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SIGA UNIVERSAL STANDARDS ON GOOD GOVERNANCE IN SPORT **2023** EDITION

IMPLEMENTATION GUIDELINES



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LEADING THE WAY FOR SPORT INTEGRITY WORLDWIDE



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WHO WE ARE

SIGA is the world's leading and largest organisation for Sport Integrity.

We are creating a whole new landscape for the sports industry by delivering independent global rating and certification for world sport. Why? To ensure it is governed and operates under the highest integrity standards:

THE SIGA UNIVERSAL STANDARDS ON SPORT INTEGRITY.

Funded by our Members, SIGA is a non-for profit global independent organisation.

We pursue one vital aim: To ensure sport is governed under the highest integrity standards and its reputation is protected.

OUR VISION

SIGA works towards a vision of sport played and governed under the highest integrity standards, free from any form of unethical, illicit, and criminal activity, to safeguard sports values and ensure its positive impact and benefits to all citizens.

OUR MISSION

The mission of SIGA is to provide global leadership, promote good governance and safeguard the integrity of sport through a set of universal standards operated by an independent, neutral, and global body.



JOIN THE SPORT INTEGRITY GLOBAL ALLIANCE

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.

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A GLOBAL COALITION CALLED SIGA

On 02 November 2015, 20 organisations came together to create an informal coalition to lead an international private-public partnership to tackle the numerous and urgent 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 and Brussels, SIGA is fast expanding its global footprint with the creation of continental subsidiaries including **SIGA EUROPE** (Lisbon) **SIGA AMERICA** (Washington), **SIGA LATIN AMERICA** (Sao Paulo) and plans to create SIGA ASIA.

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.

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 partners 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, Sports Betting Integrity** and **Youth Development and Protection** across the whole of sport.

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SIGA INDEPENDENT RATING & VERIFICATION SYSTEM

WHAT IS SIRVS?

SIRVS IS AN INTEGRAL PART OF SIGA'S ECOSYSTEM TO LEAD SPORT AND THE WIDER SPORTING INDUSTRY INTO A NEW ERA OF ENHANCED GOVERNANCE, INTEGRITY, TRANSPARENCY AND ACCOUNTABILITY

SIRVS **assesses and rates** sport organisations' level of implementation of and compliance with the SIGA **Universal Standards on Sport Integrity**.

SIRVS is strictly independent, impartial, neutral, rigorous and objective.

SIRVS is delivered by a group of SIGA trained independent third-party auditors with SIGA retaining overall Management, oversight and strategic control of the scheme and all related intellectual property rights.

SIRVS is collaborative and provides sports organisations with a road map of what excellence looks like to support their ongoing governance journeys.

SIRVS provides a reliable foundation and a strong incentive to sports organisations to comply with the **SIGA Universal Standards on Sports Integrity** and provide confidence to stakeholders.

SIRVS IS THE GAME CHANGER THAT THE SPORTS INDUSTRY NEEDS!

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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, sports betting integrity and youth development and protection. 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.

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SIGA UNIVERSAL STANDARDS - 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.

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Specific programs to assist with capacity building, information sharing, and implementation challenges are part of the SIGA offering, with a particular focus on helping Sporting Organisations that may need additional support. Please refer to the SIRVS chapter of this booklet for more information.

Those Sports 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.



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SIGA GOOD GOVERNANCE UNIVERSAL STANDARDS

2023 EDITION

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:

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.

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.

Implement the highest governance standards.

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.

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Embedding good governance requires Sports Organisation's to adopt a new culture, one which prioritizes 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.

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 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.

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.

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 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

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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.

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.

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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

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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 and players unions

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

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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"> B3.1.1 Structure its governing bodies and internal organs with a democratically elected leadership. 	<p>The Sports Organisation shall:</p>	<p>The Sports Organisation shall:</p>
<ul style="list-style-type: none"> B3.1.2 Ensure that there is a separation of powers between the governing, regulatory, executive roles and disciplinary and commercial functions of the organisation by: 	<ul style="list-style-type: none"> S3.1.2.1 Implement and maintain a 'Chinese Wall' between relevant departments to ensure that the separation of function is absolute and protected. 	<ul style="list-style-type: none"> G3.1.2.1 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

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<p>a) creating a separation of departments and personnel on each side and;</p> <p>b) avoiding associated conflicts of interest.</p>	<ul style="list-style-type: none"> • S3.1.2.2 Conduct an annual audit to independently confirm adequate separation of the governing, regulatory and administrative functions. 	<p>allowing the persons who make the rules to also be members of bodies which:</p> <p>a) monitor adherence to the rules;</p> <p>b) consider cases of potential breaches of the rules;</p> <p>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.</p> <ul style="list-style-type: none"> • G3.1.2.2 Ensure that the governing, regulatory and administrative functions of an organisation, and the execution of its commercial activities are structured to demonstrate independence and the avoidance of conflict of interest. • G3.1.2.3 Make publicly available all decisions of disciplinary bodies and related sanctions.
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<ul style="list-style-type: none"> • B3.1.3 Establish and maintain a fair and free elections policy that includes: <ul 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. 		
<ul style="list-style-type: none"> • B3.1.4 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 inclusive open and fair recruitment process for candidates, including advertising; ○ details of the roles and job descriptions; ○ application deadlines; ○ required competencies; and ○ appropriate compensation. 	<ul style="list-style-type: none"> • S3.1.4.1 Make publicly available eligibility rules for candidates for election. • S3.1.4.2 Implement and maintain a procedure to allow all candidates to run for elections and communicate their vision/programmes with equal opportunity and treatment. 	

<ul style="list-style-type: none"> • B3.1.5 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. 		
<ul style="list-style-type: none"> • B3.1.6 Ensure that judicial processes are free from political influence. 		
<ul style="list-style-type: none"> • B3.1.7 Establish a right of appeal to an impartial body (e.g. Court of Arbitration for Sport), including a globally accepted standard of dispute resolution. 		<ul style="list-style-type: none"> • G3.1.7.1 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.

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<ul style="list-style-type: none"> • B3.1.8 Ensure that members approve a constitution in the context appointment. 		
<ul style="list-style-type: none"> • B3.1.9 Implement, as a minimum, a general assembly to define rules for: <ul style="list-style-type: none"> a) clear checks and balances; and b) the division of rights and responsibilities between the general assembly and the Board and other internal organs. 	<ul style="list-style-type: none"> • S3.1.9.1 Implement and maintain an effective procedure for members to participate in the general assembly and to monitor attendance rates for each meeting and establish rules to govern vote by proxy. • S3.1.9.2 Establish targets for attendance at the general assembly. 	

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

BRONZE	SILVER	GOLD
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • B3.2.1 Establish and maintain a policy to conduct an independent regular (at least annual) evaluation of: <ul style="list-style-type: none"> a) the performance of Board and its members and b) decisions on appointment of new Board members. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • S3.2.1.1 Implement and maintain a procedure to evaluate performance of the Board and individual Board members at a minimum once a year taking into account external feedback. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • G3.2.1.1 Establish and maintain a programme for Board training and skills development and/or regular evaluation of their performance with independent input. • G3.2.1.2 Enable the Board members for high-performance, by ensuring proper induction, on-going self-education and training by appropriate professionals • G3.2.1.3 Conduct an annual audit to assess the Board's competency and skills.
<ul style="list-style-type: none"> • B3.2.2 Implement and maintain a documented process for the management of risk to include: 		

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<p>a) The assessment of both the internal and external influences including the needs and concerns of its stakeholders, with respect to its aims and objectives and determine the risks and opportunities that need to be addressed.</p> <p>b) Defined approaches for identification, analysis, mitigation, on-going management, and review of risks.</p>		
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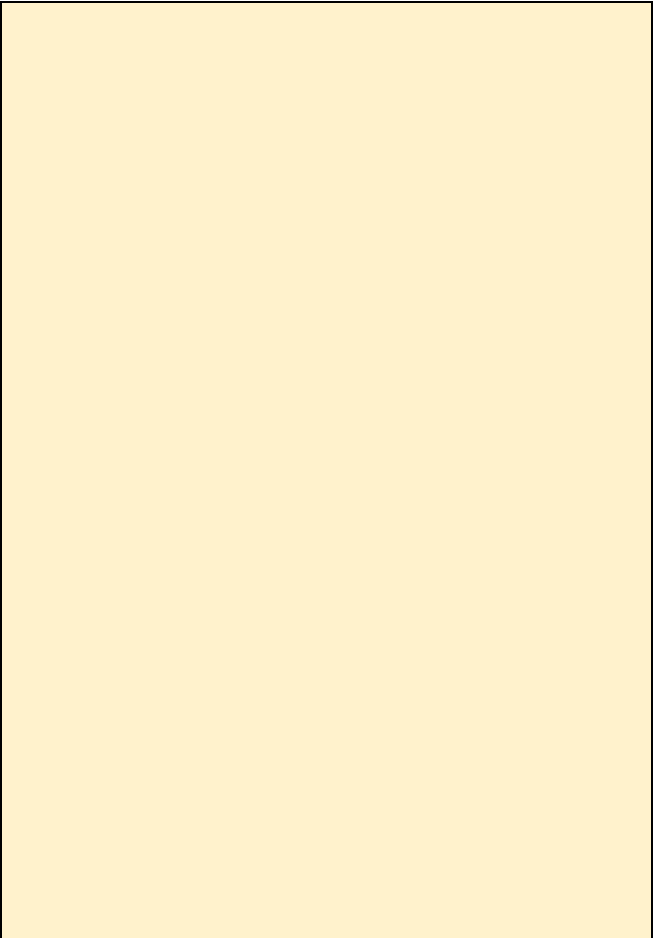
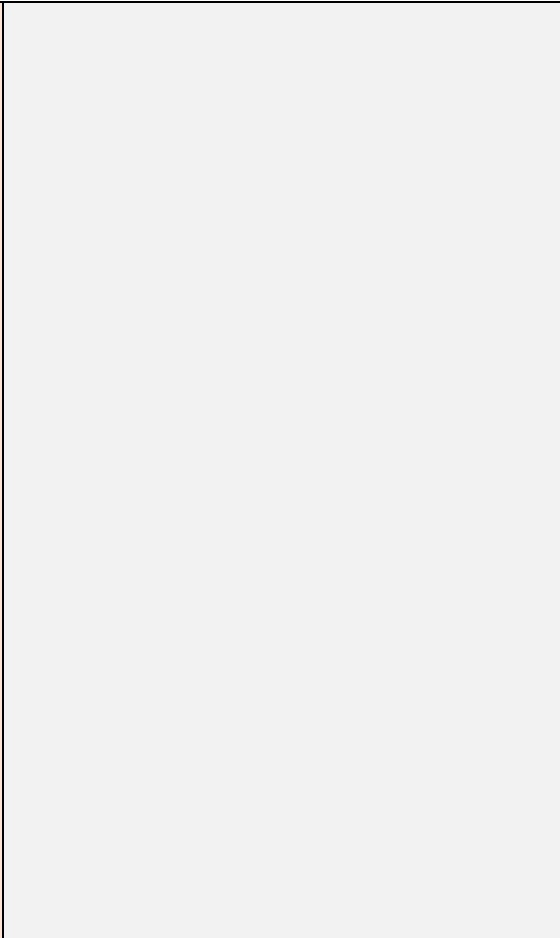
3.3 The Sports Organisation continually reviews and modifies its Board representation and staff to ensure diversity and inclusion of all relevant stakeholders and a representative proportion of independent director(s) to ensure diversity and independence in the boardroom while establishing a minimum set of requirements for the role of directors.

BRONZE	SILVER	GOLD
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> B3.3.1 Establish and maintain: 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> S3.3.1.1 Conduct an independent evaluation on the 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> G3.3.1.1 Implement and maintain a procedure for ensuring a minimum

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<p>(a) a diversity policy for the boardroom and its staff in terms of age, sex, religion and ethnicity, and geographic representation; and</p> <p>(b) an ongoing review process to ensure diversity and inclusion policies are appropriate and in line with any new legislation.</p>	<p>diversity credentials of the Board and staff of the organisation at least once a year that includes external feedback.</p> <ul style="list-style-type: none"> • S3.3.1.2 Establish and maintain a system in place for handling and dealing with all discrimination complaints including the investigation, root cause and follow up actions. 	<p>number of independent directors and diversity of directors.</p> <ul style="list-style-type: none"> • G3.3.1.2 Implement and maintain a programme for EDI/ unconscious bias training to ensure a culture of diversity and inclusion. • G3.3.1.3 Adopt recruitment processes to ensure diversity and inclusion. • G3.3.1.4 Achieve: <ol style="list-style-type: none"> a) a minimum of 30% of each gender on its Board; and b) demonstrate a strong and public commitment to achieving gender parity and greater diversity on its Board in terms of ethnicity and competence.
<ul style="list-style-type: none"> • B3.3.2 Define a role of the Board, to provide control and strategic direction and necessary approvals. 	<ul style="list-style-type: none"> • S3.3.2.1 Implement and maintain a Board charter or a Board code of conduct, outlining Board principles and practices. 	<ul style="list-style-type: none"> • G3.3.2.1 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

- B3.3.3 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, inclusivity, and integrity of 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



<ul style="list-style-type: none"> B3.3.4 detailed job descriptions for key roles in the Board, including areas of operational management oversight. 		
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3.4 The Sports Organisation ensures that individual constituents of disciplinary and appeal bodies and ethics, audit and referring 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"> B3.4.1 Establish and maintain an Ethics Committee and an Audit & Compliance Committee. 	<p>The Sports Organisation shall</p> <ul style="list-style-type: none"> B3.4.1.1 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. B3.4.1.2 Appoint independent Board members into the Board based on merit through the Nominations Board committee, 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> G3.4.1.1 Establish and maintain an Independent Committee to ensure that all appointments to Committees are fair and free from undue influence.

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	<p>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>	
<ul style="list-style-type: none"> • B3.4.2 Ensure members of the Ethics and Audit & Compliance Committees, as well as the members of the Referring Committee, are appointed by the supreme body of the organisation. 		

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"> • B3.5.1 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). 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • S3.5.1.1 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. • S3.5.1.2 Define the minimum contractual requirements that are applicable to employer/employee agreements 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • G3.5.1.1 Implement and maintain a policy and procedure to formally engage social partners to enter into a collective bargaining agreement. • G3.5.1.2 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. • G3.5.1.3 Establish an agreement between employers' organisations

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	<p>and ensure they are included in player/athlete contracts.</p> <ul style="list-style-type: none"> • S3.5.1.3 Implement and maintain an effective dispute resolution procedure for disputes, and in compliance based on the principles of independence, impartiality and respect of the involved parties' procedural rights. 	<p>and athlete unions on the minimum requirements for athletes' contracts.</p>
<ul style="list-style-type: none"> • B3.5.2 Establish and maintain an equal opportunity policy for athletes and appropriate development. 		<ul style="list-style-type: none"> • G3.5.2.1 Establish training and education programmes, assistance and career facilities (e.g. pension funds, dual career) for athletes, funded by the organisation. • G3.5.2.1 Provide social partners voting rights in the decision-making process of the governing body in charge of their respective sport
<ul style="list-style-type: none"> • B3.5.3 Establish and maintain protection policies for vulnerable persons. 		

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4 DEMOCRACY

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

BRONZE	SILVER	GOLD
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> B4.1.1 Establish an appropriate policy to the organization’s long-term vision/mission statement. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> S4.1.1.1 Establish measures to support the delivery of the organisation’s strategy and measure the effectiveness of meeting the organisation’s aims and objectives. S4.1.1.2 Review the strategy at least once every second year, including internal strengths and weaknesses and external opportunities and threats. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> G4.1.1.1 Conduct an independent audit of the organisation’s strategy and performance every second year, including assessment of success in meeting organisational targets. G4.1.1.2 Include in its strategy as a minimum: <ul style="list-style-type: none"> a) development and promotion of sport through non-profit organisations, b) promotion of the values of sport,

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		<ul style="list-style-type: none"> c) promotion of EDI and the prevention and eradication of racism and other forms of discrimination, d) organisation of competitions, e) ensuring a fair sporting content at all times, f) protection of the members and athletes; and, g) solidarity and respect for the environment and sustainability.
<ul style="list-style-type: none"> • B4.1.2 Establish and make publicly available its vision, mission, and strategy. 		<ul style="list-style-type: none"> • G4.1.2.1 Make publicly available an annual report on progress to achieving the organisational strategy.

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"> • B4.2.1 Make publicly available its statutes, policies, processes, rules 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • S4.2.1.1 Implement and maintain the procedures and 	<p>The Sports Organisation shall make publicly available:</p>

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<p>(including competition rules) and regulations, and list of member organisations.</p>	<p>processes for ensuring the effectiveness of its governance in maintaining the integrity of the organisation. As a minimum these procedures and processes shall include:</p> <ul style="list-style-type: none"> a) profiles of Board members and their contact information; b) Board charter and relevant policies covering areas such as conflicts of interest, gifts and hospitality and travel; c) register of declared conflicts of interest; d) register of gifts and hospitality given and received; e) minutes of Board meetings or register of Board decisions; f) strategy and status on implementation; 	
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	<ul style="list-style-type: none"> 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. 	
<ul style="list-style-type: none"> • B4.2.2 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. 		<ul style="list-style-type: none"> • G4.2.2.1 Where practicable, all governance procedures and processes. • G4.2.2.2 The procedure to modify or amend the rules, regulations, and processes of the organisation.
<ul style="list-style-type: none"> • B4.2.3 Make publicly available information relating to its membership 		<ul style="list-style-type: none"> • G4.2.3.1 Organisational charts for staff, elected officials and committee structures, and other relevant decision-making groups.

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<p>and participation, both active and supportive, on an annual basis</p>		<ul style="list-style-type: none"> G4.2.3.2 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.
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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"> B4.3.1 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"> 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"> S4.3.1.1 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 	<p>The Sports Organisation's conflicts of interest procedure shall:</p> <ul style="list-style-type: none"> G4.3.1.1 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.

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<ul style="list-style-type: none"> 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. 	<p>and between member organisations.</p> <ul style="list-style-type: none"> • S4.3.1.2 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. 	<ul style="list-style-type: none"> • G4.3.1.2 Establish rules for appointing Board members to represent the organisation on Boards of other Sports Organisations.
<ul style="list-style-type: none"> • 4.3.2 Establish and maintain a gift and hospitality policy, that defines: <ul style="list-style-type: none"> 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. 		

<ul style="list-style-type: none"> • B4.3.3 Establish and maintain a travel policy for all persons travelling on behalf of the organisation, including: <ul style="list-style-type: none"> 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. 		
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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	SILVER	GOLD
The Sports Organisation shall:	The Sports Organisation shall:	The Sports Organisation shall:

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<ul style="list-style-type: none"> • B4.4.1 Establish and maintain an anti-bribery and corruption policy and procedure that includes: <ul style="list-style-type: none"> a) anti-bribery efforts; b) organizational values; 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. 	<ul style="list-style-type: none"> • S4.4.1.1 Make publicly available its anti-bribery and corruption compliance policy referencing relevant recognised global standards. • S4.4.1.2 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. 	<ul style="list-style-type: none"> • G4.4.1.1 Make publicly available a declaration and demonstration of compliance with recognised global standards and comply with applicable legislation. • G4.4.1.2 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: <ul style="list-style-type: none"> a) business circumstances; b) corporate culture; c) size; d) nature of the business; e) potential risks; and f) locations of operation. • G4.4.1.3 Ensure all employees are competent and knowledgeable of the anti-corruption programme.
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		<ul style="list-style-type: none"> G4.4.1.4 Ensure that human resources practices, including; recruitment, promotion, training, performance evaluation, remuneration and recognition, reflect the organisation's commitment to the anti-corruption programme.
<ul style="list-style-type: none"> B4.4.2 Appoint a designated person at senior management level with defined responsibilities and authority to promote and ensure the integrity of the organisation. 	<ul style="list-style-type: none"> S4.4.2.1 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. 	
<ul style="list-style-type: none"> B4.4.3 Make publicly available a declaration of compliance with relevant recognised global standards and comply with applicable legislation. 		

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	SILVER	GOLD
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> B4.5.1 Provide formal and officially audited and make publicly available financial reports. 	<p>The Sports Organisation shall make publicly available an annual:</p> <ul style="list-style-type: none"> S4.5.1.1 External auditing statement. S4.5.1.2 Report, accounting for main activities and results, strategy implementation and the financial situation of the organisation. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> G4.5.1.1 Apply the principle that all information that can be made publicly available is made publicly available.
<ul style="list-style-type: none"> B4.5.2 Make publicly available an account of the financial situation of the organisation, including the organisation’s approved budgets, revenues, expenditures (including salary bands/ranges) and financial assets and liabilities. 		<ul style="list-style-type: none"> G4.5.2.1 Make publicly available the account for the total individual compensation of Board members and executive staff, including bonuses and travel allowances.

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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"> B4.6.1 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. 	<p>The Sports Organisation shall:</p>	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> G4.6.1.1 Conduct an independent assessment of personal and institutional conflicts of interest in the organisation associated with the procurement process.
<ul style="list-style-type: none"> B4.6.2 Conduct open and transparent tenders and contract management for major commercial and procurement contracts, including, but not limited to, those in relation to media, sponsorship, broadcasting and construction of sporting infrastructure. 	<ul style="list-style-type: none"> S4.6.2.1 Make publicly available an account of all sponsorship, media broadcasting and other commercial deals, including information on the granted rights, length of contract and contractual awarding process. 	<ul style="list-style-type: none"> G4.6.2.1 Establish a mechanism for contract decisions to be challenged and independently evaluated through internal appeal mechanisms as stated in the procurement policy.

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	<ul style="list-style-type: none"> • S4.6.2.2 Make publicly available details of all commercial agreements associated with rights attached to sporting events. 	
<ul style="list-style-type: none"> • B4.6.3 Establish fair and objective criteria for selecting hosts of sports events through an independent, evidence based evaluation and decision making process. 	<ul style="list-style-type: none"> • S4.6.3.1 Make publicly available 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. 	
<ul style="list-style-type: none"> • B4.6.4 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. 	<ul style="list-style-type: none"> • S4.6.4.1 Establish a register of funds redistribution, including: <ol style="list-style-type: none"> a) details on the final destination of funds; b) the purpose for which they have been allocated; and 	<ul style="list-style-type: none"> • G4.6.4.1 Enforce appropriate sanctions against the beneficiary of those funds for fraud or lack of compliance with associated transparency obligations. • G4.6.4.2 Ensure equal opportunities for attending sport events, including,

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	c) measures attached to the terms of the redistribution.	but not limited to; fair ticket pricing and distribution, and measures to prevent reselling of tickets on the black market.
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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"> B4.7.1 Establish and maintain a whistle-blowing policy and mechanism for anyone to confidently and anonymously seek guidance, raise concerns, or report about potential breaches of the organisation’s laws, rules and regulations. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> S4.7.1.1 Designate a senior officer in the organisation, or an independent person, to be responsible for receiving and managing breaches or potential breaches. S4.7.1.2 Establish an internal function to undertake an investigation and ensure any remedial action is taken. 	<p>The Sports Organisation shall make publicly available:</p> <ul style="list-style-type: none"> G4.7.1.1 The results of any confirmed breaches, how the breaches have been addressed and the actions implemented to prevent recurrence.

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<ul style="list-style-type: none"> B4.7.2 Ensure effective protection and anonymity of those who report on breaches of rules or integrity matters. 		
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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	SILVER	GOLD
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> B4.8.1 Establish and maintain policies and activities to address societal issues in sport, including but not limited to: <ol style="list-style-type: none"> how sport can mitigate issues such as violence, discrimination, trafficking and abuse of children and young people in and through sport, and; negative environmental impact. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> S4.8.1.1 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, 	<p>The Sports Organisation shall establish:</p> <ul style="list-style-type: none"> G4.8.1.1 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.

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	such as crime, drugs, violence, integration, or gender equality.	<ul style="list-style-type: none"> G4.8.1.2 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.
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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:</p> <ul style="list-style-type: none"> B4.9.1 A Code of conduct for directors, athletes, technical and administrative staff and volunteers. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> S4.9.1.1 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"> G4.9.1.1 Evaluate the performance of staff and ensure a balanced system of reward is in place based on demonstrated ethical performance and behaviour.

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		<ul style="list-style-type: none"> • G4.9.1.2 Adopt a zero-tolerance approach to unethical behaviour by directors, athletes, staff and volunteers. • G4.9.1.3 Establish a mechanism to exchange good ethical management practices with other Sports Organisations on a regular basis.
<ul style="list-style-type: none"> • B4.9.2 Measuring mechanism for rewarding the ethical behaviour of employees and volunteers. 		

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:</p> <ul style="list-style-type: none"> • B4.10.1 Demonstrate explicit and visible support and commitment to financial integrity and sports betting integrity in its organisation. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • S4.10.1.1 make publicly available a declaration of its explicit and visible support and commitment to embedding financial integrity 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> • G4.10.1.1 make publicly available examples of the importance of financial integrity and sports betting integrity in the industry.

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	and sports betting integrity in its organisation.	
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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"> B4.11.1 Ensure compliance with relevant laws and regulations of the country where the organisation is based 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> S4.11.1.1 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"> G.4.11.1.1 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.
<ul style="list-style-type: none"> B4.11.2 Ensure compliance with international human rights standards. 		
<ul style="list-style-type: none"> B4.11.3 Ensure that Board members, staff, volunteers, athletes, and other relevant stakeholders are aware of the 		

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nature of the organisation's policies and processes.		
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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	SILVER	GOLD
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> B4.12.1 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. 	<p>The Sports Organisation shall establish, implement and maintain an:</p> <ul style="list-style-type: none"> S4.12.1.1 Annual risk assessment procedure for data privacy and IT security. S4.12.1.2 Effective data privacy and IT security mechanism to ensure the security and integrity of all internal systems. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> G4.12.1.1 Conduct an independent audit annually of its data security and IT systems vulnerability to ensure that all systems are safe and secure.
<ul style="list-style-type: none"> B4.12.2 Conduct and document staff training on IT security policies and 		

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processes making these policies and processes readily available.		
<ul style="list-style-type: none"> B4.12.3 Communicate changes to the policy, as and when required. 		

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

BRONZE	SILVER	GOLD
<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> B4.13.1 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. 	<p>The Sports Organisation shall:</p> <ul style="list-style-type: none"> S4.13.1.1 Implement and maintain a procedure for the coordination with government departments and the investigation of threats. S4.13.1.2 Implement a training programme on the importance of the negative impact of organised crime on sports integrity. 	<p>The Sports Organisation shall:</p>

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<ul style="list-style-type: none"> B4.13.2 Establish and maintain a policy for the investigation of threats of criminal activity to sports integrity. 	<ul style="list-style-type: none"> S4.13.2.1 Ensure law enforcement and regulatory expertise is available in the organisation. 	<ul style="list-style-type: none"> G4.13.2.1 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.
<ul style="list-style-type: none"> B4.13.3 Cooperate with relevant public authorities on integrity matters, where requested. Cooperate with relevant public authorities on integrity matters, where requested. 		<ul style="list-style-type: none"> G4.13.3.1 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
The Sports Organisation shall:	The Sports Organisation shall:	The Sports Organisation shall:

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<ul style="list-style-type: none"> • B5.1.1 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. 	<ul style="list-style-type: none"> • S5.1.1.1 Implement and maintain a procedure for fans and athletes to provide feedback and input into the organisation’s decision-making processes. 	<ul style="list-style-type: none"> • G5.1.1.1 Include representation of key stakeholders or stakeholder groups in its decision-making structures.
<ul style="list-style-type: none"> • B5.1.2 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. 	<ul style="list-style-type: none"> • S5.1.2.1 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 	<ul style="list-style-type: none"> • G5.1.2.1 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.

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	<p>stakeholders to general assemblies.</p>	
<ul style="list-style-type: none"> • B5.1.3 Take into account the views of key stakeholders or stakeholder groups in its decision-making processes. 	<ul style="list-style-type: none"> • S5.1.3.1 Utilise the experience/ expertise of key stakeholder or stakeholder groups to support the development and implementation of the organisation’s strategy. 	<ul style="list-style-type: none"> • G5.1.3.1 Implement and maintain a system to support member organisations in establishing effective good governance processes. • G5.1.3.2 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

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

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- 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

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

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