for the organisation. • Establish objectives for the time taken to conduct disciplinary investigations and make the outcomes publicly available. • Demonstrate active promotion of the improvement and harmonisation of disciplinary and sporting sanctions.

- 4.3** The Sports Organisation develops and adheres to an Integrity Code of Conduct to illustrate its commitment to sports betting integrity.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish, implement and maintain an Integrity Code of Conduct applicable to all stakeholders, including but not limited to athletes, referees, coaches/ managers, officials, administrators and others, in relation to integrity and related activities. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Undertake effective disciplinary investigations according to the definition of a sports betting integrity related disciplinary offence, for breaches of the Code of Conduct. • Demonstrate active promotion and provide education on its Code of Conduct amongst stakeholders so that all are aware of its content and key features. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Monitor the effectiveness of its Code of Conduct amongst stakeholders. • Demonstrate the promotion of the adoption of similar or joint codes in other Sports Organisations.

4.4 The Sports Organisation’s policy and procedures support stakeholders to report on any breaches in sports betting integrity.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish and maintain an effective whistle-blowing policy that covers as a minimum: <ul style="list-style-type: none"> a) reporting mechanisms; b) reporting of information in a timely manner; c) an obligation to report; d) whistle-blower and witness protection mechanisms; e) confidentiality and anonymity of the whistleblower, as appropriate; and f) encouragement for whistle blowers to come forward. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish, implement and maintain an effective whistle-blowing procedure ensuring accurate and timely responses and procedures. • Establish a designated role 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. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Make publicly available, at least on an annual basis, a report with the number of cases reported, the case outcomes, and the follow up activity taken. • Make publicly available reporting and sanctioning procedures associated with breaches of this standard.

4.5 The Sports Organisation adheres to fair and transparent disciplinary proceedings in the event of a breach in sports betting integrity.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Recognise the respect and protection of fundamental procedural rights in sports betting disciplinary proceedings. • Implement and maintain 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Establish and maintain fair, transparent, impartial and independent disciplinary proceedings providing for: <ul style="list-style-type: none"> a) neutrality; b) declaration of conflicts of 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Implement a monitoring system to regularly assess if the disciplinary proceedings are respectful of fundamental procedural rights.

a policy for transparent and independent disciplinary proceedings based on the principles of a due fair process assuring, in particular:

- a) guarantees of natural justice rights for the alleged offender such as adversarial principle;
- b) appropriate and proportional sanctions;
- c) publicity of the decisions;
- d) the right of appeal;
- e) respect of confidentiality and anonymity for witnesses; and
- f) provisional measures.

interest; and

- c) strict rules over communications between the panel and the sport body itself.

- Establish, implement and maintain an effective mechanism to ensure the disciplinary proceedings are in alignment with international or national codes.

4.6 The Sports Organisation adopts regulations to prevent sports manipulations and uphold the integrity of sports competitions.

Bronze

The Sports Organisation shall:

- Ensure regulatory frameworks relating to the manipulation of sports competitions, betting and inside information, align with national legislation, and international binding agreements, where relevant.
- Identify and promote current regulatory frameworks by implementing tools to fight sports manipulations, illegal betting, and inside information.
- Establish, implement and maintain an effective mechanism to ensure regulatory frameworks are aligned with the minimum requirements of international or national codes.

Silver

The Sports Organisation shall:

- Establish, implement, and maintain effective regulations to address sports manipulations at all levels of the sport.
- Establish, implement and maintain an effective mechanism to ensure the detail and practical application of sports integrity rules.
- Ensure disciplinary bodies members are competent to conduct any disciplinary proceedings on sports betting integrity issues.
- Implement a system to ensure that the governing body has the powers, competence and resources, to conduct disciplinary investigations.

Gold

–The Sports Organisation shall:

- Demonstrate proactive contributions to uphold the global levels of coordination between stakeholders involved in disciplinary proceedings.
- Demonstrate cooperation with regulatory enforcement authorities in the investigation of sports manipulations, fraud and illegal betting, and inside information, as appropriate.
- Establish, implement and maintain an effective mechanism to regularly assess regulations in order to identify areas for improvement.

4.7 The Sports Organisation proactively helps government and regulators to determine the types and formulas of betting offered on sports competitions.

Bronze

The Sports Organisation shall:

- Conduct a betting risk

Silver

The Sports Organisation shall:

- Contract with Sports Betting

Gold

The Sports Organisation shall:

- Regularly monitor the effective

assessment that includes liaising with the regulator and betting operators to evaluate, study and determine which betting types, formulas and competitions are the most prone to fixing or comprise the higher integrity risk in the organisation and sport.

- Establish ongoing dialogue and cooperation with regulators and Sports Betting Operators to share information on suspicious and irregular betting activity in relation to the sport.

Operators to make betting on risky types, formulas and competitions prohibited and enshrined in the licensing process, where applicable.

- Establish, implement and maintain effective mechanisms with regulators and Sports Betting Operators to share information on suspicious and irregular betting activity in relation to the sport.

enforcement of prohibitions on betting on risky types, formulas and competitions.

4.8 The Sports Organisation adheres to or creates a monitoring, information/intelligence sharing system aligned with best practices and international standards, such as SIGA’s Universal Standards.

Bronze

The Sports Organisation shall:

- Develop a policy and procedures for an information/ intelligence sharing platform.
- Develop points of contact.
- Agree to establish or to take part on an information/ intelligence-sharing platform.
- Allow for use in criminal and disciplinary procedures of evidence collected from an information/ intelligence sharing platform in compliance with the national laws applicable to the protection of personal data.
- Establish information sharing arrangements with Sports Betting Operators and national betting regulators in compliance with the national laws applicable to the protection of personal data.

Silver

The Sports Organisation shall:

- Establish an effective information/ intelligence sharing platform.
- Ensure a betting monitoring system is in place.
- Secure the electronic sharing of information/ intelligence in compliance with the national laws applicable to the protection of personal data.

Gold

The Sports Organisation shall:

- Regularly assess the performance of the information/ intelligencesharing platform to identify areas for improvement.
- Achieve or work towards an ISO accreditation for data security.
- Promote the use of an international information/ intelligence sharing platform and share their experience with other Sports Organisations for transfer knowledge purposes.
- Promote high-level reporting on successful exchanges.

4.9 The Sports Organisation adopts a proactive risk-based approach in regards to sports betting integrity.

Bronze	Silver	Gold
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Identify the risks to sports betting integrity. • Implement a risk-based approach, assessment procedure, in dealing with sports betting integrity matters. • Establish and maintain an appropriate risk assessment and risk management tools to assist in managing both internal and external financial risk, and other threats that might arise in the context of sports betting. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Assign responsibility to the Integrity Department or Unit or Officer to manage the risk assessment procedure. • Mobilise in-house expertise or hire a sports betting integrity specialist to regularly analyse data and assess risks. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • Regularly review the risk identification and management mechanisms in order to identify areas for improvement. • Provide regular training to staff on risk assessment and risk management mechanisms.

5. Government Authorities

5.1 Regulate the sports betting market in the respective jurisdiction and allocating resources for proper enforcement and compliance.

Bronze	Silver	Gold
<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Conduct risk assessment and mapping to assess the national betting market and its relations with other national betting markets. • 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). • Establish a gambling regulator and related gambling legislation. • Open channels of informal communications and information 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • 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. • Have requirement procedures for sports organizations and sports regulators to provide betting information and intelligence. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Have adequate tools for control and independent review of regulatory impact assessment allowing for the regulation of the national betting market and work actively to improve it. • Establish mechanisms to allow prosecute actively non-compliant betting operators in the relevant jurisdiction. • Have adequate assessment tools for control and independent review of efficiency of the gambling regulator. • Establish enhanced regional and international networks and partnerships to share methods and information with other national regulators in compliance with the national laws applicable to the protection of personal data.

communications and information exchange (voluntary).

5.2 Establish a national sports integrity focal point (e.g. individual, agency, committee, unit, panel to coordinate action across public authorities and other stakeholders).

Bronze	Silver	Gold
<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • 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>Government Authorities shall:</p> <ul style="list-style-type: none"> • Have in place a national sports Integrity Focal Point. • Actively participate in the coordination of action across public authorities through, notably, intelligence gathering and information sharing. • Actively follows any alert issued on sports betting integrity breaches by competent authorities in compliance with the regulatory framework in place. • To work actively on the promotion and implementation of the provisions of the Convention of the Council of Europe on the Manipulation of Sports Competitions related to national platforms. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Proactively contribute to uphold the global levels of coordination between stakeholders and improve the mechanisms for cooperation through national sports Integrity Focal Points. • Provide adequate resources to the enforcement agencies tasked with implementing all the policies and regulations. • Promote training and education programs on national sports Integrity Focal Points.

5.3 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.

Bronze	Silver	Gold
<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Identify and promote current legislation offering tools to fight sports manipulations, illegal betting, etc. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Implement and enforce a comprehensive legal framework tackling manipulations, illegal betting, etc. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Have adequate assessment's tools for control and independent review over efficiency of legislation tackling manipulations, illegal

- Conduct gap analysis and frame/map for introduction of new offence(s).
- Establish robust/ effective and efficient sport's legislation tackling manipulations, illegal betting, etc.

- Have an expert sport prosecutor.

- 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.

5.4 Define the boundary and interdependency between sport regulation and state legislation.

Bronze	Silver	Gold
<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • 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/ suspicions of betting related match-fixing or allow the sports federation to pursue a disciplinary sanction. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • 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?) 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Actively participate in the current initiatives aiming at building a new model of autonomy of sport.

5.5 Enhance rules and procedures regarding the collection, treatment, sharing and exchange of related intelligence and information.

Bronze	Silver	Gold
<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Recognise the need to share information and intelligence with relevant stakeholders. • Establish baseline framework for managing data. • Establish both informal and formal information sharing agreements in compliance with the national laws applicable to the protection of personal data. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Have strong policies and procedures in place for managing the sport integrity intelligence lifecycle. • Establish procedures for securing data (personal data and non-personal data). • Have protective legal measures in place. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Have ISO standards in place for the management of sports integrity intelligence lifecycle. • Ensure information sharing between law enforcement agencies and private sector. • Establish a national Sports Betting Integrity Forum between main stakeholders (sports federations, police and regulator) to ensure efficient exchange of information, identification of emerging risks, and sharing ideas.

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

Bronze	Silver	Gold
<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Conduct analysis and mapping for identification of needs for capacity building programs, as well as training, education and public awareness initiatives. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Deliver strong capacity building programs, as well as training, education and public awareness initiatives based on robust methodology. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • 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.

5.7 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.

Bronze	Silver	Gold
<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • 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. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • 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. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Have adequate assessments tools for control and independent review over the use of resources collected through funding criteria and work actively to improve it.

5.8 Recognise and protect, through proper legislation, the sports organisers’ rights and engage them in any licensing process.

Bronze	Silver	Gold
<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Conduct analysis and mapping for identification of legislation allowing for recognising and protecting the sports organiser’s rights and engage them in any licensing process. • Conduct gap analysis and frame/map for introduction of new legislation. • 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>Government Authorities shall:</p> <ul style="list-style-type: none"> • 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. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Have adequate assessments tools for control and independent review over efficiency of legislation recognising and protecting the sports organisers’ rights and engaging them in any licensing process and work actively to improve it.

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

Bronze	Silver	Gold
<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Plan for the implementation of whistle-blowing procedures (ombudsman, independently-run integrity hotline, etc.). • Encourage whistle-blowers and establish protection mechanisms in cooperation with law enforcement authorities. • 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. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • 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. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • 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.

5.10 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.

Bronze	Silver	Gold
<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • 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. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Implement and enforce a comprehensive legal framework in respect to the liability of legal persons. • Promote, through legislation and governmental endorsement, the admission of Sports Organisations' to criminal proceedings. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • 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. • Prioritise action against the manipulation of sport competitions, illegal betting, illegal fraud and related offenses with regard to the liability of legal persons.

5.11 Have in place proper mechanisms on how to collect, share and use information for disciplinary purposes in compliance with the national / regional laws applicable to the protection of personal data.

Bronze	Silver	Gold
<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Encourage policy and procedures for collecting information from interviews to physical information. • Encourage sport policy to advise on athlete’s rights during interview. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • 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. • Ensure athlete’s rights representation. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • 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.

5.12 Ensure fair and effective investigative procedures and ensure resources and prioritization for such procedures.

Bronze	Silver	Gold
<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • 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. • 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. • Establish specific legislation allowing for fair and effective investigative procedures (investigations policy, complaint procedures, whistle- blowers, etc.) and ensuring resources and prioritisation for such procedures. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • 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 prioritisation for such procedures. • Have an oversight Committee. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Have adequate assessment tools for control and independent review over provisions ensuring fair and effective investigative procedures and resources and prioritisation for such procedures.

5.13 Adopt personal data protection mechanisms.

Bronze	Silver	Gold
<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Conduct analysis and mapping for identification of legislation allowing for personal data protection mechanisms. • Conduct gap analysis and frame/map for introduction of new legislation allowing for personal data protection mechanisms. • Adopt legislation setting minimum standards and best practices in matters of personal data protection mechanisms. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Implement and enforce a comprehensive, effective and efficient legal and regulatory framework on personal data protection. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Promote the regular monitoring and improvement of personal data protection legal and regulatory framework. • Engage with Sport Organisations, betting regulators and operators and other relevant stakeholders in strengthening the cooperation platforms to agree on proportionate and adequate personal data protection mechanism. • Promote training and education programs directed at the public administration and to the public.

5.14 Carry out consumer protection policies.

Bronze	Silver	Gold
<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Conduct analysis and mapping for identification of legislation allowing for consumer protection policies. • Conduct gap analysis and frame/map for introduction of new legislation allowing for personal data protection mechanisms. • Adopt legislation setting minimum standards and best practices in matters of consumer protection policies. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Implement and enforce a comprehensive, effective and efficient legal and regulatory framework concerning consumer protection. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Promote the regular monitoring and improvement of personal data protection legal and regulatory framework. • Engage with Sports Organisations, betting regulators and operators and other relevant stakeholders in strengthening the cooperation platforms to agree on proportionate and adequate consumer protection policies.

5.15 Set up an appropriate and proportional sanctioning framework through the criminal law and procedure.

Bronze	Silver	Gold
<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Conduct analysis and mapping for identification of legislation allowing for appropriate and proportional sanctioning framework. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Implement the best international practices in respect to the sanctioning framework for sport integrity violations, by adopting comprehensive legislation in that respect. 	<p>Government Authorities shall:</p> <ul style="list-style-type: none"> • Have adequate assessment's tools for control and independent review over of the sanctioning framework and work actively to improve it.

- Conduct gap analysis and frame/map for introduction of new legislation allowing for appropriate and proportional sanctioning framework.
- Adopt legislation setting minimum standards and best practices of the sanctioning framework.

- Engage with Sports 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.

6. Sport Betting Regulators

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

Bronze	Silver	Gold
<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> • Have in place basic benchmark parameters and methods for combatting illegal betting, betting fraud and sports manipulations. 	<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> • Have a set of 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. • Convene a national Sports Betting Integrity Forum between main stakeholders (sports federations, police and regulator) to ensure efficient exchange of information, identification of emerging risks, and sharing ideas. 	<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> • 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. • Establish enhanced international networks and partnerships to share methods and information to sports betting regulators in other jurisdictions.

6.2 Enforce applicable sports betting legislation.

Bronze	Silver	Gold
<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> • Identify and promote current laws offering tools to fight sports manipulations, illegal betting, betting fraud, etc. • Conduct need assessment and map the introduction of new legislation – if necessary. 	<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> • Apply legislation in place to tackle sports manipulations, illegal betting and betting fraud at national level. • 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. 	<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> • Regularly assess legislation to advise governmental authorities on possible improvements. • Monitor compliance.

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

6.3 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.

Bronze

Sports Betting Regulators shall:

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

Silver

Sports Betting Regulators shall:

- Follow fit-to-purpose investigation policies set up by governmental authorities and be respectful of complaint procedures in all regulatory activities.
- Provide investigators and prosecutors with the necessary resources/information to perform their work.

Gold

Sports Betting Regulators shall:

- Monitor the functioning and effectiveness of investigations and the prosecution of offences to identify possible weaknesses and make up for those.
- Engage in platforms of transnational cooperation for investigations and prosecution procedures with partner betting regulators overseas.

6.4 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.

Bronze

Sports Betting Regulators shall:

- Conduct analysis and mapping for identification of legislation allowing for collaboration with and support to Sports Organisations and betting operators.
- Conduct gap analysis and frame/map for introduction of new legislation allowing for collaboration with and support to Sports Organisations and betting operators.

Silver

Sports Betting Regulators shall:

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

Gold

Sports Betting Regulators shall:

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

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

Bronze	Silver	Gold
<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> Identify and formulate specific rules with regards to conflicts of interest notably between regulators and operators as well as between operators and Sports Organisations. 	<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> 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. Define appropriate scope for conflicts of interest notably with regards to relatives and business partners. Maintain a register of interests - and declared conflicts of interests - for senior officials and staff within relevant stakeholders. 	<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> 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. Monitor the implementation of the rules on conflicts of interests. Publish reporting and sanctioning procedures associated with breaches of the conflict of interest rules.

6.6 Develop information on betting types and competitions/bets that are most vulnerable to fraud and corruption.

Bronze	Silver	Gold
<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> 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>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> 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>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> Regularly monitor / Put in place monitoring and control procedures the market to see how prevalent risky bets are and sanctions infringers when prohibited bets are proposed – including through fines, suspensions or license removals.

6.7 Monitor individual bets.

Bronze	Silver	Gold
<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> • 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. • 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>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> • Implement and enforce rules for handling monitoring of individual bets. • 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>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> • Monitor the functioning and effectiveness of the monitoring system of individual bets and work actively to improve it.

6.8 Suspend betting when an appropriate alert has been issued, pursuant to the national legislation, including through transnational judiciary mutual assistance.

Bronze	Silver	Gold
<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> • State the need for timely suspension of bets when they have been red flagged. 	<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> • Define the different types of control that are necessary and develop the alert indicators and instrument panels associated to these. • Implement the timely suspension of bets for which an adequate alert has been issued. 	<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> • Monitor the functioning and effectiveness of alert settings and follow up to identify possible weaknesses and make up for those. • Establish platform of transnational cooperation for early warning and general red flagging with partner betting regulators overseas as well as betting operators.

6.9 Monitor, block, close and restrict consumers' access to illegal and unlicensed sports betting operators.

Bronze	Silver	Gold
<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> • State the need for measures preventing illegal and unlicensed sports betting operators' activities. • Gather and disclose intelligence on illegal and unlicensed betting operators in the respective jurisdiction. 	<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> • 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. • Implement the blocking, closing 	<p>Sports Betting Regulators shall:</p> <ul style="list-style-type: none"> • Coordinate with international partners the implementation of the prevention measures aimed at illegal and unlicensed operators. • Regularly monitor and disclose updated information on legal/illegal and unlicensed sports

or restricting of the access to illegal and unlicensed betting operators and the advertising on their platforms - in compliance with applicable national laws.

betting operators and domains used to offer gambling.

6.10 Require disclosure of beneficial ownership of betting operators.

Bronze

Sports Betting Regulators shall:

- State the support for the disclosure of ownership of betting operators.

Silver

Sports Betting Regulators shall:

- Implement mechanisms to access information on beneficial ownership of sports betting operators.

Gold

Sports Betting Regulators shall:

- Regularly disclose updated information on the beneficial ownership of betting operators in the jurisdiction.

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

Bronze

Sports Betting Regulators shall:

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

Silver

Sports Betting Regulators shall:

- Implement internal mechanisms to address and counter insider information.
- Regularly monitor compliance.

Gold

Sports Betting Regulators shall:

- Internal regular training and education on insider information risk.

7. Sport Betting Operators

7.1 Ensure cooperation and information sharing mechanisms are in place with Sports Organisations and the relevant stakeholders.

Bronze

Sports Betting Operators shall:

- State the endorsement for SIGA Core Principles and Universal Standards.
- 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.

Silver

Sports Betting Operators shall:

- Establish a unit/officer/ department in charge of information exchange and relationship with sport organisations and sport stakeholders.
- Adopt the best regional / international standards and practices in information sharing and communication with the competent authorities and relevant stakeholders.
- Conclude memorandums of understanding and other

Gold

Sports Betting Operators shall:

- Engage in national/ regional and international cooperation platforms and put forward proposals for the enhancement of the existing cooperation mechanisms.
- Have in place robust, efficient assessment mechanisms to enhance effectiveness and compliance of the cooperation agreements and proactively work to the improvement of existing cooperation mechanisms.

binding agreements envisaging to foster efficient information sharing mechanisms and strengthening cooperation with Sports Organisations and other stakeholders at a national, regional and international level - in compliance with the national laws applicable to the protection of personal data.

- Ensure a proper oversight over the MoUs and agreements allocating sufficient human, technical and financial resources to its enforcement and best implementation.

7.2 Ensure compliance with the legal framework and jurisdictions and proactivity engage in risks' assessment and management.

Bronze

Sports Betting Operators shall:

- 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.

Silver

Sports Betting Operators shall:

- Identify, analyse, 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.
- Mobilise 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.

Gold

Sports Betting Operators shall:

- 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.

7.3 Develop mechanisms to block transactions.

Bronze	Silver	Gold
<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • 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. 	<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • 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. • 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>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • 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 mechanisms, 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.

7.4 Ensure the prompt reporting of irregular or suspicious betting to the competent authorities.

Bronze	Silver	Gold
<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • 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>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • Have in place reporting mechanisms and engage in regular assessment and monitoring with the competent authorities and relevant stakeholders. • Comply with the highest reporting standards applicable under the jurisdiction of each territory the betting operator offer bets. • 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. • Early warning the Sports Organisations and Betting 	<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • 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). • Engage in international cooperation platforms and put forward proposals for the enhancement of the existing reporting mechanisms.

Regulators with immediate alerts whenever abnormal betting patterns are detected and deliver a full written report with all relevant data.

- 7.5** 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. combatting fraudulent and criminal behaviour;
 - 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 Sports Organisations; and
 - M. education and awareness.

Bronze

Sports Betting Operators shall:

- 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.

Silver

Sports Betting Operators shall:

- Implement and make available a comprehensive system of information to consumers on gambling risks and limitations / and the need to set limits.
- Implement and make publicly available a Code of Conduct / Charter 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.

Gold

Sports Betting Operators shall:

- 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 national, regional and 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.

7.6 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.

Bronze

Sports Betting Operators shall:

- 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' organisers assisting them to tackle and address potential integrity threats or suspect bets.

Silver

Sports Betting Operators shall:

- 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.

Gold

Sports Betting Operators shall:

- Have in place a sophisticated and/or innovative system of monitoring and compliance.
- Engage in national, regional and 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.

7.7 Conduct money laundering risk assessments across their operations.

Bronze	Silver	Gold
<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • Adopt minimum standards on risk' assessment and risk management for money laundering. 	<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • Implement a permanent monitoring system for risk assessment and risk management against money laundering. • Promote cooperation with the competent authorities and relevant stakeholders to counter the risks relating to money laundering. 	<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • Have in place a sophisticated and/or innovative system of money laundering risk assessments across its operations. • Engage in national, regional and international cooperation platforms and put forward proposals to improve globally the existing mechanisms of risk assessment relating to money laundering.

7.8 Establish an internal sports betting integrity focal point.

Bronze	Silver	Gold
<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • 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>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • Have in place a designated person or unit responsible for Sports Integrity in the organization. • Develop the betting integrity focal point into a recognised internal risk management function and as the key link with sports organizations and the authorities on betting integrity issues. 	<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • 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. • Engage in the existing international platforms.

7.9 Establish a Code of Conduct on Sports Betting Integrity.

Bronze	Silver	Gold
<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • Foresee the implementation of a Code of Conduct. 	<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • 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>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • Promote and provide training and education on the Code of Conduct. • Monitor the implementation of the Code of Conduct. • Engage with the competent authorities and relevant stakeholders to promote the adoption of similar or joint Codes.

7.10 Define the typology and formula of bets to be prohibited, restricted, suspended or voided.

Bronze	Silver	Gold
<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • Make publicly available the typology and formula of bets to be prohibited, restricted, suspended or voided. 	<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • Implement comprehensive and detailed information mechanisms defining the typology and formula of bets to be authorised, restricted, suspended or voided. 	<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • Provide training and education on the type of bets to be prohibited, restricted, suspended or voided. • Proactively contribute to the improvement of existing mechanisms to define typology and formula of bets to be prohibited, restricted, suspended or voided.

7.11 Only offer bets that are explicitly authorised by the competent sports betting regulators.

Bronze	Silver	Gold
<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • Adopt minimum international standards on information disclosure concerning the only offer bets that re explicitly authorised in the respective jurisdiction. 	<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • 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. • Liaise with sports bodies and regulators regarding 'risky' bets and do not offer those which place the sport at particular risk to manipulation. 	<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • 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. • Engage in international cooperation platforms for the improvement of monitoring systems concerning authorised and unauthorised offer bets.

7.12 Establish a credible and efficient Sports Betting Monitoring System.

Bronze	Silver	Gold
<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • Have in place a basic Sports Betting Monitoring system or submit its activity to a reliable external system. 	<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • 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. 	<p>Sports Betting Operators shall:</p> <ul style="list-style-type: none"> • 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 cooperation and exchange of information and improve globally

- Disclose to law enforcement and regulators trends and results of its sport betting monitoring system - in compliance with the national laws applicable to the protection of personal data.

the Sports Betting Monitoring Systems.

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

Bronze

Sports Betting Operators shall:

- 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.

Silver

Sports Betting Operators shall:

- Implement internal mechanisms to address and counter insider information.
- Regularly monitor compliance.

Gold

Sports Betting Operators shall:

- Regular internal training and education on insider information risk.

Annex 1

Related References and Materials

The documents outlined in Annex 1 were consulted during the development process of the Sports Betting Integrity Standard.

Main references

- [UN Convention against Transnational Organized Crime](#) (2003)
- [UN Convention against Corruption](#) (2003)
- Council of Europe revised [Code of Sports Ethics](#) (2010)
- [EU Green Paper on online gambling](#) in the Internal Market - SEC 321 final (2011)
- [INTERPOL – Match-fixing in Football](#), Training Needs Assessment (2013)
- [SportAccord – Code of Conduct](#) on Sports Betting Integrity for athletes and officials (2013)
- [Sorbonne – ICSS Guiding Principles](#) for Protecting the Integrity of Sports Competitions (2014)
- [Council of Europe Convention](#) on Manipulation of Sports Competitions (2014)
- Olympic Movement Code on the [Prevention of the Manipulation of Competitions](#) (2015)
- [UNODC – ICSS Resource Guide](#) on Good Practices in the Investigation of Match-Fixing (2016)
- [INTERPOL – IOC Handbook](#) on Protecting Sport from Competition Manipulation - Integrity in Sport Initiative (2016)
- Transparency International - Global [Corruption Report: Sport](#) (2016)
- SIGA (Sport Integrity Global Alliance) Principles and [Universal Standards on Sports Betting Integrity](#) - (2017)
- IOC-UNODC “ [Reporting Mechanisms in Sport: A Practical Guide for Development and Implementation](#)” (2019)

Relevant sources and supporting materials

- <http://sorbonne-icss.univ-paris1.fr/media-and-press-zone/>
- <https://www.lawinsport.com/content/articles/anti-corruption/item/match-fixing-the-biggest-threat-to-sport-in-the-21st-century-part-1>
- https://www.iris-france.org/wp-content/uploads/2017/06/PRECRIMBET_2017_FINAL.pdf
- <http://www.fatf-gafi.org/media/fatf/documents/reports/ML%20through%20the%20Football%20Sector.pdf>
- http://www.asser.nl/media/2625/betting-related-match-fixing_final-report-2014.pdf
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- <https://www.sbif.uk/images/Documents/INTERPOL-IOC-Handbook-on-Protecting-Sport-from-Competition-Manipulation.pdf>
- https://www.unodc.org/documents/treaties/UNCAC/WorkingGroups/workinggroup4/2016-August-22-24/Presentations/IOC_-_Ms._Ingrid_Beutler.pdf
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Annex 1

Related References and Materials

Relevant sources and supporting materials

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About SIRVS

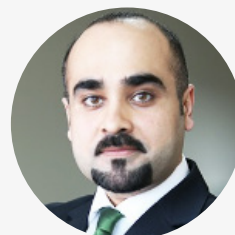
1. The SIGA Independent Rating and Verification System (SIRVS) is an integral part of SIGA's ecosystem to usher sport and the wider sporting industry into a new era of enhanced governance, integrity, transparency and accountability. In summary, SIRVS is the game changer that the sports industry needs!
2. The purpose of SIRVS is to assess and rate the sporting organisation's level of implementation of and compliance with the SIGA Universal Standards.

SIRVS is what the sponsors and those that invest in sport are demanding to give them the certainty that their investments are protected from the risk of reputational damage.



Michael Robichaud
Senior Vice President,
Global Sponsorship
Mastercard

"Mastercard has supported SIGA's reform agenda since the early days as we believe that from a sponsor's perspective, preserving sport integrity is integral to protecting our investments & reputation. Today's consumers are more demanding and as a global business that has a vested interest in the sports industry, we expect the same accountability as our consumers from the sports we sponsor. SIGA & its independent rating and verification system will be the game changer that the sport industry needs."



Babar Rahman
Head of Global Marketing,
Sponsorships and IFE & Connectivity,
Qatar Airways

"We sponsor passion. Reputational risk keeps us awake at night. For brands, sponsorship is no longer about putting your logo up. It is about protecting your brand. There is currently nothing out there for sponsors to evaluate their investments. We are SIGA Founding Members and Qatar Airways is excited about SIGA's Rating System. We will use this tool when carrying out our due diligence."



3. SIRVS must be rigorous, impartial, objective and strictly independent. In order to ensure impartiality, SIGA decided to appoint a third party to operate the system, with SIGA retaining overall supervision and strategic control and intellectual property rights.
4. SIRVS will provide a reliable basis and a strong incentive to sports organisations to comply with the SIGA Universal Standards. SIRVS will be published on an annual basis, with the support of a strong global media campaign.
5. SIGA envisages the following phases in order to carry out SIRVS:
 - Phase 1 - 2019 to 2020: Pilot Projects with the SIGA Early Adopters to test SIRVS
 - Phase 2 - 2021 to 2022: Sporting organisations that solicit SIRVS
 - Phase 3 - 2022 onwards: All sporting organisations (solicited & unsolicited)
6. The successful bidder of the international tender process to award the contract to an independent third party, [the British Standards Institution \(BSI\)](#), was announced on stage during the opening session of the fifth edition of the SIGA Sport Integrity Forum on 26 March 2019 at New York Athletic Club.

For more details check out the wrap up release from [the SIGA Sport Integrity Forum V, News York Athletic Club, March 2019](#).

About BSI



BSI is a business improvement organisation, shaping best practice for over 100 years, through helping organizations around the world embed excellence, build competence and capability for sustainable growth. This is underpinned by BSI's role as a national standards body for and through our prestigious Royal Charter. Through expertise, BSI transfers knowledge through ongoing training, certification programs, information and performance tools; As a global leader in helping organizations improve, our clients range from high profile brands to small, local companies in 193 countries worldwide. Given the nature of SIRVS, it is important for SIGA to rely on the experience of a world-class rating company with known value in the market place.



Steven Wilson
Business Development Manager
BSI

"BSI is delighted to be chosen as the partner to work on implementing SIGA's Rating and Verification System. We are honoured to be associated with this vital initiative and BSI looks forward to playing its part in transforming the integrity of global sports."

For more details on the process, please email **Katie Simmonds, General Counsel & Senior Director, Global Partnerships, SIGA**, at katie.simmonds@siga-sport.com.



**Are you a sports organisation that wants to be a pioneer
in terms of governance of your organisation?**

If so, participate in the pilot phase of SIRVS.



 siga-sport.com  [@SIGAlliance](https://twitter.com/SIGAlliance)  [@sigalliance](https://www.instagram.com/sigalliance)