



# SPORT INTEGRITY SIGA JOURNAL

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**SPECIAL EDITION DEDICATED TO**  
Good Governance  
in **Sport**

JOIN OUR GLOBAL MOVEMENT. SEE OUR UPCOMING EVENTS.



# Foreword.



## Emanuel Macedo de Medeiros

GLOBAL CEO, **SIGA**  
 CHAIRMAN & CEO, **SIGA AMERICA**  
 EXECUTIVE CHAIRMAN, **SIGA EUROPE**  
 CHAIRMAN & CEO, **SIGA LATIN AMERICA**

Dear Friends in Sport Integrity,

I am proud to welcome you to the fourth edition of the Sport Integrity Journal, which is dedicated to **Good Governance**. This on-going publication series continues to serve as an invaluable knowledge exchange platform to disseminate ideas and insights, and to cultivate synergies and solutions that are pivotal for the advancement of Sport Integrity. Through the **Sport Integrity Journal (SIJ)** we are, once again, creating the platform for key stakeholders to delve into the pressing issues that confront the Sports industry, from their perspectives, and share this knowledge with a global audience.

I would like to begin by providing some background context for the selection of **Good Governance** as the theme for this edition of the SIJ. In recent years, Sport has faced numerous challenges - from corruption scandals to issues concerning athlete abuse, transparency, match-fixing, and financial transparency, to name but a few. These incidents increased at an alarming rate in terms of frequency, impact and consequence to the point where trust and confidence in Sport as an entity is at an all-time low. As such, it became abundantly clear that a globally recognized and appropriate framework was needed to address these multifaceted challenges.

As a solution to these issues the **SIGA Universal Standards** marked a pivotal moment in the history of Sports Governance and Integrity. These standards were created to provide a universal language and framework that could be embraced by all stake-

holders within the Sports ecosystem, spanning governments, Sport organizations, sponsors, athletes, and fans. Through the adherence to these standards, entities can not only resolve their own issues but can also promote good governance, ethical conduct, and transparency in, and through, their operations; they can protect and develop the young athletes and tackle corruption and criminal infiltration.

The **SIGA Universal Standards** offer a comprehensive approach that is applicable, accessible and transparent to all entities that operate within the Sport Eco-System. As such, the standards are public and available for review to everyone. The implementation of the Standards enables Sport organizations and stakeholders to cultivate a new, dynamic and inclusive culture of accountability and ethical behaviour that is essential for the long-term sustainability and success of the industry.

One of the most notable achievements in the evolution of the **SIGA Universal Standards** was the establishment of the **Sport Integrity Rating Verification System (SIRVS)**. **SIRVS** is a ground-breaking independent initiative that empowers Sport organizations to assess and verify their compliance with the **SIGA Universal Standards**. It offers a transparent, independent and objective mechanism for measuring and communicating an organization's commitment and adherence to **Sport Integrity**.

**SIRVS** is a game-changer for the industry, one that will redress the balance and restore trust and confidence in a way that self-assessment and self-reporting could never hope to attain. However uncomfortable or unfamiliar it may be to some, there can only be one possible path to restoring Sport as a

viable, sustainable and prosperous industry that is built upon Integrity and that is through **Truly Independent Verification**. This will ensure that compliance is not a superficial exercise but a substantive commitment to uphold the highest standards of Integrity in Sport. Through **SIRVS**

Sports Organizations can attain a level of credibility that is indispensable for building trust with stakeholders, including sponsors, athletes, and fans.



One of the core commitments SIGA has made to enabling this positive Industry-wide evolution is to ensure that all Organisations are fully supported through their entire **Sport Integrity Journey** as they engage with the **SIGA Universal Standards and SIRVS**. The services SIGA provide include interim evaluations, gap analyses and full audits, in addition to offering training for implementation. **SIRVS** therefore intentionally offers a flexible approach, permitting organizations to progress toward compliance at their own pace while delivering the necessary guidance and support. This inclusivity underscores SIGA's dedication to assisting Sport organizations of all sizes, resource levels and backgrounds to operate at the highest possible levels for the widest range of benefits irrespective of their current capacities.

I am thrilled to report that this year **Liga Portugal** made history by becoming the first professional football league in the world to attain a **SIRVS** certification. This ground-breaking commitment underscores the willingness of prominent football leagues to lead by example and set the bar for Sport Integrity worldwide and many more will follow.

The pages that follow bear testament to Industry leaders who have expressed their support for Independent Scrutiny, Transparency and Integrity in Sport. They share their experiences and views, from a range of perspectives, all underscoring the benefits, need and value of our **Universal Standards** and **SIRVS**. I trust you will find them as informative, inspiring and motivating as I do.

As such, I extend my heartfelt gratitude to all those who have contributed to this publication and to the broader **Sport Integrity Community**. Together, we are building a future where Sport is synonymous with fairness, transparency, and ethical conduct.

Thank you for your unwavering dedication to the Integrity of Sport.

**SIGA**  
 SPORT INTEGRITY  
 GLOBAL ALLIANCE



## The Sport Integrity Global Alliance (SIGA) is the largest multi-stakeholder, global coalition for Sport Integrity.

Founded in 2017, SIGA is dedicated to the delivery of Sport, played and governed under the highest integrity standards, free from any form of unethical, illicit and criminal activity, to safeguard values and ensure its positive impact and benefits to all citizens. SIGA's mission is to provide global leadership, promote good governance and safeguard the integrity of Sport through a set of universal standards operated and independently verified by an independent, neutral and global body.

### About SIGA

SIGA is an independent, neutral, not for profit, membership based international organisation. We are not driven by any political motivation or commercial interest.

### Our Mission

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 Vision

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.

# Editorial.



**Iain Lindsay**

SENIOR DIRECTOR,  
RESEARCH KNOWLEDGE & INNOVATION, SIGA

Welcome to the fourth edition of the *Sport Integrity Journal (SIJ)*.

This on-going publication is a free-to-access journal that is designed to be inclusive and accessible for all Sport Stakeholders. The themed SIJ editions aim to share knowledge, improve alignment and enable progress towards the realisation of our shared *Sport Integrity Goals*.

I would like to personally thank the range of stakeholders that have contributed to the design, composition and delivery of this edition of the journal, which is dedicated to *Good Governance in Sport*.

The breadth and depth of the response for articles, research, and contributions to this edition of the SIJ has been fantastic and the broadening international scope of the contributors, their passion and dedication continues to validate the need for this type of multi-stakeholder, global publication.

The theme of *Good Governance in Sport* is critical to the viability, sustainability and impact of Sport as a sustainable, progressive and successful industry, and importantly, as a socio-economic growth catalyst. As you will see from the articles herein – the consequences of deficiencies in *Good Governance* and the ramifications of *Self-Certification of Competencies* have far reaching, negative consequences for both Sport and wider Society.

The common touchpoints that link the articles throughout this edition are the necessities to *Enhance Governance Standards*, an *Advocacy for Independent Reviews and Assessments* and a *Commitment to Positive Evolution*.

These are all critical components of the *SIGA Reform Agenda* and we look forward to working with you all to implement meaningful change in this regard across our range of products, initiatives, services, training, education and capacity building programmes and events in 2024 and beyond.

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## The SIGA Universal Standards and SIRVS: Driving the Evolution of the Sport Industry



**Katie Simmonds**  
GLOBAL COO, SIGA |  
MANAGING DIRECTOR,  
SIGA WOMEN

**Can we begin with an overview of SIGA and its reform agenda?**

**KATIE SIMMONDS** - I am passionate about SIGA and its' Reform Agenda, as it's a project I've been working on since its inception for the last seven years. SIGA is a concept whose time has come.

Taking a step back, looking at the Sport Industry over the last decade, we can see that there has been various crises of public confidence and trust. Sport has been on the front pages for corruption and money laundering, tax evasion, sexual abuse of athletes and other examples.



**Frank Lee**  
SIRVS TECHNICAL LEAD

SIGA is a global multi-stakeholder coalition of like-minded organisations that bring together all sides of the Sport Industry to push for Sport Integrity to prevent these cases from happening.

We do that through a set of Universal Standards on Sport Integrity. They cover four key areas: **Good Governance in Sport, Financial Integrity and Transparency, Sport Betting Integrity** and **Youth Development and Protection**. The standards are not created from thin air, they are a result of task forces with the contribution of high-level experts and are based on the language used for international standard setting

and corporate best practice, tailored to the industry.

Significantly, these standards are not to be kept in a draw, they have been created to be implemented. The crux of SIGA's reform agenda is to bring accountability to the industry, and we do that through the SIGA Independent Rating and Verification System otherwise known as SIRVS. SIRVS is a service to the Sport Industry. It's a positive effort to enhance standards across the world of Sport, to safeguard its values, to ensure a viable and sustainable industry that is worthy of the public's trust. There's been international standards for many different sectors across different years. But it is new for Sport, and the reason why it is new for Sport is that Sport has been left to autonomously govern itself.

**Frank, you have over 30 years of experience in setting the standards for a wide variety of industries. Can you please share your perspective on why setting industry standards and independent certification is vital for the Sport Industry?**

**FRANK LEE** - I think that setting industry standards and independent certification is vital for all industries, not just for Sport.

During my extensive career, I have performed a wide variety of different roles, both technical, operational and commercial, working on a wide range of certification schemes in sectors including aerospace, pharmaceuticals, medical devices, personal protective equipment, construction materials, electrical safety, bus governance, general governance and quality, health, safety and environmental management in a wide range of industries, including chemicals, oil and gas and all sorts of services and manufacturing sectors.



I've had a lot of experience to understand how important good governance is, and what it brings to an organisation. And all those industries have one thing in common: the need to provide confidence to clients, customers, regulators and end users, the general public, about the performance and integrity of the products and services they provide. This is largely achieved by good operational governance, which is the foundation of all integrity-based assurance that you come across.

You need four key elements for a good governance system: systems, process, competence, and culture. When you look at recent issues in the Sport sector, culture has been a common failure, and culture is driven by leadership and underpinned by systems, processes, and competencies within any organisation. Standards set the bar. I have to say self-assessment simply does not work. It lacks rigour, allows people to use excuses as reasons not to do things or to continue doing the wrong things.

The status quo cannot prevail in situations where conflicts of interest exist, or boards are not democratically elected.

**In terms of the SIRVS process, it's about continuous improvement. SIGA is not in the business of rating organisations and walking away. We're in the business of supporting organisations on their governance journeys and we do that through different means. We offer three services to the Sport Industry to get them match fit ready for SIRVS.**

**How does SIRVS ensure impartiality and independence in the verification process?**

**FL** - Independence in any certification process is the fundamental cornerstone. That's why I talked earlier about self-assessment not having the rigour that's required. So, what we do here is that all the auditors are impartial and independent of both organisations (SIGA and the stakeholder). We train all auditors and then we have in place a clearly defined scheme that sets out the consistent rules globally for the deployment of the global SIRVS scheme. It doesn't matter where in the world you are; the rules are the same. The auditors are trained to the same standard and they are always independent of all the organisations, and



any of the processes that have been undertaken previously.

The scheme clearly defines rules in relation to the findings and their categorisation. Once the audit has been conducted and the auditor has made a recommendation, a complete independent review of that recommendation and the basis for it is made by an independent person before the final decision is made. We also have an appeals process. If there's a problem with a finding or a categorization, then someone independent of the actual audit process can look at that appeal and make a judgement. This ensures there is integrity and impartiality at every stage, supported by a globally consistent process for undertaking and managing the whole audit process from start to finish. And that's the key thing here. Findings in Brazil will be the same as a finding in Japan. The duration of an assessment in Argentina will be the same as the duration of the second in France. Everything is consistent throughout and that's the key to making sure that it's impartial and independent.

**How do Sport Organisations prepare and initiate the SIRVS certification process?**

**KS** - We've tried to make it as user-friendly and collaborative as possible and designed the system to be time efficient and streamlined.

If a Sport Organisation is interested in SIRVS, they complete an application form, with information including the size of the organisation, the number of key personnel dealing with governance, what SIRVS services they're interested in, how many offices they have, their preferred language to conduct the audit, whether virtual or in person. SIGA

then provides a quotation of the costs based on the duration of the audit and the Sport Organisation enters a contract with SIGA. We would then present a checklist of documents that would give guidance and framework for the Sport Organisation.

Typically, a Sport Organisation will look at the document checklist and will indicate when they are ready to go through Stage 1 of SIRVS. It could be six weeks or six months from then. We leave that up to the Sport Organisation to decide and they need to have the documents ready to present to the auditor. There is no requirement to send the documents in advance as the audit is a dialogue, not a tick the box.

*The rating is tiered and is incremental: Bronze, Silver and Gold, the equivalent of Good Better and Best and lasts for three years with an annual top up in years two and three.*

**What benefits can Sport Organizations expect to gain from achieving SIRVS certification?**

**KS** - There are several benefits, including reducing risk and safeguarding, providing confidence to the stakeholders, protecting reputations of the Sport Organisations. It also protects the reputations of the sponsors and any governments that invest in the Sport. The SIRVS Programme supports social diversity and sustainability issues, which are key criteria of the Good Governance standards.

It demonstrates due diligence to fans and investors. It makes Sport Organisations better prepared for the unexpected and provides a platform that gives Sport a positive relationship with govern-

## SIRVS: AUDIT OPTIONS

Recognising that Sports organisations are at various stages of their governance journey, SIGA has developed the following audit options:

### 1. TRAINING ON SIRVS

SIGA will organise with its independent audit team either a virtual or in person training on SIRVS. This involves explaining in detail how the audit process works, the criteria for each level and tips and advice on how your sports organisation can get match fit for SIRVS and start implementing the processes and procedures to score your highest possible SIRVS rating.

### 2. GAP ANALYSIS AUDIT

SIGA and its independent audit team will conduct either an in person or virtual audit that identifies the gaps in your sports organisations' systems and processes. This solution is collaborative and provides an in-depth post audit report including a corrective action plan to support your organisations' journey to achieve minimum bronze level standard or support you to go for gold! This process is confidential between SIGA, its trained auditors and the Sport Organisation.

### 3. FULL SIRVS AUDIT

Stage 1, followed by Stage 2 within 4 months of each other.



ments and regulators. To quote David Butler, the General Manager of the European Rugby League Federation, the first Sport Organisation to adopt and implement the good governance standards and go through SIRVS, he now knows what excellence looks like.

#### **What support does SIRVS provide to sports organisations to enhance their integrity?**

**FL** - The Gap Analysis can highlight areas of concern, gaps in the governance system that Sport Organisations might have in place. SIRVS doesn't do consultancy. We won't come and implement a system for you. In my view, that doesn't work because you don't own that system if someone implements it for you. I've seen that done on many occasions. Plus, there's an enormous impartiality issue for us if we were to implement and then assess. We can provide and help you in your capacity building, your capacity to manage and run and implement a good effective governance system. We can help you gain the skills to help you implement your own system and to deploy effectively,

through training your internal audit process. And we can do it through mentoring some of your people and helping to transfer some of the skills from all the sectors that have applied good governance to improve what they do and to reduce their overall corporate risk.

#### **How does SIRVS promote Sport Integrity and how does it impact on broader industry stakeholders, such as sponsors and fans?**

**KS** - This goes back to the DNA of SIGA. We are a multi stakeholder coalition bringing all sides of the industry together: the Sport Organisations, global business, international organisations, civil society, and the governments as well. The global business community can play a huge role in positively creating a new culture of compliance which mirrors their own standards that they are currently being held to account to by the consumers. There's always a question: why would a sponsor that you know from a financial industry, from an insurance industry that obviously adheres to international standards, sponsor a Sport Organ-

isation that doesn't meet their own standards? I think this is a critical question and to date there has been nothing in the industry to support sponsors have a metric of that risk analysis. The SIRVS system does that for them.

The ultimate recipient of SIRVS is the Sport Organisations. They are going to go through the system, they are going to pay to go through SIRVS and invest in their team. But the benefit is not just confined to Sport. All those that invest in the industry, governments, and sponsors, also benefit. That's why Mastercard is a member of our community from day one when we first founded SIGA back in 2017. Ultimately the change we are seeking is to create a level playing field amongst the sponsors, so that when they go to sponsor Sport Organisations, there's an integrity standard that they will require the Sport to go through. The SIRVS programme could be over a transitional period of one to three years, for example, but that really protects their reputation.

The last thing we want is for sponsors to walk away. We want the industry to continue to thrive financially and in terms of social impact, remember the reason why sponsors sponsor Sport is because Sport is like no other industry. It captures the hearts, and minds of people from around the world. It breaks barriers. It breaks boundaries and unites the community around us.

We want the Sport Industry to continue to thrive, and the rating system is a way to do that. And let's not forget the fans: the fans now are not the same fans we were when younger. They are more demanding, the young fans and the young consumers. They want to support organisations, whether it's Sport or products, manufacturing goods that stand for something, that stand for their values. If they don't, they will walk away. So that is what we want to prevent from happening and SIRVS is the tool to do that.

#### **What does the future hold for SIRVS and the Sport Industry?**

**KS** - To predict the future, let's look back. There was a vacuum in terms of international standards for the world of Sport. SIGA has created those

standards, tailored them to the industry and amended them to reflect evolving best practice. Simultaneously SIGA created a global movement of like-minded organisations, and we are growing that membership base on a daily basis. We've created the standards; we then carefully created the SIRVS rating system. In a very difficult time during COVID we adapted that for virtual implementation and the European Rugby League was a pioneer. This year the first Professional Football League in the world, the Portuguese Football League, went through SIRVS and we are currently working with about 20 Sport Organisations that are various places in terms of the process.

This year we translated the standards into Portuguese, and we have interest from Brazil to go through SIRVS. The team's aspiration is to translate the SIGA standards into French and Spanish, and other languages, as the demand continues to grow.

There is a huge need for SIRVS in the world, and we will be growing our global audit team accordingly. We now are actively working on securing key Sport Organisations in different geographical areas and we invite Sport Organisations to join the movement and lead the change.

**FL** - The world is an uncertain place, and the only thing I can say to anyone with any certainty about what will happen in the future is that it's uncertain. The best thing you can do for your organisation to protect your stakeholders, your shareholders and your reputation is to implement good governance systems if you're an organisation, and to ensure that those organisations that you associate your brand with are operating good governance systems for you, so that when unexpected things happen, you are able to quickly mitigate them. If you do that, I think your organisation will be better equipped to deal with any situations, any unexpected circumstances that come along. So, I think the future for SIRVS is a bright one. I think many more organisations will adopt these standards and they will become the global norm.

For more information on SIRVS, contact [info@siga-sport.com](mailto:info@siga-sport.com)



# SIRVS is the Game Changer that the sports industry needs!



## 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





## The Value of SIRVS: Standing on the Shoulders of Giants



**SIRVS** gives sponsors confidence in the organization they are investing in



**David Butler**

GENERAL MANAGER,  
EUROPEAN RUGBY LEAGUE



The SIRVS is important to the sports industry because it gives customers, members, investors, and sponsors confidence in the organization that they're investing or wanting to be a part of.

To achieve SIRVS we undertook two and a half full days of auditing.

The first day involved a deep look into the organization, spending time with the auditor, showing them our policies, showing how these are enacted, and discussing areas on the framework.

The second day involved a wider group of stakeholders including our members, members of our board and staff, who helped to reinforce the fact that these policies and our procedures are in place.

There was also a half-day focused purely on equality, diversity, and inclusion to ensure that the European Rugby League meets SIRVS robust standards for that area of framework.

**SIRVS** has been really valuable for the European Rugby League. It allowed us to understand what excellence looks like and given us the tools to spot gaps and to fill those gaps and to give our members confidence that the organization demonstrates the high standards of governance that SIGA through the SIRVS framework expects.

In terms of why we wanted an independent audit, I think that independence brings two major things to the table: firstly, it gives you reassurance as to what you're doing well and obviously helps you to recognize that and keep progressing, but I think the most important point is that it helps you to spot gaps and identify improvements. Sometimes you recognize those gaps themselves but you need somebody else to set a standard for you and give you a bar to aim for, and sometimes either they're in a blind spot or you don't recognize that there are issues there so that's the real benefit of having an independent organization having a look at things.



**We want to make sure our chess projects...** would be more effective and will be organized in the best possible way



**Lukasz Turlej**

SECRETARY GENERAL,  
FIDE - THE INTERNATIONAL  
CHESS FEDERATION



*In 2023 we decided to join SIGA, we became a member of the organisation and we are working together on several projects. Our main mission is to promote the sport of chess by organizing events for professionals, children, amateurs and seniors. We also promote chess as a tool for education and organize various social projects being active around the world.*

*The reason we joined SIGA is that with all the activities that we have we decided that is important to make a significant step to assess our activities and our policies, and to look for ways that we should improve. We want to make sure our chess projects and other projects with partners and our sponsors would be more effective and will be organized in the best possible way.*

*What is our plan with a cooperation with SIGA? We are currently completing the gap analysis for the good governance practices and are collecting all the documents; we hope to finish this process by the end of the year. So far, the cooperation is running very well and very smoothly. For us to collect all the documents and all the policies and to assess our activities with the external auditors has been a challenge but we are very happy to proceed with it and to have some results and to be able to improve our activities. If you're thinking whether to join this process I can, for sure, suggest this as a good solution for your organization.*



**SIRVS** allows organizations to identify areas that they can improve



**Alison Giordano**

SENIOR VICE-PRESIDENT,  
GLOBAL SPONSORSHIPS & CONSUMER  
MARKETING, MASTERCARD



*"We're living in a time where brand trust is so critical so, to me, SIRVS can really help drive that not only from a brand perspective but for the properties. What SIGA has done here has really created a standard, and it's a standard that properties can strive towards, it allows them to look inside, identify areas that they can improve, and keep that improvement ongoing just like everyone needs to.*

*On the brand side, it's important because it becomes a reference point, it's another criteria point that brands can lean on and look to when they're making investment decisions."*

*We want to work with companies, with brands who operate with the same level of transparency, that operate with integrity,*

*have decency at their core, that have those similar values.*

*From my perspective, SIRVS is a great tool that can help you identify areas of improvement and it's also a great way to show the good governance you're already operating under. It's a way to help those who are already operating appropriately to shine, so why not do it? It seems like a no-brainer!.*

## Interview.

## LIGA PORTUGAL

## Forging New Frontiers in Football: Integrity Leadership in Action



**Helena Pires**  
EXECUTIVE DIRECTOR,  
LIGA PORTUGAL

**1 The Sport Industry is evolving rapidly. What trends and challenges do you see on the horizon; and how will Liga Portugal adapt while upholding Good Governance principles?**

The Sport Industry, particularly football, is constantly evolving and presents new challenges that must be faced with the determination required for those entrusted with shaping the future. Liga Portugal's role is precisely that: to prepare itself and the clubs that make up the Portuguese Professional Football universe for the challenges that lie ahead. In President Pedro Proença's electoral program for this term, we presented a Strategic Plan for the 2023-27 quadrennium. This document identifies the major challenges we will face, among which I would highlight a growing focus on fans and how football, which competes in the entertainment sector, remains attractive

to an audience that has an increasingly differentiated offer, both in terms of content and the way that content is presented to them. I believe this will be the real challenge in the coming years, and Liga Portugal launched a mega-campaign this season under the slogan 'O Futebol é Tu' (Football is You), aiming to bring fans closer to our Clubs and games. Regardless of the challenges we face, the principles of Good Governance and Integrity are sacred to Liga Portugal. That will never change. Football may change, but our commitment to being a role model in matters of Good Governance will not.

**2 Liga Portugal recently pursued the SIGA Independent Rating & Verification System (SIRVS) certification. What motivated Liga Portugal to undertake this initiative and how**

**important is it to be the first Professional Football League to do it?**

Matters related to Good Governance and Integrity have been a priority for Liga Portugal during President Pedro Proença's term. We always strive for more, seeking ways to strengthen internal measures related to a topic of great importance to us. Adapting our mechanisms to such a rigorous certification as the SIGA Independent Rating and Verification System is a way to ensure that we are even closer to excellence in Good Governance. Our goal is excellence. Being the first professional football league in the world to achieve this is naturally a source of tremendous pride. One of Liga Portugal's objectives is to lead by example, and this achievement clearly shows that we are on the right path.

**3 Can you describe the process of obtaining the SIRVS certification? What were the key steps and challenges faced by Liga Portugal during this journey?**

The goal we set for this process was to improve our internal procedures to meet the requirements of

SIRVS certification. Throughout the entire period, we took secure steps toward achieving the goals we had set, adapting mechanisms we already had in place to the evaluators' requests. We faced the challenges with enthusiasm, understanding that we were getting closer to excellence in Good Governance, which was our ultimate aim. The guidelines provided by these standards are also crucial in one of our main challenges: building credibility and adding value to our product, based solidly on the guidance expressed in these standards.

**4** The SIRVS certification recognises bronze, silver, and gold levels. Liga Portugal achieved the bronze certification, and its President committed to enhancing governance levels to achieve the gold standard in the future. In what ways do you believe this achievement will enhance trust and credibility among sponsors and fans alike?

At Liga Portugal, we are never satisfied. Ambition is one of our trademarks, and when it comes to matters of Good Governance, the ambition to reach the highest levels of excellence is even greater. That's why President Pedro Proença, during the ceremony

for the Bronze SIRVS certification, immediately aimed for Gold. Because that is truly our goal. Liga Portugal has been on a path to restore the institution's credibility and the confidence of our partners since 2015. Eight years later, we can confidently say that we are at a very high level in this regard, reflected in the major Portuguese and international brands that have associated with us, wanting to be part of the present and future of Portuguese Professional Football. The principles of Good Governance and Integrity, in which Liga Portugal has excelled, undoubtedly play a crucial role in the trust that clubs, partners, and brands place in us today.

**5** In your opinion, what role does the SIRVS certification play in demonstrating Liga Portugal's commitment to Sport Integrity and good governance to the global Sport community?

For Liga Portugal, the SIRVS certification is not just a framework to hang on the wall or a flag to display at the entrance of our headquarters. Good Governance and Integrity principles are commitments we do not deviate from, guiding our path, a commitment we made

in 2015 and will never abandon. As I mentioned, Liga Portugal aims to lead by example, and we believe we are doing so by becoming the first professional league to receive certification from SIGA's Independent Rating System. We hope that many others will follow the path we have taken because credibility and the trust of partners should always be a concern for all Sport Institutions.

**6** Do you feel Liga Portugal improved its organization by implementing and assessing the level of compliance with the SIGA Universal Standards on Good Governance in Sport?

As mentioned earlier, that was one of Liga Portugal's main objectives when we embarked on this process. We always aspire to excellence in matters of Good Governance and Integrity, and the implementation of SIGA standards brings us even closer to that level. These standards require us to have even more rigorous criteria for monitoring and procedures that we cannot and do not want to neglect. Best practices are and will always be our main goal. It is essential to work even harder to legitimize this sector.

**7** Good governance is not a one-time effort but an ongoing commitment. How does Liga Portugal plan to sustain and improve its governance practices in the future?

We always want more and better. This has been the case over the past few years and will continue to be the case in the future. For now, as President Pedro Proença stated, we will continue working to achieve our goals in Good Governance and Integrity. You can always count on Liga Portugal to be at the forefront of these matters.

**8** Lastly, what advice would you offer to other Sport Organizations looking to enhance their governance and integrity measures, especially those considering pursuing the SIRVS certification through SIGA?

What I can say is that, in our view, Good Governance and Integrity will always be priorities, as they have been over the past eight years, because we believe that organizations such as Liga Portugal should uphold and promote universal values of best practices. That is our goal. That is our commitment.



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# Walking the Talk: Aligning Sport, Brands and Integrity



**Eduardo Baraldi**

FOUNDING PARTNER AND CO-CEO  
ODDZ NETWORK



## 1 What is it that a global brand expects to get in return from sponsoring a Sport Organization?

Firstly, an alignment of values and vision between the sponsor and the sponsored. This is (or should be) the premise because any association also generates a co-responsibility from the investing company. With this compatibility, the question is to understand what business objective the brand has and how it perceives that the organization can contribute to this strategy. It could be awareness, leveraging audience through a Sport, campaigns, and activations for converting new customers or increasing market share, relationships with strategic partners, and various other benefits that the brand can have, and that the organization can deliver in exchange for financial support.

Even though Sport is a part of the lives of most of the population, including business managers, any sponsorship investment needs to primarily address a business need. If this is not sustained, the sponsorship is short-lived and won't have a future. In my opinion, one-off investments without a vision for continuity are not beneficial in the long run for any involved party.

## 2 In today's landscape, how important is it for Sponsors to align with Sport Organizations that

## prioritize integrity and transparency, especially in light of recent scandals and controversies in the Sport Industry?

In this sense, in recent years, there has been growing "pressure" from society, media, and the market that sponsors are as responsible as the managers of that entity. In my opinion, this is essential so that everybody does their part.

Any relationship is a two-way street, and just as the sponsoring company must carry out due diligence, the entity must also do this work to ensure there is transparency and knowledge of the origin of that investment.

To have access to all possible business gains associated with a sponsorship, there must be a concern regarding the

credibility that this union can generate. This is for prevention and also in the mindset and agility to act when corruption cases are brought to light. The sponsors' attitude says a lot about their values, and this has repercussions, either positive or negative. There is no easy money (or benefit) for anyone. It's necessary to evaluate the burdens, bonuses, and all the risks involved, very seriously.

## 3 How does your Organization monitor and evaluate the impact of Sponsorship on the Integrity and reputation of the Sport Organizations you support?

We have a lot of market knowledge, and above all, constant updating about what happens in the industry. We talk every month with numerous brands and entities, always in search

**Interview.**



of partnerships and possible synergies, but mainly understanding the work that each organization performs. This gives us input to evaluate a new sponsorship model and the possible connection with a client or partner brand.

Of course, when a potential opportunity progresses, this assessment is much more thorough and involves legal teams, in-depth analysis, and investigation to ensure the integrity of the process.

Once we have a sponsoring client brand, we monitor any and all repercussions of that sponsorship using tools for mapping and identifying positive or negative sentiments from the public, fans, and the market.

Of course, at the end of the day, the qualitative analysis we conduct when monitoring the work, the relationship, and the quality of what emerges from the sponsorship has fundamental weight. Often what we see in the media is not exactly what we see in day-to-day operations. Therefore, this close relationship is crucial to assess the integrity and reputation of what is being carried out in this partnership.

#### **4 What role does Transparency and Accountability in Sport Organizations play in your decision to engage in Sponsorship Agreements?**

Transparency and Accountability have always had weight, but recently they have gained even more importance. They have a fundamental role in decision-making: the quality of administration, transparency of management, corruption cases or active investigations. Negotiations are always conducted in the due diligence and contract signing process. Many things may seem like well managed from a distance and at the first commercial contacts, but they begin to dissipate throughout a negotiation. Therefore, each stage of the process counts towards making a brand investment.

#### **5 How can Sponsors contribute to fostering a culture of Sport Integrity within the Organizations they support?**

Sponsors can contribute by demanding Transparency and Good Governance. They can place clauses in contracts that can trigger termination if not complied with throughout the process. There is no better tool than a good alignment of assumptions and values at the beginning, monitoring and billing throughout the contract.

The best way to promote change is when measures can structurally impact an organization. Cases of corruption/mismanagement, associated with a possible departure of sponsors, directly

affect the credibility of an entity. If this happens, new barriers begin to exist for the entry of new brands, and thus, impact the pocket. There is no better way to change this reality we live in, like: Monitor, charge and punish (when necessary).

#### **6 What is more significant when deciding whether to Sponsor a Sport Organization - their support base or the values they stand for?**

There is no magic number or 100% established rule. Of course, each case weighs more to one side or the other. I believe that more than a balance, the correct thing would be to establish the values they defend and transparency as a premise to begin the conversation. This is a filter to define which organization/asset should follow in the race.

If this compatibility exists, then other factors such as audience, engagement, price, compensation, and other commercial and business benefits are evaluated.

#### **8 SIRVS certification ensures that Sport Organizations are marked as safe for investment, as they put real efforts on Sport Integrity, namely in one or all of the Universal Standards (Sport Betting Integrity, Good Governance, Financial Transparency, and Youth Development and Protection). Have you ever refused to intermediate Sponsorship to any Sport Organization for not being sure they were compliant with brand's values?**

Certifications and independent bodies are an excellent way to provide security for sponsoring brands. They save time in analysing the brand and its partners, as well as facilitate the process by already conducting this prior work following a serious methodology for recommendations based on international standards.

Regarding past cases, we have indeed experienced sponsorships that were not finalized after analyses and due diligence by the potential sponsoring brand. Just as contract terminations occurred after identified cases that were echoed in the media. Unfortunately, these incidents occurred, but the decision-making was

extremely correct and served as an example for the future.

In all our work of identifying and recommending new assets and sponsorships, we conduct this preliminary study as part of our curation and working method. Our advice certainly has to involve these ethical and reputational issues, as well as strategic and business alignment, obviously. Just as sponsors share responsibility, we as intermediaries also feel the same way. And this guides the way we work.

#### **9 Finally, how does the SIGA vision and mission align with your company's role in the Sport Market?**

They are entirely related and follow the same premise. This should not be a competitive advantage or a part of the business, but rather a structural pillar. It should be mandatory for any industry agent to follow a correct conduct and understand their role in transforming the industry and society.

Unfortunately, our market suffers from numerous cases that deviate from normalcy, giving us a sense of regression, lack of seriousness, investigation, and punishment. But for every bad case stemming from various companies in the Sport Field, we also see various other good examples of governance, ethics, and respect.

Therefore, SIGA's vision and mission must necessarily be part of the culture of every single company in the Sport Industry. Only then will we evolve over time.

**Eduardo Andreassa Baraldi** is a founding partner and co-CEO of ODDZ Network, an ecosystem of experiences specialized in Sport and Entertainment that is present in Latin America. He was CEO of Octagon Latam, an ODDZ's company, for two and a half years, until assuming his current position alongside Otavio Pereira. The executive arrived at Octagon in 2013 and was responsible for planning, developing and managing several projects in the Sport and Entertainment area.

# “From the Inside Lane to the Outside Track”: Sport’s Need for External Auditing to Raise Good Governance Standards



## Christos Anagnostopoulos

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UNESCO Chair on Governance  
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كرسي اليونسكو في الحوكمة  
والمسؤولية الاجتماعية في الرياضة



Let's begin by telling the truth, namely, facts that are hardly subject to doubt by anyone with even a passing interest in sports.

- Fact No. 1: Governance reform in sport constitutes one of the most challenging and multifaceted topics in the realm of practice.
- Fact No. 2: Sport organizations (of all sizes and types) are under increasingly intense scrutiny from every conceivable stakeholder group.
- Fact No. 3: The sense of “marking one’s own homework” to adhere to good governance standards does not seem to prevent problems associated with poor organizational hygiene and lack of transparency.
- Fact No. 4: Yes, problems; across the entire sport ecosystem, serious problems need to be addressed, including fighting corruption (at management and competition fronts), fostering diversity and inclusion, ensuring safety through appropriate safeguarding mechanisms, as well as promoting physical and men-

tal wellbeing for all participants (athletes, volunteers, paid personnel, and spectators).

- Fact No. 5: Sport organizations are overcoming practical challenges and implementing substantial reforms internally, thereby responding positively to external scrutiny.
- Fact No. 6: Fact No. 5 still lags behind Fact No. 4 by a substantial margin.

So, what is required to win the race, even if we, by the looks of things, start from the outside lane? In my opinion, the answer can be found in the word ‘outside’. Obviously, I am using this metaphorically. Let me explain.

Sport (primarily expressed through international, national, and/or local sports federations, community clubs, and other relevant non-profit sports organizations) enjoys a unique degree of autonomy due to its inimitable role and social characteristics. Historically, sport organizations have had the right to self-organize and self-govern due to sport’s ability to contribute (directly or indirectly) to health, education, social integration, and culture. Nonetheless, as per fact No.





4, many sports organizations are experiencing a “legitimacy deficit” due to successive scandals relating to corruption, mismanagement, and oversights, thus putting their autonomy at risk. Indeed, this failure of sport organizations to adequately address the challenges posed by increased commercialization and sport complexity is evident in their governance practices. These ‘poor’ governance models manifest themselves in tangible ways across the board, including public support, confidence, investments, and sponsorship. As a matter of fact, individuals who have been designated as guardians of the sport system and who have assumed the responsibility of protecting its values are often undermining its integrity, thus jeopardizing its autonomy and reputation alike.

It is true, of course, that there are numerous stellar examples in the broader sport ecosystem that demonstrate that the work they perform is commendable (refer to fact No. 5). Organizational capacity and knowledge are the only factors that prevent them from achieving the highest level of good governance. However, in the most essential types of sport organizations, volunteers from all

walks of life are responsible for making things happen. Despite their great desire to support the sport they love, most of them have limited time, perhaps limited knowledge of governance issues, and undoubtedly limited access to training opportunities. The result of this is an oxymoron: asking enthusiastic volunteers with limited time and resources to monitor and oversee sport organizations in a highly professional manner.

A proliferation of indicators and principles has been developed over the last decade to address all these issues. In other words, the adoption of normative and ethical standards for regulating the behavior of individuals in those sport organizations. One way in which this can be accomplished is through what we call ‘benchmarking’. Good governance benchmarking represents abstract social constructs, designed by experts and which use aggregate numbers to illustrate how an organization is governed.<sup>1</sup> In our role as scholars

<sup>1</sup> Girginov, V. (2023) The numbers game: quantifying good governance in sport. *European Sport Management Quarterly*, 23(6), 1889 – 1905.

who research, teach, and consult on sport governance, we often question the overall internal validity of measuring ‘good governance’ since its impact has been unclear. Despite this, we continue to emphasize the legitimacy-based rationale for measuring governance, particularly in national and international sport organizations. As such, the apparent lack of conceptual consensus within the scholarly sport governance community does not necessarily reflect a growing level of interest from policymakers who continue to embrace benchmarking, and, subsequently, codification. In other words, codes that provide normative guidance through a number of articles on how processes within sport organizations should be conducted. Several such codes exist for sport organizations, both at the national and international levels. These codes have been established either as initiatives by the sport community (such as the Basic Universal Principles of Good Governance for the Olympic and Sports Movement; Key Governance Principles and Basic Indicators) or by national governments that, by introducing these codes through a stick-carrot approach

linked to annual funding, ask sport federations within their jurisdiction to follow them.<sup>2</sup>

This raises the question of how, now that benchmarking and codification have started taking effect, Fact No. 6 still holds true? In my opinion, merely adherence to indicators and principles that can elevate governance levels is insufficient. Neither is self-monitoring of how the principles are being followed sufficient. The way forward entails two parameters.

First, whatever indicators and principles for measuring governance levels must result from a comprehensive consultation with key stakeholders from the wider sport environment. In other words, the practice and meaning of good governance require the inclusion of the voices and perspectives of the people who are charged with governing their own organizations. It is exactly what SIGA refers

<sup>2</sup> Botwina, G., Winand, M., Koutsioundas, V., Fornalik, P., & Anagnostopoulos, C. (2022). *Good governance codes in sport. Baseline Report*. Warsaw: Institute for Sport Governance.

to as “peer-to-peer support”, which is an essential component of an effective monitoring and implementation process. Any other account would be incomplete and possibly misleading.

Second, benchmarking mechanisms by way of ‘compliance’ with these principles of good governance cannot be achieved through self-monitoring. Benefiting from the autonomy that sport organizations have enjoyed, and in the interest of ensuring their integrity, these organizations em-

ploy mechanisms for self-monitoring. However, research has shown that this way does really not work.<sup>3</sup> As these mechanisms lack fully independent external monitoring of minimum criteria, it is unlikely that sport organizations will adopt good governance on a universal basis. I refer to this self-monitoring exercise as “running from the in-

<sup>3</sup> Geeraert, A. (2019). The limits and opportunities of self-regulation: achieving international sport federations’ compliance with good governance standards. *European Sport Management Quarterly*, 19:4, 520-538.

side lane”. On the one hand, being in an inner lane gives you an advantage as you can observe the competition and your progress, but on the other hand, the turns are tighter and can slow you down. However, as opposed to popular belief, research<sup>4</sup> suggests that outside lanes produce faster times, particularly during the 200-meter and 400-meter races. I hope my metaphor here does not confuse the reader. The race represents the ‘means’, not the ‘ends.’ Increasing governance standards should not be viewed as a sprint race with winners and losers. Instead, it involves a never-ending collaborative effort. Ultimately, capacity building (since, in essence, this is what we are discussing here) is more than a system of independent rating and verification; it is also about like-minded organizations collaborating to achieve the highest possible level of good governance implementation. My point through this metaphor is that rather than marking one’s own assignments (see fact No. 3), one may benefit substantially from allowing ‘teammates’ from the ‘outside’ lane to do so.

Now, let us assume that you have committed to increasing your organization’s governance lev-

<sup>4</sup> Munro D. (2022). Are there lane advantages in track and field? *PLoS One*, 3, 17(8).

el. You have put in the hours and sweat to bring about meaningful change, even with the limited resources you have at your disposal. Your actions reflect good governance principles, and you are doing the right thing. So, how does pursuing certification from a third party benefit you? The following are some reasons why I believe this exercise is worthwhile:

It provides a tangible means of differentiating your organization from the competition;

- It provides a platform for demonstrating a commitment to good governance;
- Public administrators and politicians are assured that your organization is committed to protecting the integrity of sport;
- It indicates that taxpayers’ money is worth investing in (your) sport
- Potential sponsors find it appealing;
- Your good, hard work is independently verified by a third party.



*A final note to clarify my position. I admire the work SIGA does in this space. SIGA is leading the cultural shift necessary to improve governance in sport. In my view, enhancing cooperation and concerted action across sports organizations is the basis for achieving this shift. For this reason, I invited Dr. Lindsay, SIGA’s Senior Director of Research, Knowledge, and Innovation, to join the Advisory Board of UNESCO’s Chair on Governance and Social Responsibility. A Chair whose long-term development goal is to foster an integrated system of research, education, and training to enhance the quality of governance practices within the sport industry and advocate socially responsible program designs that prioritize sport as a core component. Obviously, the highly nuanced, diverse, and complex sport eco-system makes sport governance reforms a challenging task (refer to Fact No. 1). The fact that something is difficult to achieve does not preclude exploring, explaining, and articulating it in a straightforward way that is theoretically supported and yet leads to actions that can be taken. No other day can be wasted before this joint, orchestrated, and endless process for better governance in sport organizations begins.*



# Corporate Governance: Stakeholder Participation, Purpose and Value Creation

Fernando Monfardini <sup>1</sup>

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**W**e live in an extremely challenging era, with significant conflicts, impoverishment of the population, worsening global warming, loss of forests, lack of clean water and an economic crisis.

The Sporting status quo cannot fail to evolve and, even if it could, it should not, remain oblivious to these challenges and all the adversities it faces. The unavoidable fact is that Sport is part of an global

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economic value chain with associated impacts – both positive and negative – and because of its ability to move and engage people, there is an urgent need for Sports entities, whether they are management or practice, to embrace human rights, environmental sustainability and integrity in their purposes.

With so many challenges and difficulties, a gigantic number of stakeholders, interests and the randomness (always welcome and threatened) of the Sport results, good governance is a predominant factor for suc-

cess in Sport. This success needs to be reinforced, which goes far beyond victories in the championships.

Bringing football to the centre of this debate, as it is the sport I experience daily, we have a huge challenge in embracing the ESG agenda and reconciling it with Sports demands and financial results. For this we need to look at the human side. And in my opinion, this is the heart of the discussion about governance.

Irlan Simões, in his work “A produção do Clube: poder, negócio e comunidade no futebol (despite the book only exists in portuguese a translation could be ‘The production of the Club: power, business and community in football’)”, highlights and explains a characteristic of clubs that are systematically simplified: the existence of several different models of sports entities for the practice of football.





According to the author, there are at least ten types of clubs that are classified according to their legal format, corporate structure and political model.

Briefly explaining the classifications, which are deeply explained in the work of Irlan Simões, the result of his doctoral dissertation and transformed into one of the most important books published about football, the types of club are classified by:

**Its legal format, being:**

Non-profit civil association, the original model of most of the clubs;

Business Society;

A joint-stock company with an association as a shareholder.

**Corporate structure, being:**

“Pure” civil association, which is when the club preserves its original format of non-profit civil association (in the Brazilian context and in the vast majority of countries clubs emerged as a civil association, England is one of the exceptions);

“Pure” business company, characterized when the club is incorporated as a business company and its corporate structure is entirely constituted by private investors;

Association as the largest shareholder, in cases where the association exercises control and has a greater stake in the club’s business partnership (examples are the vast majority of Bundesliga clubs);

Association as a minority shareholder, characterized by minority participation in the association that originated the Club, as has been the majority of SAFs in Brazil;

**Political model, being:**

Popular Association, characterized by a broad participation of supporters, with facilitated votes,



direct elections, proportional councils and mechanisms to facilitate access to voting and representation;

Restricted membership, a common model in Brazil characterized by associations with indirect elections, councils with lifetime positions, and restricted access to voting and representation;

Dispersed company, which is a model with equity participation with several shareholders;

Concentrated company, when shareholder control is exercised by an individual or single group.

It should be noted that this classification does not have any value judgment regarding the quality of the models, being a way of understanding the structuring of the clubs. The purpose of including this here is to demonstrate the variety of models and the need to consider the implications of this in any assessment of governance, impacts and risks of each Sport entity.

All of these types need to structured governance that ensures a balance between Sport results, financial sustainability, identity, participation and engagement, community relations, and positive social and environmental impact.

For good governance, it is necessary to understand the context and the type of model adopted by the club, structuring a way where stakeholders are understood and their interests and needs are directed in alignment with sports objectives, financial sustainability, popular relevance and integrity (by integrity we extend the concepts of sports standards to legal compliance and ESG).

It should be noted that today economic studies point to a model that goes beyond the idea of profit “at any cost” of the last century, demanding returns in economic activities for the entire chain, including positive social and environmental impacts. Thus, the idea of organizations focused on relationships between stakeholders and not just shareholders and managers was born.

In football it can be no different, even more so considering that much of the financial impact, social relevance and, consequently, sports performance, are often not directly linked to the control, administration and participation of the clubs. Knowing how to relate to supporters, impact the community, reduce negative impacts and bring



social and environmental benefits are essential for the future of the Sport.

Understanding its structure, context, history and culture is the initial part of directing governance towards a model that includes these important stakeholders and, more than that, allows them to direct the club's strategic decisions. Thus, a living mechanism emerges that will feed back the benefits to the clubs and the socials.

Putting this into practice, the creation of statutory reform committees with the participation of fans in non-profit civil associations, committees created in boards of directors to communicate with fans in business companies, fan relations departments, census, surveys, public hearings, consultations, participation in sustainability materials are ways to bring stakeholders into the Club's governance.

Another crucial factor is transparency. In recent years many clubs have improved their levels of transparency, others have significantly worsened to the point of not complying with the legislation. The fact is, that this is

a fundamental principle of modern governance and that Sport needs to challenge and embrace to move forwards.

It is worth emphasizing that when we think of organizations, we are always talking about people. This perception is amplified by the nature and significance of Sport, which makes people passionate, anguishes, makes them cry, makes them smile, feeds families, but which also impacts upon the production of waste, energy expenditure, pollution, and the people who live in the surrounding areas. Therefore, supporters are not mere consumers of a product, but are human beings who experience and feel part of a club.

If we can understand our model and then direct the governance of clubs to be more people orientated and inclusive, we can have clubs that harmonize their objectives and bring positive social and environmental impacts and, more than that, they can inspire several other organizations and millions of people for an agenda that can transform society and save the planet.

Am I a dreamer? Of course, I believed in my Club's title when there was less than a 1% chance.

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# Good Governance is Key for Sports Organizations



**Pedro Cavazzoni**  
CEO, BRAZILIAN SNOW  
SPORTS CONFEDERATION



**G**ood governance and integrity are terms relatively new to the Sports world. I've been working in high level Sport for more than 15 years now and it has been only in recent years that good governance and integrity really reached the "mainstream" of the Sport ecosystem.

I graduated in Sport Science after working a little on the field of play and I understood my passion was managing and organizing Sports, so I went to business school to do an MBA. I'm currently the CEO for the Brazilian Snow Sports Federation (CBDN in Portuguese), the National Governing Body for all Olympic, non-Olympic and Paralympic Snow Sports in Brazil.

My first real contact with Sport Governance was ten years ago and it really fascinated me. I decide to dedicate a lot of time to study and understand it better due to the impact it could have on sports, both locally, nationally, and globally.

I closely followed the followed the first major steps of the area internationally when a few nations launched their good governance guidelines for Sport, as well as a few international organizations created their own good governance principles to be followed. Several governance reforms emerged and were successfully implemented internationally.

It can't be overlooked that many of such initiatives came from after some negative episode usually related to corruption and power misuse, which we will dive a little deeper later on this article.

Brazil started a little later than other nations and in general followed the same timeline in the beginning that other nations. In recent years the country developed a lot in this area, especially due to NGOs and NGB that got together around the topic and pushed for a new legislation in the country as well as the implementation of good governance principles in Sport Organizations.

I've been part of this movement for nearly ten years now. The first major step was to update the legal frameworks in Brazil that presented a list of governance requirements that Sport Organizations had to abide to in order to be able to receive and manage public funds.

After that, a group, including myself, involving stakeholders from the entire Sport Ecosystem such as athletes, National Paralympic Committee, National Olympic Committee, sponsors and a few National Federations closely collaborated to create an independent rating system to evaluate Sport Organizations governance, integrity and transparency, as well as help the ecosystem to develop in such areas.

In 2017, the Brazilian Olympic Committee also implemented a similar tool to evaluate the National Federations. This evaluation covers several areas such as governance, compliance, transparency, integrity, accountancy, and others, which I'm very proud to say that the Brazilian Snow Sports Federation has received the highest score for 6 years in a row.

With Governance gaining a lot of momentum in Brazil around this time, we've also implemented a quite comprehensive governance reform at the Brazilian Snow Sports Federation with a wide Statutory reform that laid the foundation to a very modern governance model that includes:

- Well distributed power within the organization with clear checks and balances
- Clear roles definition
- Collegiate decision in all levels for the most sensitive decisions
- Clear separation between governance agents and executive agents
- The majority of the Board composed by independent highly qualified people
- Ethics Commission composed by independent members
- Audit Board composed by independent members
- Staggered elections amongst the powers that decide/implement and the powers that audit and oversees the administration

- Increased athletes' representation
- Gender balance at the elected positions
- Professional executive leadership and team to take care of day-to-day business

In addition to this, CBDN statute already had several good governance principles in place, such as term limits, mandatory accounts external audit, non-compensated president and board members among others.

**As we walked through this path of improving our governance, transparency, and integrity, what also became clearer and clearer was the importance of these factors in relation to an organization's sustainability and its corresponding likelihood to be operating in a healthy state today and tomorrow.**

**We used to say that good Governance itself doesn't guarantee good results but the absence of it, in the long run, can be catastrophic for any organization as it leaves the organization foundation very fragile, and a few bad decisions can lead it to ruin.**

In Brazil there is also a very important additional element that makes good governance a must for sports organizations. Most of the national and regional federations are nonprofit organizations without any owner. In such cases, good governance is imperative to enable this type of organization to survive and possibly thrive on the long run.

The absence of a good governance doesn't imply directly in problems, but it increases the risks the organization is exposed to, both internal and external. Lack of governance usually will lead to concentrated power, lack of transparency, poor accountability, lack of fairness and little responsibility.



decades. Good governance also lays the foundation for an organization to thrive in the long term as it pushes the people involved to contribute at their full potential in their areas of expertise, as it pushes people to collaborate and take decisions collegially which is already proven to be the most efficient way.

The culture of good governance will lead people to greater accountability and transparency in their day-to-day work, including the desire to be audit so you can understand where you are and how to get where you want.

Currently the Brazilian Snow Sports Federation undergoes 5 different audits every year. Despite the fact that this is a relatively small organization and the audit process consumes time and resources the outputs are definitely highly valuable for the team. This process helps us to understand where we are and what to do to get where we want, as well as for the stakeholders that are able to better understand how the organization is being run, what it could improve and so on. Every audit is an opportunity to improve.

Good governance is an ever-evolving process. There is no one size fits all here. For every size and type of organization there will be different governance structures that are adequate and can enable growth.

This is also a relatively new field of study, so there is a lot to be discovered and improved in theory and practice. I'm very optimistic to its development applied to Sport. There is a lot going on around the world with very qualified in every field joining this movement and this will inevitably improve the Sport Ecosystem.

I'm very passionate about Sport, so for me good governance is the only way to strengthen the foundations of its organizations. As I've mentioned good governance alone does not guarantee any result, but the absence of it is definitely the recipe for disaster.

It is quite common to see Sport Organizations that highly depend on one or two key persons. And while these can be great managers, they still can make mistakes and they won't be there forever, so the organization need to have more people involved in its key decisions, need to constantly identify and develop talent, and need to have checks and balances to avoid decisions that could take it to ruin.

There is a wide number of bad examples in and outside the sports world where poor governance and control mechanisms placed organizations under very fragile situations.

On the other hand, organizations with good governance in place have a better chance to be alive in





# Turning on the Lights for Sport Transparency: Advancing the Sport Transparency Index

**I**ntegrity is fundamental to the viability, sustainability and accessibility of Sport. In the current climate it is commonplace, and more often than not warranted, for stakeholders to question the Integrity within Sport both on and off the field of play. Integrity threats are broad, diverse and hugely significant, they can relate directly to Sport competition and also to broader Good Governance themes, such as inclusivity, corruption, match fixing and bribery. What is clear is that contemporary Sport faces a very real and tangible Integrity threat on multiple levels.



The historical opaqueness of operational execution, standardization and decision-making processes are clearly problematic. The impact of these inconsistencies are exponentially amplified when considering the scale and scope of the commercialisation of Sport. These conditions combine to create, facilitate and perpetuate an environment that is rife for abuse, nefarious practice and corruption on many levels. This reality presents a hugely complex, diverse and significant range of issues with highly sophisticated and specific measures being required to resolve each threat. This is even before taking into account the complexities of jurisdiction or the allocation of resources re-

quired to mitigate risk, which are the generic go-to justifications for passivity and inaction. However, both pro-activity and pragmatism must prevail if we aspire to redress the balance. Categorically, the scope, complexity or diversity of complex issues should not prevent us from developing the means to evaluate risk, or to underpin and support specific interventions that work to protect Sport for current and future generations.

The first step towards any solution is comprehensive assessments of the status-quo that work towards the creation of impactful interventions. In this situation that translates to supporting the



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Sport Industry to uphold, facilitate and instil greater Integrity in Sport by creating the means to adequately understand the scope of existing Integrity threats, and the adequacy of measures currently in place to tackle them. Simply put, if we cannot articulate the risks or evaluate the interventions, we are all essentially operating in the dark. Therefore, a necessary initial intervention must be to create an accessible, concise and relevant benchmarking mechanisms that enables quick, simplistic and transparent organisational hygiene reviews to occur. This process will effectively **‘Turn the Lights On For Sport Transparency’**.

The Sport Transparency Index project was specifically devised for this very purpose and will help support Risk Assessments and Integrity Interventions at the most fundamental levels. It will help by benchmarking Sport stakeholders including clubs, leagues, national associations and international governing bodies using universally applicable and appropriate criteria to evaluate, compare and contrast them against basic integrity-related transparency indicators.

This will help to protect Sport, as an entirety, from the bottom up and facilitate cross-Sport linkages and shared knowledge. It will do this by shining a light on specific areas where transparency needs to improve, quantifying norms across Sport, region, leagues and competitions and by recognizing those that truly champion integrity in Sport.

## Overview.

The Sport Transparency Index is a SIGA led project that was awarded Erasmus+ funding to commence in January of 2023. The project includes 11 delivery partners who work to design, develop and deliver the project, including leading Organizations from Portugal, Spain, Greece, Poland, Belgium, Austria, and the Netherlands. SIGA – Sport Integrity Global Alliance Europe Associação, ISG – Fundacja Institute For Sport Governance, VUB- Vrije Universiteit Brussel, FEDAS- europäische Verband des Sportfachhandels, IOTC – Dietnes Kentro Olympiakis Ekexeiria, EPSI – The European Platform for Sport Innovation, FPN – Federação Portuguesa de Nataçã, EMCA – European MultiSport Club Association, UCLM – Universidad de Castilla-La Mancha, EFDN – Stichting European Football Development Network, ICSS Europe – International Centre For Sport Security Europe Associação. The project also includes the following 4 Associate partners, including Igre mladih – Udruga za Sport, rekreaciju i edukaciju Igre mladih, IPDJ, IP Instituto Português do DeSporto e da Juventude, AEFCA – Alliance of European Football Coaches’ Associations and the Football Supporters Association, FSA.

The primary objective of this project is to create the means to assess Transparency and Good Governance within European Sport Organizations. Further objectives include developing knowledge exchange mechanisms to support Sport Stakeholders to iden-

tify gaps in their Organizational structure and to provide support to address these through the provision of training and policy interventions.

Since 2007, the European Union has underscored the significance of good governance as a cornerstone for the autonomy and self-regulation of Sport bodies. Despite the issuance of various principles by influential entities like the European Commission, Council of Europe, the IOC, and others, the practical application and execution of these principles remain elusive in the intricate landscape of European Sport.

The Sport Transparency Index project is a pioneering initiative designed to create the means to independently evaluate and benchmark transparency levels in Sport against a set of common indicators. Specifically targeting clubs, leagues, national associations, and international governing bodies, this project aims to establish a universally applicable and validated Index. The criteria for this Index will be collaboratively developed and validated by in-depth research and stakeholder engagement.

The Sport Transparency Index will serve to identify potential threats to the Sport Eco-System by identifying critical areas needed to improve in relation to Transparency and Good Governance. It will highlight potential integrity issues across various Sport providers and enable comparative analyses, gap analyses and a level of insight into holistic standards within Sport that are currently not possible. The creation of the Sport Transparency Index will illuminate specific areas in need of improvement, fostering a culture of transparency and enable the sharing of knowledge across the diverse Sport Sector. The implementation of a digital learning platform will further facilitate capacity-building interventions, ensuring inclusivity and accessibility for all Sport Stakeholders.

Aligned with the EU Work Plan for Sport 2021-2024 and the call for innovative solutions, the Sport Transparency Index leverages established governance principles, extends and applies these to the specific and highly nuanced Sport context. Through the promotion of integrity, transparency, and good governance, the project seeks to safe-

guard the credibility of European Sport in the face of emerging threats, including corruption, match-fixing, and bribery. In light of the evolving global socio-economic landscape and the consequences of the Covid-19 pandemic, the Sport Transparency Index project emerges as a timely and essential contribution toward facilitating a sustainable, successful and resilient Sport Sector

## The Transparency Index: A European Perspective

Since 2007, the European Union has recognized the pivotal role of good governance in shaping the landscape of Sport policy. Good governance has been defined as a necessary and fundamental condition for the autonomy and self-regulation of Sport Organizations; and consequently, this has become a key element of the EU’s Sport agenda.

Over recent years, numerous principles of good governance have been articulated by entities such as the European Commission, the Council of Europe, International Non-governmental Organizations, and National Sport Associations alike. Notably, the EU Expert Group on Good Governance adopted Recommendations on the Principles for Good Governance of Sport in October 2013, providing a comprehensive action guide for Sport Organizations at various levels. Despite the proliferation of principles, the translation of these guidelines into practical and tangible governance structures within Sport Organizations remains lacking and the translation of words into action has been underwhelming to say the least. True and impactful accounts of the implementation of good governance principles have proven elusive, prompting the EU to identify good governance as a key complex challenge in the field of Sport.

The Resolution of the Council on the European Union Work Plan for Sport 2021-2024 emphasizes measures to strengthen cooperation at the EU level, including enhancing good governance, skills, and qualifications in Sport. Within this framework, the European Commission, in collaboration with the Expert Group on Good Governance in Sport, initiated the Pledge Board to implement Good Governance in European Sport.

Integral to the discussion on good governance is the need for transparency and integrity in Sport Organizations. The EU has identified transparency as a critical element for maintaining fairness and accountability for all involved in Sport and Athletic Organizations. Recent corruption scandals have underscored the imperative for genuine and structural reforms in Sport governing bodies.

Amidst this landscape, the Sport Transparency Index has emerged as an innovative endeavor aimed at independently evaluating and benchmarking transparency levels within European Sport stakeholders. The project's goal is not only to measure and quantify Transparency but also to foster awareness, inclusivity, and capacity-building, thereby contributing to the broader objective of promoting integrity and values in European Sport and facilitating positive evolution.

### Methodology and Project Description

The Sport Transparency Index employs a methodologically robust framework designed to achieve its goals through specific deliverables. The methodology is delineated below, emphasizing the tangible outcomes that will contribute to enhancing

Transparency and Good Governance in European Sport Organizations.

Mapping the European Landscape on Sport Transparency:

**Objective:** To enable the definition and articulation of a holistic Transparency and Governance Framework for Sport.

#### Approach:

To conduct multi-method research (desk research, surveys, focus groups, interviews) and actively engage high-level stakeholders to enable the identification of existing models, structures, barriers, and enablers and the corresponding gaps.

The Sport Transparency Index Development:

**Objective 1:** To design and implement an objective ranking matrix and corresponding indicators to enable an external and objective assessment of Transparency within Sport Organizations.

**Objective 2:** To conduct a Pilot Study to test, review and refine the methodology.

**Objective 3:** To complete a comprehensive initial Sport Transparency Index evaluation of European Sport Organizations to validate the efficacy of the project.

#### Approach:

**To build upon the findings of the mapping exercise to develop a suitable Evaluation Matrix-Methodology.**

**To conduct a pilot study to test the methodology and review and refine the evaluation criteria accordingly.**

**To produce an inaugural Sport Transparency Index Report, cataloging and rating the stakeholder Organizations in accordance with the methodology.**

Digital Training Package for Sport Transparency:

**Objective:** To create an inclusive and accessible mechanism to enhance the understanding, identification and implementation of the Transparency and Good Governance indicators utilized for the Index to facilitate the positive evolution of Sport Organizations.

#### Approach:

To design modular training program covering key aspects.

To develop an e-Learning platform for online delivery.

Policy Recommendation on Sport Transparency:

**Objective:** To propose evidence-based policies for Promoting Transparency and Good Governance.

#### Approach:

To evaluate the results from Mapping the European Landscape, Sport Transparency Index, and Digital Training Package and convert these findings into appropriate policy recommendations.

This methodology integrates diverse research methods, engages stakeholders comprehensively, and delivers tangible outcomes in the form of reports, training packages, policy recommendations and an initial Sport Transparency Index. These deliverables combine to create the necessary conditions to advance Transparency and Governance in Sport Organizations.

#### Conclusion.

**In conclusion, the Sport Transparency Index stands at the forefront of addressing the pressing challenges of Transparency and Good Governance in Sport. Despite the initial project assessing the European Eco-System the project has clear global applicability and, once launched, promises to become a cornerstone for enhanced Transparency and Good Governance moving forwards.**

The Index combines an academically robust approach to establishing the underpinning methodology with an inclusive and extensive stakeholder consultation process to ensure the outcomes are both anemically underpinned but, crucially, useful for practitioners and implementable for all Sport Organizations. The outcomes and knowledge exchange mechanisms will be delivered in inclusive and accessible ways to ensure the legacies of this project benefit the entirety of the Sport Stakeholder Eco-System for generations to come.

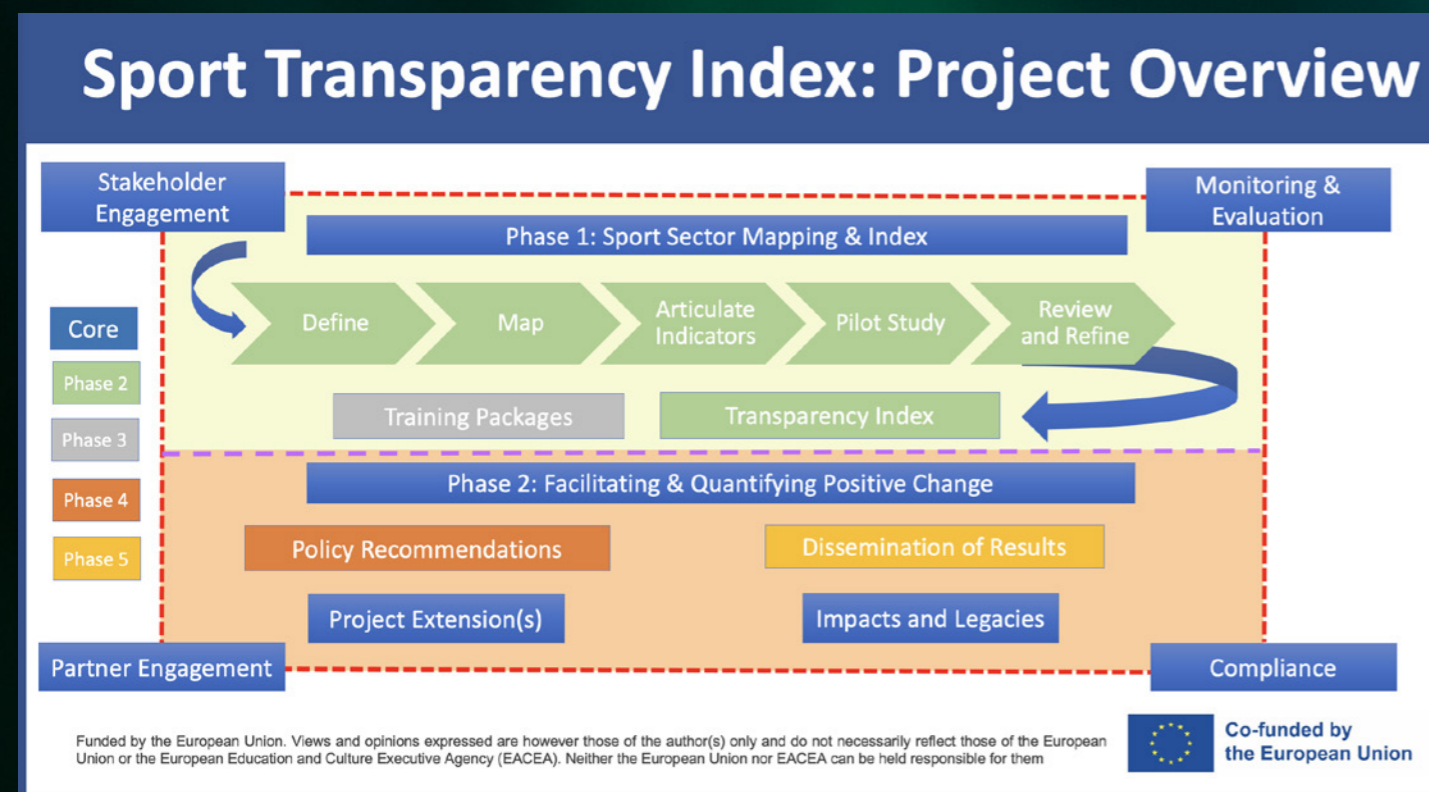
Overall, the project emerges as a beacon of innovation, aligning with the EU's agenda for promoting good governance and integrity in Sport, while offering tangible solutions to complex challenges.

If you would like to become directly involved in this ground-breaking European project, or to discuss the Global Applicability, please contact the project coordinator Dr. Iain Lindsay directly at:

[iain.lindsay@siga-sport.com](mailto:iain.lindsay@siga-sport.com)

**CLICK HERE**  
to sign up to register become involved and stay up to date with the project

Follow the project on social media at:





### GOOD GOVERNANCE

Sports organisations must govern themselves and operate under the highest Governance principles, including democracy, transparency, accountability and Stakeholder Engagement.

### OUTSTANDING ETHICAL CONDUCT

Sports organisations must uphold and respect the fundamental principles of sports ethics, which reflect the values of the fair play, solidarity, respect for the rule of law, human rights, dignity, integrity, diversity and inclusiveness

### ACCOUNTABILITY

Sports organisations must take accountability for their own affairs and implement a zero-tolerance policy against all types criminality (including corruption, bribery, money-laundering, tax evasion, smuggling and trafficking of minors), as well as racism, violence and all forms of abuse and discrimination

### LEGACY

Whilst recognising sport's specific nature and autonomy, sports organisations must respect and comply with all applicable laws and regulations in the governance, regulation and administration of sport.

### SCRUTINY

Sports organisations must implement and comply with the SIGA Universal Standards on Sport Integrity and be independently scrutinised through SIRVS.



## Setting the path for the future of Sport



ONE VISION | ONE MISSION | ONE VOICE

**SIGA** Invites you to support the Sport Integrity GOALS. A global movement is emerging and **Sport Integrity** is at its core. Bridging the insights of the world's youth and visionary leaders.



## The External Face of Integrity:

# Integrity and Manipulation of Competitions in Brazil



**Paulo Marcos Schmitt**  
 COB Integrity Consultant in the area of preventing and combating sports manipulation and IOC point of contact President of the Integrity Committee of the São Paulo Football Federation Legal and Integrity Consultant for numerous Confederations (cycling, gymnastics, judo and fencing) Former Attorney General of the Football STJD (2004-2016) and the Attorney General of the Anti-Doping Sports Court (2018-2020) COB Integrity Consultant responsible for the DPMC Competition Manipulation Prevention Division Single Point (focal point) IOC contact in preventing and combating sports manipulation

The term Integrity, in the colloquial sense, seems to be a contested definition. Through experience it can reveal itself to be a matter of honesty, of uprightness, with rigorous and essential ethical and moral precepts. There is no middle ground for honesty, either you are, or you are not honest! Half-truths do not fit into the concept and that is why integrity depends on the “whole”, on unity, on what cannot be measured in parts, intact; in full.

In Sport Law Integrity has an internal and external face. Its internal side is focused on aspects related to governance premises in the organization, struc-

ture, and functioning of powers of sports entities. Its external face has a connotation of appreciation and exaltation of fair play (sporting and financial) and resistance in combating the main problems of fraud and violence in the sporting environment.

Indeed, in this aspect, Integrity is the policy of Sports Organizations through the strengthening of ethical aspects, transparency, governance, and accountability of Sport administration and practice entities and their directors. It is also the set of programs, processes, projects, or activities to safeguard the credibility of Sporting institutions, organize competitions, value fair play, and clean

sport through actions to combat fraud, corruption, manipulation of competitions, doping, harassment, prejudice, and abuse in Sport.

Its implementation depends on adequate compliance and governance premises, characterized by a set of good practices to improve the quality of sports management and which presupposes the creation of independent mechanisms for internal and external control of activities through collegial bodies (general assembly, councils, commissions), broad access, limitation and alternation of mandates, as well as the adoption of ethical instruments (codes of ethics), information disclosure (transparency), isonomy and equity, and accountability.

In Brazil, there is no shortage of normative acts or laws providing for the theme of Integrity. The set of principles includes prohibiting fraud and manipulation with appropriate sanctions and even regulating sports betting. The new General Sports Law 14597/2023<sup>1</sup>, recently approved, highlighted the subject of Integrity in varied content with the following emphasis:

*Art. 2 The fundamental principles of sport are:*  
 ...  
**XI - integrity;**  
 ...  
*Art. 9 At all levels and services of sporting practice there will be prevention and combat against practices that undermine **Sporting Integrity and Sporting results.***

Although laws are fundamental, their effectiveness can be enhanced when accompanied by proactive initiatives. In the context of Sport Organizations, relying solely on regulation is not enough. To ensure not just compliance but also sustainable survival, effective governance, and impeccable integrity, these

<sup>1</sup> [https://www.planalto.gov.br/ccivil\\_03/\\_ato2023-2026/2023/Lei/L14597.htm](https://www.planalto.gov.br/ccivil_03/_ato2023-2026/2023/Lei/L14597.htm)



entities must embrace strategic innovation. The ability to anticipate and dynamically respond to changes in the Sporting environment and social expectations not only strengthens institutional credibility but also reinforces the commitment to the highest ethical and transparency standards, thus consolidating stakeholder trust and the position of leadership on the global Sporting scene.

Ethical deviations and a lack of integrity pose a real threat to the Sporting community. Athletes, referees, coaches, members of the technical committee, managers, and others involved must be fully aware of the seriousness of this problem and need to receive precise guidance on how to act in situations involving doping, fraud, approaches, grooming, prejudice, harassment, abuse, and other forms of violence. The



phenomenon of systematic disregard for fair play, the incidence of fraud and violence, flagrant violation, and subversion of integrity, therefore, has occurred with worrying frequency in various modalities in the sporting world.

The dangers increase if we ignore them. Illustratively, Brazilian football is experiencing an explosion in the number of cases of match-fixing. The numbers jumped from 6 known cases in 2016 to 152 cases in 2022 according to a report from Sport Radar<sup>2</sup>. The country appears to be the epicenter of football fraud and other Sports could also be contaminated.

It is crucial to inform athletes about the risks of involvement in this type of crime. Otherwise, they will be harassed by criminals and the process will be reversed. The first contact with Integrity topics in

<sup>2</sup> <https://sportradar.com/wp-content/uploads/2023/03/Betting-Corruption-And-Match-Fixing-In-2022.pdf>

general, particularly doping and manipulation, must occur through educational action. We must protect athletes, value honest athletes, and show them that with this type of “bet,” they will only end up in prison, very threatened, blackmailed, or even dead, and their surroundings.

Sports organizations must provide security, identification, and eradication of ethical deviations and crimes in Sport, through integrity programs. Fortunately, the Brazilian Olympic Committee, Brazilian Gymnastics, Cycling and Fencing Federations, and the São Paulo Football Federation are good examples of commitment to the premise of integrity and combating impunity in the manipulation of competitions in Brazil, but much more needs to be done.

On November 27th, a very interesting investigative article on the underworld of Sports betting and its relationship with athletes and teams around the

world was published on Play the Game. We need to protect Sport organizations that are increasingly dependent on sponsorship from bookmakers and protect the entire ecosystem to which they belong, such as confederations, federations and clubs, associations, athletes, technical committees, managers, and referees. The spurious relationship between illegal betting and its direct and indirect markets with known houses that sponsor sports organizations is extremely worrying. And the numbers are frightening, much higher than the crimes of drug trafficking and counterfeit products, for example. It is worth checking out a small part of this investigation and its findings<sup>3</sup>:

## “Mapping the territory of football’s lucrative pact with illegal sports gambling

### The Trillion-Dollar Market

How much the illegal sports gambling market is worth today can only be a matter of conjecture, given the opacity of an industry that is both ubiquitous in its presence on football shirts, stadium LED boards, television screens, and social networks, and secretive in the extreme when it comes to revealing who its key actors are.

However, if the very nature of the business makes it out of the question to come up with exact figures, it is possible to extrapolate from intelligence gathered during prosecutions and made public in courts or from the volume of traffic registered on those websites, which can be gauged accurately with the help of open-source statistical tools.

A sizeable chunk of the illegal market operators will still evade detection, as they conduct their business via networks of agents and not through conventional

<sup>3</sup> [https://www.playthegame.org/news/mapping-the-territory-of-footballs-lucrative-pact-with-illegal-sports-gambling/?fbclid=IwAR37uNEGBUT6VWrgPcmlouArwDaN1aS\\_QVQ57ECDdrg\\_RGpcFpSm2MxesA\\_aem\\_AZI-7vIHHyMq6DgfP6\\_s4W1abmsHuNGLPTFo69f2rrRv3aIRJDypKgS\\_aiXC89BDw28](https://www.playthegame.org/news/mapping-the-territory-of-footballs-lucrative-pact-with-illegal-sports-gambling/?fbclid=IwAR37uNEGBUT6VWrgPcmlouArwDaN1aS_QVQ57ECDdrg_RGpcFpSm2MxesA_aem_AZI-7vIHHyMq6DgfP6_s4W1abmsHuNGLPTFo69f2rrRv3aIRJDypKgS_aiXC89BDw28)

apps and websites. This will encourage cryptocurrency transactions to add another layer of secrecy to their operations.

However, the United Nations Office on Drugs and Crime (UNODC) has come up with the astonishing figure of 1.7 trillion USD per annum in its December 2021 report on illegal betting, which is based on contributions from nearly 200 experts in that field and is the most exhaustive research conducted into the scale of this criminal activity to date.

1.7 trillion USD: this is more than three times the estimated value of the global narcotics trade and a third more than what is thought to be the value of counterfeit goods sold worldwide. No other criminal activity generates as much money as illegal gambling does.

This is a point that bears repeating again and again, as this industry benefits from a misconception that if it involves criminal activity, those crimes are by far and large victimless.

Nothing could be further from the truth. Illegal gambling goes hand in hand with fraud, extortion, tax evasion, money laundering, people trafficking, modern slavery, sexual exploitation, physical assault, torture, and even murder.”

In this context, a Sport Organization must understand the general functioning of the Sport betting market, as this will help to assess sponsorship opportunities.

On the other hand, Sport Organizations, for the sake of governance survival, compliance, and integrity, need to strategically innovate by creating service channels and specific areas for reporting manipulation of competitions, guaranteeing the anonymity of the complainant, if desired.

Furthermore, it is necessary to plan a series of lectures, conversations, dialogues, and courses for teams and athletes to provide guidance, education, and awareness about the manipulation of competitions and their sporting and criminal consequences. And, carrying out institutional campaigns on social media, on the official website, and the playing field,

## Face Externa

“Conjunto de programas, processos, projetos ou atividades com a finalidade de resguardar a credibilidade de instituições desportivas, a organização do fair-play e esporte limpo por meio do combate a fraudes, corrupção, manipulação de competições, doping, assédios, preconceitos no esporte.”

· Paulo M. Schmitt



to raise awareness against the manipulation of competitions and its consequences for offenders.

The adoption of reinforcement measures with gaming monitoring companies, internal affairs bodies, ombudsman offices, and sports courts can also strengthen procedures and thorough investigations in search of holding offenders accountable.

Furthermore, it seems essential that guidelines are established to help Sport entities and event organizers carry out a sequential analysis of commercial and collaboration opportunities with sports organizations, betting operators, and entities related to Sport betting.

Finally, considering the scenario chaotic river of Sport manipulations and betting, education is an essential factor in preventing and combating harm to

the external face of integrity in Sport. This is a powerful counterpoison to the overwhelming disease of fraud and violence in Sport. It is necessary to implement programs, projects, and educational activities in matters of integrity through Sport Organizations (mainly Confederations, Federations, and Clubs), to engage athletes and their support staff, in an interactive and integrative way.

### Conclusion

**How to solve the problem? EMBED INTEGRITY BEFORE IT'S TOO LATE!** It is necessary to combat fraud quickly so that we have Sporting pedagogical reflexes at the same time, not after the championships have ended or have already started again.

The risks multiply when we choose to ignore them. Brazilian football is facing an alarming increase in

cases of competition manipulation. We must protect our athletes, value those who play honestly, and demonstrate to them that involvement in such “games of chance” will only result in serious problems.

We must act decisively against fraud, apply educational measures in Sport and punishments that repair the damage caused, restore sporting balance, and preserve football's credibility.

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## Strength in Numbers: Exploring the SIGA Youth Council Research Project



**Taylor Green**

CHAIR, SIGA YOUTH COUNCIL |  
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**Tomás Macedo  
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### Project Introduction

As social media metrics increasingly dictate behavior, ages 18-34 are a coveted demographic to assess resonance. In research, there is an emphasis on athletes under 18 and executives over age 35. Despite the highly sought-after perspectives of individuals ages 18-34, there is a void of research on this demographic and on the roles they occupy in sport. We aspire to lead by example with a project that trusts emerging professionals to determine their definitions of sport integrity and what means they seek to uphold standards, policies, and procedures.

### Methodology

In April 2023, the Youth Council released a joint press release to launch our global research project and survey, accompanied by social media utilizing SIGA's extensive reach in sporting communities and the Youth Council's networks. Inspired by our research question and some of the insights we were uncovering, we produced

3 panels as part of the SIGA Youth Forum held during Sport Integrity Week. To ensure every member of the Youth Council could participate in this survey and to celebrate its linguistic diversity, we set age parameters to 18-30 and translated the survey into Portuguese, Spanish, French, and Serbian. In a world with diminishing attention spans, we were cognizant of designing a survey that was not long or difficult to take part in and to inform prospective respondents of the projected time needed to anonymously complete the survey.

**We offered a variety of ways for respondents to identify: age, gender, nationality, ethnicity, and disability, factors that impact an individual's access to sport.**

We included options for individuals who identify as trans or nonbinary due to the lack of gender-inclusive language in surveys. We also decided to include an option for respondents to identify as having a disability due to the lack of accessible language in surveys. Surveys can unintentional-



ly “otherize” respondents which makes them less likely to respond, resulting in Not Listed as an option.

### Results & Analysis

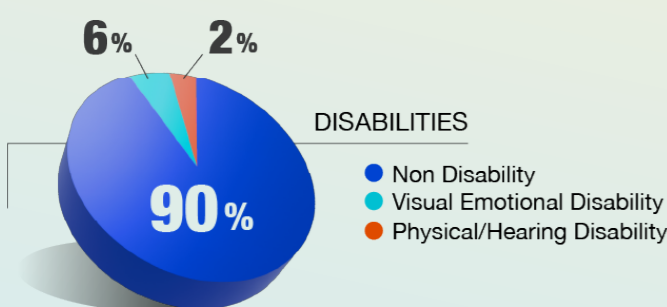
The majority of our respondents were between the ages of 26-30. Based on responses, we can infer sport integrity is better understood by young adults who have experience in the industry rather than those in the very early stages of their careers. In terms of gender, our survey resulted in gender parity among respondents on our survey in English, however, our results in Serbian had 66% of responses who identified as women. In our Portuguese, Spanish, and French surveys, we observe the inverse of respondents based on gender, with 59% of respondents identifying as men and 36% of respondents as women. We received two responses from individuals who identify as gender non-binary, indicative of the expansiveness of gender and lack of inclusion of nonbinary, genderqueer, and gender non-conforming individuals. In a traditionally male field, the gender

parity in survey responses in English suggests an increase among women in positions in sport. For SIGA, this should reaffirm the importance of the Youth Council and #SIGAWomen, especially for women ascending in their respective careers to earn leadership positions in sport.

We had respondents from 17 countries across all versions of our survey. 37% of respondents identified as being from South Africa, mirroring the contributions of South African members of the SIGA Youth Council. Our responses indicate a preference in some cases for regional attachment more than national identity, for example identifying as being from Hong Kong, which is typically classified as a special administrative region, as opposed to China, or another respondent disclosing their nationality as being from specifically the Eastern Cape of South Africa, rather than the nation itself. Similar to nationality, regional affinity can be evoked as a form of ethnicity, for example identifying ethnically as North African. From a geopolitical context, post-colonial drawn borders may not always accurately align with ethnic boundaries, for instance



via a selection of nine ethnic groups prominently located in Eastern and Southern Africa: Lugbara, Luo, Muganda, Munyakore, Musoga, Nilotic, UmXhosa, Xhosa, and Yoruba. It is important to note that certain terms may be used interchangeably or perceived as socially acceptable in some spaces, while offensive in others. For instance, in the United States, the terms Black American or African-American may refer to the same person, however, it could include anyone from the African Diaspora in the United States. Similarly, the term American is commonly tied to citizens of the United States, however in a global context can refer to any person throughout North, Central, or South America.



2% identified as having a hearing disability, 3.9% identified as having a physical disability, 5.2% identified as having a sight disability, and 6% identified as having an intellectual or psychological disability. In our survey in Portuguese, a respondent identified with a disability not listed. To respect the privacy of respondents, we did not inquire about which disability, intellectual or psychological they have and we could not allow respondents to write in a specific disability or classification of disability.

Most respondents identified themselves as a spectator (45%), followed by former athletes and sport industry professionals (27%). We can surmise that individuals who played sport as a form of recreation still sought to continue their relationship in a professional sense off the playing field. 'Sport Integrity' at first glance was connected to words such as Equality, Ethics, Fairness, Honesty, Inclusion, Justice, Respect, Rules Against Corruption, Safety, Sportsmanship, Transparency, Trust, and Upholding Values. When asked to further expound upon respondents' definitions, their responses presented as elaborations of their initial inclinations of sport integrity. Many responses featured recurring themes of standards, access, maintaining, and pres-

ervation, which can imply that the power of sport is something tangible and worth preserving. The general understanding is that the young leaders who answered our survey consider themselves to have good knowledge of sport integrity, rating themselves 4 out of 5. This is relevant because it shows that even individuals who identify as being somewhat well-versed in sport integrity still recognize there is more to learn as sport integrity continues to evolve. Likewise, almost 100% of those surveyed said youth have a pivotal role in the future of sport as custodians to spur change.

Youth Development and Child Protection was deemed the most important Universal Standard, suggesting that young professionals are aligned in protecting our most vulnerable by implementing proper procedures and policies. Financial Integrity and Sports Betting Integrity were also at the top of



the agenda, which translates into the need for awareness of the increasing numbers of unsupervised teens using betting platforms. The Permanent Committee on Gender, Race, Inclusion, and Diversity (GRID) and the Youth Council were selected as the most necessary committees. A lack of equity, diversity, and inclusion was seen as the biggest integrity threat. Efforts to ensure sport integrity remains an equitable endeavor will increasingly become a necessity.

### Recommendations and Concluding Remarks

To quote SIGA Youth Council member Sid Kohli, sport integrity is only in the public zeitgeist when there has been a failure to uphold a set of standards. Scholars and practitioners should have the same intellectual curiosity and rigor for examples of upholding sport integrity as we have for those who exhibit corruption and malfeasance.

Based on our survey results, there is a void in education and knowledge sharing among those invested in sport ages 18-25, yet agreement that young adults have a role in influencing change. Therefore, we propose that SIGA and other institutions consider appointing *at least* one representative from this demographic to committees on sport integrity. For SIGA, appointing members to Permanent Committees is welcome to equip young professionals with tools to affect change. Also, better utilizing social media to meet emerging professionals where they are to publicly declare SIGA's Universal Standards and share initiatives that speak directly to them. SIGA can be a global repository for sport integrity and an educational vessel for emerging professionals' respective journeys in sport. This pedagogical resource can also serve to host mechanisms for compliance for officials and executives in sport, especially those interacting with historically marginalized and vulnerable groups in sport. Regardless of age, the scholarship on sport integrity is overwhelmingly from those who do not identify as disabled. If our collective contributions do not include disabled communities, our efforts to preserve and maintain sport integrity will perpetually ring hollow. Actively listening to, learning from, and including disabled voices in every stage of crafting effective sport integrity procedures must be adhered to ensure a more inclusive sporting landscape. Despite the growing pains of necessary change, we invite all invested in a better sports world for all, to commit to reaffirming our collective efforts to sport integrity.

### Acknowledgements

This paper would not be possible without each person who responded to our survey. We would like to thank CEO Emanuel Macedo de Medeiros, COO and Managing Director of SIGAWomen, Katie Simmonds, Director of Communications and Media, Nuno Perestrelo, GRID Permanent Committee Co-Chair, Karin Korb, and Senior Director of Research, Knowledge, and Innovation, Dr. Iain Lindsay, for their support to bring this project to fruition. Lastly, we thank every entity devoted to sport integrity and ensuring a fair and inclusive playing field for all.



#SYC2024

**SIGA** **YOUTH COUNCIL**

**SIGA YOUTH COUNCIL 2024**

## How to Apply?

This programme is available for all young people between the ages of 18-29. We will be promoting this widely through our networks, social media channels and our website when registration opens to apply.

To apply you will need to complete the relevant application form and attach a CV, letter of recommendation and a short video (maximum 2 minutes) stating why you want to join SYC.

Interested in Joining the SYC in 2024?

**SIGA** **YOUTH COUNCIL**

**The Application Process Will Open Soon.**

For more information or to register your interest please contact the SIGA team directly at [info@sigasport.com](mailto:info@sigasport.com)

The SIGA Youth Council was first established in 2020 and we are now at the culmination of the term for the Second Class of Future Leaders who built upon the fantastic foundations of the inaugural group.

The two iterations of the SYC brought together individuals from a range of continents, backgrounds, skills and

experiences that combined to form a formidable team. We are dedicated to providing an environment that supports and enables Youth Leadership, with the strategies, deliverables and opportunities Youth Driven. The creation of invaluable opportunities and experiences, over the course of the 18 month term, will offer members the opportunity to forge long lasting and

invaluable networks with current and future Sport Leaders and help to kick start their own path to the top.

This is your opportunity to take a leadership role and help shape the future of Sport in the way that you envision it – hand in glove with the World's largest coalition in the field of Sport's Governance and Integrity.

# Contributions to an Efficient Governance Structure for Sport:

## Time for the EESSG



**Roberto Armelin**  
LEGAL  
AND COMPLIANCE OFFICER  
SÃO PAULO FUTEBOL CLUBE



### 1. Introduction

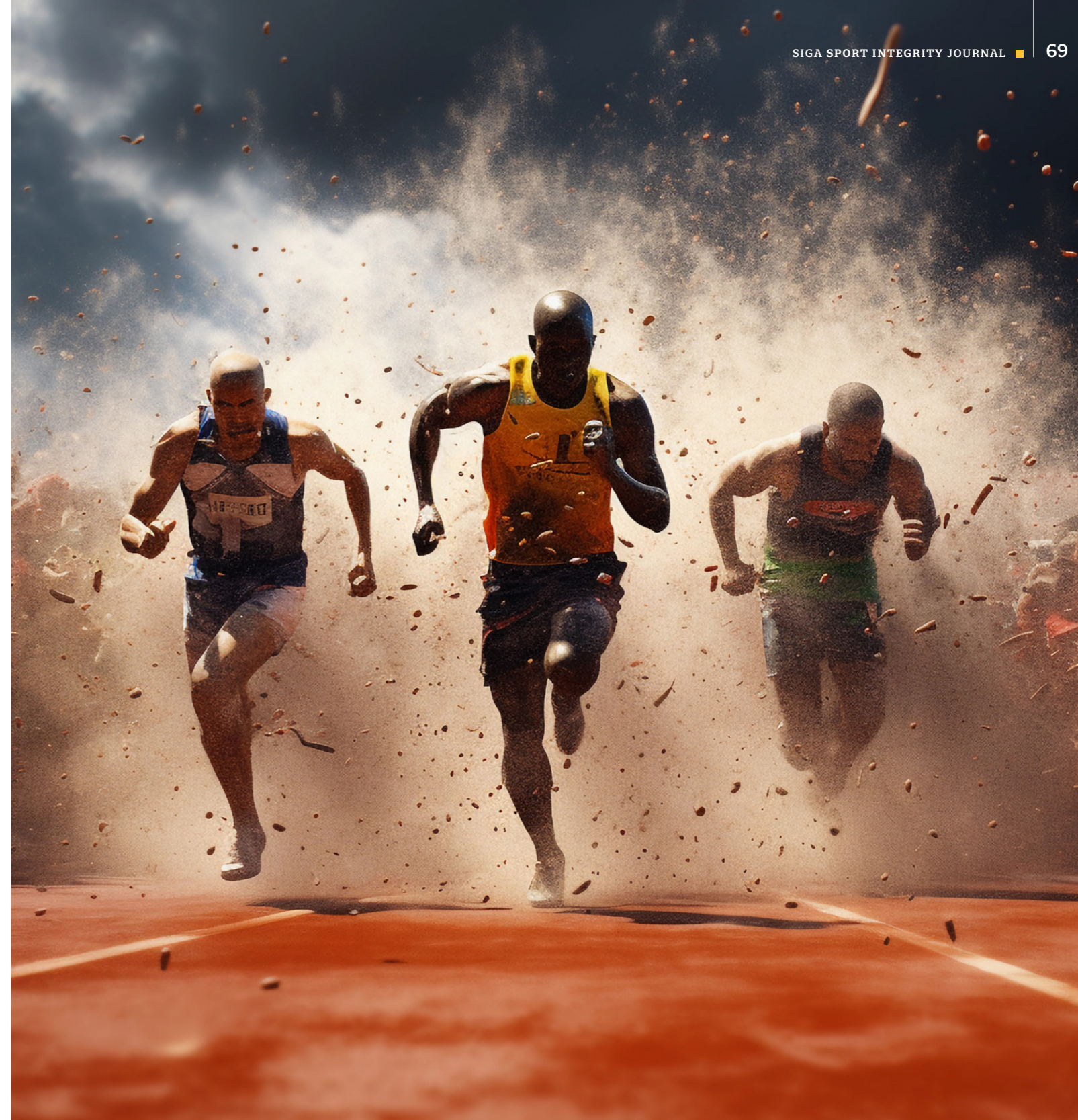
There is much debate about the qualities and defects of the corporate models for organizing Sport entities, notably in relation to football. Most of the analyses focus on the differences and similarities between the two main and antagonistic models: (a) associative and non-profit clubs; (b) profit-making company. Each of these major models include and present numerous variations that reflect characteristics of the countries and cultures in which they operate.

In this work we propose to establish the basic and indispensable elements for a modern, efficient and socially protagonist structure for sports organizations, from a perspective in which the experience of the Brazilian context predominates.

### 2. What to Avoid

It is important to identify, from past and present experience, what has proven not to work or has not shown desirable efficiency, whether in terms of (1) Sporting performance, (2) administrative performance, and (3) economic results, or even (4) regarding the appreciation and protection of people involved with the Sport Organization, at all levels of employment.

In this field, experience shows that the fragility of governance, a very present characteristic of associative club models, presents itself as an element that generates structural inefficiency, which consequently affects the organization's performance in all its fields of activity, including their Sport results. This problem is eventually compensated by the qualities of the person and professional who occupy the positions and roles of this governance. Due to this situation the market and stakeholders place their trust in the managers of the moment, instead of the organization. As a result, medium and long-term projects are affected, given the temporary presence of these professionals in management. Therefore, personalization of the organization's roles should be avoided, which can only be achieved with solid and well-structured



governance. And it does not affect cultural and traditional aspects of entities that have a strong political history. Despite the operational difficulties of conducting such organizational change of rules in these environments. Although difficult, it is possible to qualify and improve governance.

Another aspect that affects the organization's ef-

ficiency is the lack of investment in human capital. Just as athletes need to have the best working conditions to compete in a position to win, the internal workforce, which provides support and sustainability for sporting performance, cannot fail to be cared for, qualified, updated and valued.

The strategic role of technology and innovation in the organization's structure cannot be



ignored either. Equally or more important than looking at human capital is the use of technology and innovation with a view to controlling processes, increasing efficiency, improving data collection and management and, in the end, providing conditions for better and faster management decisions. Finally, one cannot neglect taking care of the organization's reputation.

### 3. What is Essential

The objectives of the Sport Organization must always be three-fold:

- (1) Sports results (core business);
- (2) economic results (environment); and,
- (3) social and environmental impact (social and environmental responsibility).

In this last point, there is an important emphasis on paying attention to all people involved with the organization, in a broad view of the stakeholder concept.

Considering this premise, in our view, the following are essential elements:

- (1) a solid institutional (non-political) governance structure, with qualified professionals who are permanently evaluated, updated and, when necessary, replaced;
- (2) clear rules for alternating power in the case of integrated political processes, but with a predominance of solid institutional governance;
- (3) ethics and integrity as non-negotiable values;
- (4) attention and strategy with reputation;
- (5) investment in human resources: respect, protection, diversity and inclusion; (6) financial responsibility;
- (7) effective compliance program;
- (8) technology and innovation in business strategy;
- (9) impactful social action; and,
- (10) environmental responsibility, which may seem complex, but it is not.

### 4. Characteristics Specific to Sport to be Considered in Governance planning: Fans, Emotion and Values

Sport is, at the same time, a business that generates a lot of money and a powerful and potent social phenomenon. It brings in its essence an imponderable element (therefore difficult to control) that translates into "emotion", resulting not only from the passion it awakens in people, but from the unpredictability of the Sporting result.

The numbers for sport as a business are impressive. While the UN is made up of 193 member countries, FIFA has 2112. The 2022 Football World Cup generated more than 5 (five) billion engagements according to FIFA<sup>3</sup>, with the estimated

world population being 8 (eight) billion people<sup>4</sup>. The 2020 Summer Olympic Games were watched by more than 3 (three) billion people<sup>5</sup>, according to the IOC. Not to mention the amounts invested in Sports such as MotorSports (especially Formula 1), North American sports leagues (notably the NFL and NBA), among many other events.

These numbers show and prove that Sport is the most powerful tool that unites and engages a huge range and diversity of people. This is essentially due to the predominantly emotional nature of the Sporting experience. For this reason, Sport relates to different consumers: the fans!

This emotion that characterizes the relationship between fans and Sport Organizations must be considered in governance structures. This is because the vast majority of people who will make up the workforce of Sports Organizations will be fans, both at leadership and operational levels, and even partners and the value chain itself. The majority of stakeholders will be fans of the Sport Organization. This is an important aspect of the governance and management challenge.

Along with this organizational challenge comes social responsibility, because with the potential for emotional engagement with their stakeholders, Sport Organizations cannot fail to assume a role as a transformative agent in society that transcends a specific welfare action (always relevant).

This role is naturally in line with the values inherent to Sport, such as those attributed to Baron Pierre de Coubertin: equality, equity, justice, respect for people, fair play and excellence<sup>6</sup>. Within this scope are actions to protect Human Rights and reject all forms of prejudice, such as: combating racism, promoting gender equality, combating moral and sexual harassment as well as violence against women, among other actions. essential to any organization today. Mainly, I would say, those working in the field of Sport.

<sup>1</sup> <https://www.un.org/en/about-us/main-bodies>

<sup>2</sup> <https://www.fifa.com/about-fifa/associations>

<sup>3</sup> <https://www.fifa.com/tournaments/mens/worldcup/qatar2022/news/one-month-on-5-billion-engaged-with-the-fifa-world-cup-qatar-2022-tm>

<sup>4</sup> <https://www.worldometers.info/br/>

<sup>5</sup> <https://olympics.com/ioc/news/olympic-games-tokyo-2020-watched-by-more-than-3-billion-people>

<sup>6</sup> <http://cienciaecultura.bvs.br/pdf/cic/v68n2/v68n2a14.pdf>



Furthermore, the potential to promote environmental responsibility actions is proportional to the relevance of sports organizations, and can generate a great positive impact as an example for the community.

### 5. ESG is not a Hypothesis, it is a Reality

These characteristics lead us, inexorably, to the ESG model. It is not, therefore, an option, a choice, which can eventually be relegated to a later moment.

ESG is not only convergent with Sport but has already established itself as the structuring model adopted and even required by the ecosystem of organizations that aim for the sustainability of their businesses. Therefore, the purely financial view (profits) of corporate results is more than outdated, replaced by one that considers the well-being of the workforce and the value chain

to be fundamental as an essential and indispensable element for the sustainability of the business. So much so that UEFA EURO 2024 proposes an organizational model that fully adheres to ESG7 premises.

### 6. Challenges, Paths and Objectives

Changing the governance structure or continuing “the way it has always been” is the first decision to be made. A decision that must consider that, firstly, you cannot change results by doing things the same way. Furthermore, those who do not evolve, naturally regress and lose efficiency as a result. Therefore, evolving is simply surviving. To win, it takes more, it is necessary to seek excellence in

<sup>7</sup> <https://www.uefa.com/euro2024/news/0283-188326de8f76-4c9b33544372-1000--uefa-euro-2024-aims-to-set-benchmark-with-environmental-soci/>

performance efficiency and business sustainability. And ESG is the holistically validated model.

Every change in organizational model implies a change in internal culture, and this process is always challenging, as it inexorably involves changing people’s internal routines and habits.

Integrity in the process is fundamental, so that changes are understood, absorbed and practiced by everyone in the organization, at all hierarchical levels, ensuring completeness and coherence in the operation, which generates more confidence and external and internal security.

Efficient governance, with well-described and known functions, processes and controls; equally known and managed risks; quality and agile indicators and information for assertive decision-making; tends to provide efficiency, excellence, per-

formance and victories - Sporting and economic.

Furthermore, when the environment is safe in terms of protecting people’s mental health, inclusive and diverse, concretely active in rejecting any and all prejudice, there will be that “extra” motivation that the characteristic emotion of Sport promotes to further enhance operational results – Sporting and economic.

In any case, there is no single, perfect formula. Each Sport Organization has its history, tradition and culture, which must be considered to design the best governance model that enables efficiency and excellence, and thus achieve the best sporting and economic results.

Like any process, it starts with the first steps. But victory must be on the horizon - environmental, economic, sporting and social: EESSG.



## Insights into Green Ethics in Sport: Coritiba SLC and ESG-Related Integrity in Brazilian Soccer Management



**Luiz Rodrigo de  
Macedo Weinhardt**  
PMO, CORITIBA SAF.

**T**he issue of the relationship between Sport and environmental sustainability has gained prominence in recent years, especially with the advent of the ESG agenda, given the rise of global movements such as “Sports for Climate Action”, the Sport Integrity Global Alliance and the Green Spots Alliance, and the efforts of scientists to produce articles such as the Routledge Handbook of Sport and the Environment. However, it is crucial to understand the depth of this issue and avoid superficial adherence to fads, prioritizing, in fact,

commitment to building solid and truly committed organizations.

This text seeks to provoke reflections on the foundations of this new approach in the Brazilian Sport environment, focusing on the implementation and continuity of the first environmental sustainability program in a soccer club in the country: *Nossa Identidade Verde* (Our Green Identity), by Coritiba SLC and important observations made in our Sport management and governance environment.

On the Sport field, the strategic plan plays a fundamental role, allowing us to discern between what is essential and what is secondary - the approach to sustainability in Sport, even though it has a unique strategic scope (TRENDAFILOVA, et al, 2021), it is still imprecise in the strategy of these organizations. In addition to strategy, there are relatively new as-

pects in Brazilian Sport culture that deserve to be highlighted: the implementation of fair play aimed at the environment and the perspective of Sports Ecology<sup>1</sup>.

When focusing on the structures that “govern” Sport, such as clubs, associations and federations, we must consider the intrinsic nature of such organizations, linked to the essence of Sport, something almost “primitive”, which is the human soul.

Planning, as current theories indicate, is not just about data, spreadsheets and numbers, but the realization of the strategizing process taking into account factors such as sensemaking and sense giving, directing, unequivocally, to people’s actions and their animus. This process is linked to capabilities, determining the results for the management of organizations, regardless of their nature.

Thus, in Sport, we have that individual engagement is fundamental to achieve results on the field and in the relationship with supporters and fans, but also for the desired compliance and commitment to the high principles that emerge in the ESG context. The integration and joint action of diverse actors shape strategic practice, emphasizing the practice-centered approach (Whittington, 1996), where the individual is at the heart of organizational analysis.

Since 2021, Coritiba has dedicated significant efforts to the implementation of the first environmental sustainability program in a Brazilian Sport Organization, achieving this feat thanks to the involvement and commitment of people at all stages, from the Top Manager Team (TMT) to the operational base. “Nossa Identidade Verde” (Our Green Identity) (SLC) was a milestone in the planning developed by the club, focusing on sustainable practices, preservation of biodiversity and the role of Sport as a driver of values linked to environmental sustainability.

<sup>1</sup> McCullough, B.P., Orr, M. and Kellison, T., 2020. Sport ecology: Conceptualizing an emerging subdiscipline within sport management. *Journal of Sport Management*, 34(6), pp.509-520.

Initially, it is essential to address engagement and resilience work with key stakeholders for full adherence to the project. The leaders of the organization, at the beginning of the program, need to be convinced of its importance and the numerous returns it could bring in the short or long term. This was achieved thanks to the direct work of planning with these actors. Both in the associative model, in 2021, and in the transition to the new legal identity of *Sociedade Anônima de Futebol* (Soccer Limited Company), a remarkable synchronicity and consistent adherence of the TMT was observed, which contributed significantly to the solid construction of the project.

**During the first few years, resilience and dedicated investments in time, human and financial resources were essential for consolidating the project and achieving the desired returns. One of the first milestones was the almost complete traceability of the waste generated at the Couto Pereira stadium and the Graciosa Training Center, which allowed the club to approach the Zero Landfill target in an auditable manner and with the backing of partner Green Plat, which means more than 90% of waste diverted from landfills. The club has seen a reduction of more than 30% in the financial costs associated with waste management. In addition, it is possible to track the hundreds of kilos of grass, plastics, cans, compostable materials and other items that total around 600 tons a year.**



Sachets of condiments, straws and plastic containers were banned in the stadium, resulting in a reduction in the time and supplies needed for cleaning. The club implemented an environmental sustainability policy, which considered its entire supply chain and involved both internal and external audiences. This process had the active participation of internal and external collaborators.

Committed to mitigating environmental impacts, the club adopted the Atlantic Forest Grand Reserve, aiming not only to comply with the legal minimum, but also to promote biodiversity in an honorable way. All these actions were based on the leadership of the internal chain, extending to the operations, marketing and communications sectors to emphasize the importance and targets of the project.

A significant measure was to establish a partnership with environmental activist Diego Saldanha, who acts as a spokesperson for the program and an instructor of good practices for

the *coxa branca* (white thighs) fans; The content created reached more than 700 thousand views on different social networks. In addition, the project involved a social partnership with an association of recyclers in Curitiba, improving the recycling process at the Couto Pereira Stadium. The club has also joined the UN’s global movement for sustainability and has included in its 2024 agenda a special focus on improving water and energy management on its properties.

The SLC allowed the reduction of costs, the optimization of resources and positioned the club as an innovative entity, gaining national and international notoriety. With the club’s transition to a Soccer Limited Company, the new management mindset took over and pushed the agenda with an even more mature approach and aligned with high standards of integrity.

The implementation and targeted communication contributed to the SLC becoming part of Coritiba’s DNA. Professionals, fans, partners

and other employees experience the program naturally, understanding that it is part of the organization, an achievement that cannot be lost!

The importance of good management in the sports environment is intrinsically linked to the fundamental values and principles of this area. Efficient management is not only crucial to meeting market demands, but also to preserving the core values associated with Sport, such as fair play, ethics, and sportsmanship. “Being green” or “going green” in Sport (Sanderson; Shaikh, 2017) goes beyond mere compliance; it reaches ethically responsible levels, and, from this point of view, sports organizations, managers, and most industries still operate at a basic level (Rosenberg, 2018) and improvement is needed.

Sport transcends mere administration and becomes an intimate manifestation of the human being, directly impacting people’s hearts and souls. The lack of good practices not only affects administrative aspects, but also corrupts these essential values.



Therefore, management committed to integrity and inherent values not only promotes a fair and equitable environment, but also preserves what is most valuable in the essence of Sport, contributing to the ethical and moral construction of the individuals directly or indirectly impacted by it, keeping alive the authenticity and essence of the Olympic Spirit.

These are elements that can strengthen the foundation of any corporation. When we look at the Sport phenomenon, which involves more than consumption, but also heart, love, passion and passionate, promoting fair, ethical and corruption-free competitions with clubs and organizations with integrity adds luster and value to the aura of the products, even if in a silent and invisible way.

**Integrity plays a vital role in contemporary sport. Compliance at Coritiba SLC, by adopting sustainable practices, has strengthened the club’s position, making it more secure in relation to rules and laws. In addition, the benefits for society are evident: a reduction in the club’s environmental outlook, improved quality of life with less pollution, preservation of natural habitats and social inclusion through programs such as environmental education, building a green culture in Brazilian Sport and a more sustainable infrastructure.**

Finally, one extremely important point stands out: the need for continuity. Actions to reduce the impact on the environment must be continuous because, as this article has shown, their foundations encompass a range of perspectives and new developments that are constantly evolving. In this sense, the perception of envi-



ronmental fair play and the engagement of innovative sports management and Sports Ecology are extremely pertinent, assuring not only compliance, but also an ongoing commitment to environmental preservation and responsible action in society.

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# Good Governance in Sport: Yduqs' Journey of Social Impact and Integrity



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VICE-PRESIDENT, GRUPO  
EDUCACIONAL YDUQS

**YDUQS**

**T**he social impact of Sport is indisputable. In addition to promoting personal development, improving personal and collective health and well-being, Sport creates jobs and boosts the economy, generating around US\$1 trillion a year. However, for these social and economic impacts to materialize two elements are crucial: Professional Management and Integrity.

Without good governance and transparency, the social potential of Sport is at serious risk.

Lack of integrity can jeopardize the continuity of investment or loss of trust, which prevents new investments. According to the International Monetary Fund, the annual cost of a lack of transparency business represents almost 2% of the global Gross Domestic Product (GDP).

The risk of losing (precious) resources in a transformational sector calls for commitment between civil society and the public and private sectors to overcome the crisis of confidence. In Latin America, the Pacto Empresarial pela Integridade e contra a Corrupção stands out, promoted by the Ethos Institute, of which we are a member.

The role of regulators is vital in promoting more honest and professional environments. The financial market, exemplified by B3, plays a crucial role

in valuing companies committed to good corporate governance practices.

In the context of Sport, the growing union of companies, governments, regulatory bodies, non-profit organizations and athletes seeks to promote transparency and integrity. Initiatives such as SIGA (Sport Integrity Global Alliance) integrate those involved in a shared goal: preserving the integrity of Sport.

## Yduqs Group Sports Platform – Our Journey in Evolution

Yduqs and the Yduqs Institute, aware of the importance of good governance, unite social impact and integrity in the management of their sports platform, with 15 years of consistent commitment to Brazilian sports development. The partnership with various sports organizations and institutes reflects the commitment to social transformation.

We offer support to Olympic and Paralympic athletes in various disciplines through scholarships, with a special emphasis on career transition. We have become exclusive partners of confederations, federations, clubs and institutes related to sport, such as the Fernanda Keller Institute,



the Reação Institute, the Guga Kuerten Institute, the Brazilian Olympic Committee, and the Brazilian Paralympic Committee.

In collaboration with our educational institutions, the Yduqs Institute has provided higher education training for more than 1,000 athletes in recent years. Currently, more than 1,200 student-athletes, such as gymnast and world medalist Rebeca Andrade, study at our educational institutions. We believe in sport and education as tools for social transformation.

## Good Governance is the Basis

Yduqs' partnerships are based on solid good governance practices, regulated by our strict Code of Ethics and Conduct and Anti-Corruption Code, including efficient risk management in the supply chain. Since 2015, we have been a signatory to the Pacto pelo Esporte, and more recently, we became a member of the SIGA LATIN AMERICA, reinforcing our commitment as a global benchmark in transparent and upstanding practices.

In October, MSCI upgraded Yduqs' rating from A to AA, recognizing it as a global leader in ESG (Environmental, Social and Governance). We are the only organization in Latin America and the only one in the world dedicated to higher education with this rating of excellence. In addition, the organization had already indicated us as "world class" in accounting practices.

I believe that there is no single path to achieving a scenario with greater transparency and Integrity. Good governance involves a set of measures and the collaboration of various actors, which together force the curve of professionalization and integrity, promoting more solid governance practices in the Sport world.

The truth is that transparency is good business, and everyone can contribute a little to promoting it. When we are transparent, everyone wins, especially Sport!

# SUN OBJECTIVES

## RESEARCH

To act as a platform for collaboration between academia and stakeholders intended to cultivate synergies between research and implementation. Research will focus upon Sport Integrity issues and underpin multi-stakeholder thought leadership initiatives. Emphasis will be placed upon the commercialisation of research and cultivating projects capable of attracting funding and investment from a variety of sources.

## KNOWLEDGE TRANSFER

To ensure that Sport Integrity becomes a key component of university curriculum through additions to existing courses and bespoke Executive Education initiatives.

## FUTURE LEADERS PROGRAMME

To deliver integrated development, recognition and enrichment opportunities that create a bridge between the university and practitioner environments, specifically tailored to help shape the leaders of tomorrow. This will include high-level internship opportunities for university students with SIGA, our Members and Committed Supporters.



The **SIGA University Network (SUN)** is a coalition of global leading universities and research institutes united by a commitment to an expanding and evolving series of joint initiatives in the field of sport's governance and integrity.

**World leading Sports Stakeholders** are committed to collaborating with **SUN** on thought leadership projects to drive meaningful reform.

The **SUN** drives the synergy between need, ideation, innovation and outcome through collaboration at the very highest levels.

Research, Stakeholder Network and in-depth industry knowledge are the three key pillars that underpin the **SUN**.



**INTERESTED IN JOINING**  
 Contact Dr. Iain Lindsay:  
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