

FROM VISION TO ACTION. FROM ACTION TO ACHIEVEMENT.

The first 100 Days of the
2026 - 2030 Mandate
Progress Report

14 APRIL - 23 JULY 2026



CONTENTS

Foreword.....	03
A Guide to this Report.....	04
Executive Summary.....	05
Chapter I: The Mandate: Laying the Foundations for Delivery.....	06
Chapter II: Delivering on Our Commitments.....	08
1. Governance, Leadership and Institutional Accountability.....	08
2. MISSION 100: Mobilising a Global Movement for Sport Integrity.....	09
3. Expanding and Strengthening SIGA'S Global Community.....	11
4. Communications, Media and Global Engagement.....	12
5. SIGAWomen—Empowering Women. Enhancing Governance. Strengthening Integrity.....	14
6. Strengthening SIGA's Global Footprint.....	15
Chapter III: Measuring Progress.....	19
1. Implementation Dashboard.....	19
2. Governance and Leadership.....	20
3. MISSION 100.....	20
4. Universal Standards & SIRVS.....	21
5. SIGA EARTH.....	22
6. SIGAWomen.....	22
7. Membership and Global Community.....	23
8. Thought Leadership.....	23
9. Continental Development.....	23
10. Summary Conclusion.....	23
Chapter IV: The Road to 2030 Accelerating Delivery. Consolidating Legacy.	24
SIGA Master Calendar of Meetings & Thought Leadership Events.....	24
1. Looking Beyond the First 100 Days.....	24
2. Challenges, Risks and Institutional Resilience.....	25
3. Strategic Priorities.....	26
4. Looking Towards Legacy.....	27
Chapter V: SIGA Legacy.....	28
1. Legacy Begins on Day One.....	28
2. Why SIGA Legacy.....	28
3. Our Legacy Ambition.....	28
4. Our Legacy Commitments.....	28
5. Beyond a Mandate.....	26
Chapter VI: Closing Reflections.....	30
To Those Who Dared.....	31
Acknowledgements.....	32
About SIGA.....	32
About this Report.....	32
Executive Team.....	33



EMANUEL MACEDO DE MEDEIROS

Co-Founder & Global CEO, SIGA

FOREWORD

There are moments in the life of every institution that define far more than the beginning of a new mandate. They define a renewed sense of purpose. They reaffirm a shared ambition. They challenge us to transform vision into action and action into measurable achievement.

The first 100 Days of SIGA's 2026–2030 mandate represent one such moment.

Following my re-election as Global CEO and the unanimous endorsement by the SIGA General Assembly of our 2026–2030 Global Strategy and Action Plan, we embarked upon a new chapter with a profound sense of responsibility. The confidence placed in this leadership was never regarded as a personal endorsement. It was a mandate to deliver; for our Members, for our partners and, above all, for the global Sport ecosystem that places its trust in SIGA's mission.

This report is therefore much more than a record of what has been accomplished during the opening phase of this term. It is an exercise in accountability. A reaffirmation of our commitment to Transparency. And a demonstration that strategic ambition is meaningful only when translated into measurable action.

That accountability must begin with SIGA itself. During this mandate, SIGA will voluntarily assess its own governance against the SIGA Universal Standards on Good Governance. The assessment will be undertaken by an independent auditor, ensuring objective scrutiny and demonstrating that SIGA is prepared to meet the same standards it promotes across Global Sport.

Over the period covered by this report, SIGA has continued to strengthen its institutional foundations, expand its global reach and accelerate the implementation of its strategic priorities. Governance has been reinforced. New flagship initiatives have been launched. Our global community has continued to grow. The implementation of the SIGA Universal Standards has gained new momentum. We have expanded our thought leadership, strengthened our regional presence and continued investing in people, recognising that lasting institutional success depends not only on systems and structures, but also on leadership, talent and shared purpose.

None of these achievements belong to one individual. They are the result of collective effort.

They reflect the confidence of our Members, the commitment of our Council, the professionalism of our Secretariat, the support of our partners and the dedication of countless individuals who share the conviction that Integrity must remain the defining principle of Sport.

They also reflect a deeper philosophy that has guided SIGA since its foundation. Integrity is not a destination. It is a continuous journey. It demands courage to challenge established practices. Determination to pursue reform. Humility to listen and learn. And perseverance to continue moving forward, even when the path is neither easy nor universally understood.

During these first one hundred days we have sought not simply to advance programmes or implement projects. We have sought to strengthen an institution capable of leaving a lasting contribution to global Sport.

That ambition is reflected in two defining initiatives presented in this publication. The first is SIGA LEGACY, our long-term commitment to building an enduring institutional, regulatory and cultural legacy that extends well beyond the duration of this mandate.

The second is MISSION 100, our flagship global mobilisation initiative designed to bring together Organisations, leaders and partners committed to making Integrity irreversible across the Global Sport Ecosystem. Together, they reflect our belief that the true measure of leadership is not what we achieve for ourselves, but what we leave behind for others.

This publication therefore looks in two directions simultaneously. It looks back with accountability. It looks forward with ambition.

These first 100 Days do not define the success of a mandate. They establish its direction. The work presented throughout these pages demonstrate that SIGA has entered this new chapter with clarity of purpose, renewed momentum and an unwavering determination to deliver.

Much has already been achieved. Much more remains to be done.

I firmly believe that the best chapters of SIGA's story are still ahead of us.

The future is not something we inherit. It is something we build — together.

Together, with courage, Integrity and collective purpose, we will continue building an Organisation worthy of the trust placed in it and a Sporting ecosystem worthy of the athletes, Organisations and communities it serves.

Thank you for being part of this journey.

A GUIDE TO THIS REPORT

This publication has been prepared to provide a transparent and comprehensive account of the first one hundred days of SIGA's 2026–2030 mandate.

It is, however, much more than a progress report.

It tells the story of how a renewed mandate, endorsed by the SIGA General Assembly, has already begun to translate strategic vision into concrete action and measurable achievement.

Rather than presenting a chronological record of meetings, events and activities, this report is organised around the implementation of SIGA's strategic priorities. It demonstrates how governance decisions, institutional reforms, flagship initiatives, partnerships and advocacy efforts have contributed to advancing the objectives established in the 2026–2030 Global Strategy and Action Plan.

The report is structured around four fundamental questions.

WHY DOES THIS MANDATE MATTER?

Chapter I explains the institutional context of the new mandate, the strategic vision approved by the General Assembly and the principles that will guide SIGA over the coming years.

WHAT HAVE WE ACHIEVED SO FAR?

Chapter II documents the principal initiatives, reforms and accomplishments delivered during the first one hundred days, demonstrating how strategic commitments have already begun to translate into measurable action.

HOW DO WE MEASURE PROGRESS?

Chapter III provides an evidence-based assessment of implementation through key indicators, milestones and measurable outcomes, reinforcing SIGA's commitment to Transparency and accountability.

It also introduces a defining accountability commitment for the mandate: SIGA will submit its own governance to an independent assessment against the SIGA Universal Standards on Good Governance, with the assessment conducted by an independent auditor and the principal findings and improvement actions reported transparently to Members and stakeholders.

WHERE DO WE GO FROM HERE?

Chapter IV looks beyond the first one hundred days, outlining the strategic priorities that will guide SIGA through to 2030.

The report concludes with two defining statements of the mandate:

- **SIGA LEGACY** sets out the enduring institutional, regulatory and cultural contribution that SIGA seeks to leave to global Sport.
- **MISSION 100** presents the flagship mobilisation initiative through which much of that ambition will be transformed into reality.

Together, these pages demonstrate a simple but powerful conviction.

Vision inspires. Action delivers. Achievement builds legacy.



EXECUTIVE SUMMARY

FROM VISION TO ACTION. FROM ACTION TO ACHIEVEMENT.

The first 100 Days of SIGA's 2026 – 2030 mandate have been defined by a clear objective: to transform strategic vision into measurable action and tangible impact.

Following the re-election of the Global CEO and the approval by the SIGA General Assembly of our 2026–2030 Global Strategy and 2026 Action Plan, SIGA entered a new phase of its institutional journey with renewed legitimacy, strengthened governance and an unwavering commitment to delivery.

The following pages of this report provide a transparent account of the progress achieved during the period from 14 April to 23 July 2026. They will demonstrate how the commitments endorsed by our Members have already begun to translate into tangible results, while laying the foundations for the years ahead.

Rather than presenting a chronological record of meetings, events and communications, the report is structured around the implementation of SIGA's strategic priorities. It reflects an approach centred on accountability, impact and measurable progress.

During the reporting period, significant milestones were achieved across every major area of the Organisation.

Institutional governance was strengthened through the successful conclusion of the Annual General Assembly, the approval of the 2026–2030 Global Strategy and 2026 Action Plan, the adoption of the 2026 Budget, the approval of the independent audited financial statements and the renewal of SIGA's governance structures.

SIGA also committed to an independent assessment of its own governance against the SIGA Universal Standards on Good Governance. Conducted by an independent auditor, this exercise will test SIGA's arrangements against its own benchmark, identify opportunities for continuous improvement and provide Members and stakeholders with transparent assurance that accountability begins at home.

MISSION 100 was launched as the flagship implementation initiative of the new mandate, establishing an ambitious global mobilisation strategy supported by a selected number of Strategic Country Hubs and a coordinated implementation framework designed to expand SIGA's global reach and long-term impact.

The evolution of the SIGA Independent Rating and Verification System (SIRVS) reached an important milestone with the launch of the global accreditation process for independent Certification Bodies, creating the conditions for significantly expanding the implementation and independent verification of the SIGA Universal Standards worldwide.

SIGA also broadened the frontiers of Sport Integrity through the launch of SIGA EARTH, recognising social and environmental sustainability in Sport as an integral component of responsible governance and initiating the

development of a new generation of Universal Standards.

The Alliance continued to strengthen and expand its global community by enhancing the Membership Experience, introducing new communication platforms, increasing opportunities for Member engagement and advancing a strategic approach to sustainable growth.

SIGAWomen further consolidated its position as one of SIGA's flagship initiatives, expanding its international Mentorship Programme, launching the SIGAWomen Lounge and celebrating exemplary leadership through the presentation of the inaugural SIGA Leadership Award.

Across Europe and Latin America, SIGA reinforced its regional presence, strengthened engagement with governments, regulators and stakeholders, and continued supporting the implementation of Integrity, governance and sustainability initiatives tailored to regional priorities.

At the same time, SIGA continued to shape the global conversation on Sport Integrity through strategic communications, thought leadership, media engagement and public advocacy, reinforcing its position as the world's leading independent authority in this field.

Taken together, these achievements demonstrate that the first 100 Days have not been a period of transition. They have been a period of implementation. They have established the governance, institutional capability and strategic momentum necessary to deliver the ambitions of the 2026–2030 mandate. More importantly, they have laid the foundations of a lasting legacy.

The work presented in this report is therefore not an end in itself. It is the beginning of a broader journey. A journey that seeks to strengthen institutions. Empower people. Promote Integrity. Build trust. And leave global Sport stronger, more transparent, more accountable and more resilient than it was at the beginning of this mandate.

The Vision has been defined. The Action has begun. The first Achievements have been delivered.

**NOW, THE FOCUS SHIFTS TO SUSTAINING
MOMENTUM, ACCELERATING
IMPLEMENTATION AND BUILDING A
LEGACY WORTHY OF THE CONFIDENCE
PLACED IN SIGA BY ITS MEMBERS AND
STAKEHOLDERS AROUND THE WORLD.**

CHAPTER I

THE MANDATE

LAYING THE FOUNDATIONS FOR DELIVERY

“EVERY MANDATE IS JUDGED NOT BY THE PROMISES IT MAKES, BUT BY THE RESULTS IT DELIVERS.”

1. A Renewed Mandate. A Renewed Responsibility.

The beginning of every new mandate presents both an opportunity and a responsibility.

It offers the opportunity to reaffirm purpose, redefine priorities and renew ambition. Equally, it carries the responsibility to honour the confidence placed by Members through leadership, accountability and measurable delivery.

For SIGA, the 2026–2030 mandate represents a defining new chapter in the Organisation's evolution.

Following the re-election of the Global CEO and the unanimous approval by the SIGA General Assembly of the 2026–2030 Global Strategy and Action Plan, SIGA entered this new cycle with a clear sense of direction and a renewed determination to accelerate the implementation of its mission.

The confidence entrusted to the leadership of SIGA was not regarded as an endorsement of the past. It was a mandate for the future. A mandate to build upon the achievements of SIGA's first decade, while preparing the Organisation to meet the increasingly complex challenges facing global Sport.

2. Building on a Decade of Achievement

Since its foundation, SIGA has established itself as the world's leading independent, global coalition dedicated to advancing Integrity, Transparency, good governance and ethical conduct across the global Sport ecosystem.

Over the past decade, SIGA has developed internationally recognised Universal Standards, created innovative governance and independent rating and verification mechanisms, expanded a diverse and influential global community and positioned itself as a trusted voice in international policy discussions on Sport Integrity.

Those achievements created a strong institutional platform.

The challenge now is different.

The challenge is no longer to explain why Integrity matters. Nor is it simply to define what good governance should look like.

The challenge is implementation.

To transform internationally recognised standards into

everyday practice. To convert strategic ambition into measurable outcomes. To strengthen institutions. To empower people.

And to ensure that Integrity becomes embedded as a defining characteristic of Sport worldwide.

3. From Vision to Action

The Electoral Manifesto presented to the Members and the subsequent approval of the 2026–2030 Global Strategy and Action Plan established a clear roadmap for the future.

That roadmap is built around a simple but ambitious conviction: Integrity must become irreversible.

To achieve this ambition, the mandate focuses on five overarching priorities:

1. Strengthening SIGA's governance, Organisational capability and institutional resilience.
2. Expanding the implementation of the SIGA Universal Standards on Sport Integrity and the SIGA Independent Rating and Verification System (SIRVS).
3. Growing and strengthening the SIGA Global Community through meaningful engagement, strategic partnerships and sustainable development.
4. Driving innovation by anticipating emerging challenges and developing practical solutions for the future of Sport.
5. Building a lasting legacy capable of extending beyond this mandate and contributing to stronger institutions, better governance and greater public trust.

These priorities are not independent objectives. They reinforce one another.

Together, they provide the framework through which SIGA will pursue its mission over the coming years.

4. The First 100 Days

The opening phase of any mandate is often characterised by transition.

For SIGA, it has been characterised by **implementation**.

From the outset, the priority was to move swiftly from strategic planning to operational delivery.

Governance structures were consolidated. Flagship

initiatives were launched. Institutional partnerships were strengthened. New opportunities for Members were created. Regional engagement intensified. And the foundations were laid for a series of transformational initiatives that will shape the remainder of the mandate.

The work presented throughout this report demonstrates that implementation did not begin after the strategy was approved. It began immediately.

That pace has required sustained leadership, disciplined execution and an exceptional collective effort across SIGA. With limited resources and an ambitious global agenda, SIGA has continued to work relentlessly to translate commitments into action, maintain momentum across multiple workstreams and advance reforms with the determination required to make Integrity measurable, verifiable and enduring.

5. A New Standard of Accountability

This publication reflects another important commitment.

Leadership requires accountability. Members rightly expect not only strategic vision but also evidence that commitments are being delivered. For that reason, this report has been prepared as an exercise in institutional transparency.

Rather than measuring success by the number of meetings held or activities undertaken, it assesses progress through achievements, outcomes and measurable implementation. Each initiative described in the following pages is linked directly to the strategic priorities approved by the General Assembly. Each achievement contributes to a broader objective. Each objective forms part of a coherent vision for the future of SIGA.

This approach will continue to guide our Alliance throughout

the 2026–2030 mandate. Progress will be measured. Achievements will be documented. Challenges will be acknowledged. And Members will continue to receive clear and transparent accounts of the work undertaken on their behalf.

A central expression of this commitment will be SIGA's independent assessment against the SIGA Universal Standards on Good Governance. The review will be performed by an independent auditor, free from management influence, and will examine both compliance and effectiveness. Its findings will inform a time-bound improvement plan, with progress reported through SIGA's established governance channels.

6. Looking Ahead

The first 100 Days do not define a mandate. They establish its direction.

The achievements presented in this report demonstrate that SIGA has entered this new chapter with confidence, discipline and momentum. The years ahead will demand perseverance, innovation and continued collaboration.

They will require the collective commitment of Members, partners, governments, businesses, athletes and civil society. Above all, they will require the courage to continue challenging convention and raising standards across global Sport.

That is the responsibility entrusted to SIGA. It is also the responsibility that this leadership has proudly accepted.

The vision has been defined. The foundations have been laid. The work has begun.

The next chapter is about **delivery**.



CHAPTER II

DELIVERING ON OUR COMMITMENTS

FROM VISION TO ACTION. FROM ACTION TO ACHIEVEMENT.

“STRATEGY CREATES DIRECTION. DELIVERY CREATES CREDIBILITY.”



Introduction

The approval of the 2026–2030 Global Strategy and Action Plan marked the conclusion of one important phase in SIGA's institutional journey. The first 100 Days marked the beginning of the next.

This was never intended to be a period of transition. It was designed to be a period of implementation.

From the outset, the objective was clear: to activate the commitments endorsed by the General Assembly, strengthen SIGA's institutional capacity and begin delivering tangible results across every strategic priority.

The work presented in this chapter demonstrates that implementation began immediately. It reflects an Organisation acting with purpose, discipline and determination, transforming strategic commitments into measurable achievements.

Rather than presenting activities in chronological order, this chapter is organised around the principal pillars of the 2026–2030 Global Strategy and Action Plan. For each strategic priority, it identifies: the objective; the work undertaken; the achievements realised; the impact generated; and the priorities for the next phase.

Together, these sections provide a comprehensive account of the progress achieved during the opening phase of the mandate.

1. GOVERNANCE, LEADERSHIP AND INSTITUTIONAL ACCOUNTABILITY

“Strong governance is the foundation upon which credibility, trust and sustainable impact are built.”

1.1. Strategic Objective

To reinforce SIGA's governance framework, strengthen institutional accountability and ensure that SIGA possesses

the Organisational, financial and leadership capacity required to deliver the 2026–2030 mandate.

1.2. Why This Mattered

Every successful mandate begins with strong institutions. Without effective governance, transparent decision-making and sound financial management, strategic ambition cannot be translated into lasting results.

For this reason, the first priority of the new mandate was to consolidate SIGA's institutional architecture and establish the governance framework necessary to support implementation over the next four years.

1.3. Key Achievements

- Successfully concluding the 2026 Annual General Assembly

The successful Organisation of the 2026 Annual General Assembly represented the first major milestone of the new mandate.

Meeting in two formal sessions, Members unanimously endorsed the strategic direction of SIGA by approving the 2026–2030 Global Strategy and Action Plan, reaffirming their confidence in SIGA's mission and future direction.

The General Assembly also:

- confirmed the re-election of the Global CEO;
- elected the Ethics Committee;
- elected the Audit and Compliance Committee;
- approved the 2025 Annual Report;
- approved the 2025 Financial Statements;
- approved the Independent Auditor's Report;

- adopted the 2026 Budget; and
- welcomed StreamAMG as a new Member of SIGA.



Collectively, these decisions provided SIGA with a renewed mandate, strengthened governance arrangements and the financial certainty required to begin implementing its strategic priorities.

- Strengthening Institutional Governance

Throughout the reporting period, further work was undertaken to reinforce SIGA's governance and accountability framework.

Particular emphasis was placed on strengthening institutional coordination, reinforcing reporting mechanisms, clarifying responsibilities and ensuring that governance structures remained fully aligned with the increasing scale and complexity of SIGA's global activities.

These measures have enhanced Organisational resilience and strengthened SIGA's capacity to deliver effectively across all areas of its work.

- Leading by Example: Independent Assessment of SIGA's Governance

SIGA has committed to subjecting its own governance framework to independent assessment against the SIGA Universal Standards on Good Governance. The assessment will be conducted by an independent auditor under clear safeguards for impartiality, access to information and freedom from management influence.

The exercise will assess not only whether policies and structures are in place, but whether they operate effectively in practice. The principal findings, recommendations and resulting improvement actions will be reported to the appropriate governance bodies and communicated transparently to Members and stakeholders.

This commitment moves SIGA beyond standard-setting. It demonstrates that SIGA is willing to be independently judged by the same requirements it asks others to implement.

- Reinforcing Financial Sustainability

Strong institutions require sustainable financial foundations.

During the reporting period, SIGA continued advancing initiatives designed to diversify revenue streams, strengthen financial resilience and create new opportunities for long-term institutional sustainability.

Work progressed on the further development of SIGA SOLUTIONS, the identification of new funding opportunities and the expansion of strategic collaborations capable of supporting SIGA's continued growth and independence.

1.4. Strategic Impact

The first one hundred days established far more than the governance framework for a new mandate. They reinforced SIGA's institutional legitimacy, strengthened independent oversight, confirmed financial accountability and created the Organisational conditions necessary to accelerate implementation of the 2026–2030 Global Strategy and Action Plan. The commitment to independent assessment against SIGA's own Universal Standards adds a further layer of assurance, continuous improvement and institutional credibility.

By investing first in governance, SIGA has strengthened its capacity to deliver across every other strategic priority.

1.5. Looking Ahead

The next phase will focus on:

- further strengthening governance and accountability;
- enhancing Organisational effectiveness;
- supporting the continued development of SIGA SOLUTIONS;
- reinforcing financial sustainability; and
- ensuring that SIGA's institutional capacity continues to evolve in line with its expanding global mission.

2. MISSION 100: Mobilising a Global Movement for Sport Integrity

"Meaningful change is achieved not by one Organisation acting alone, but by a global movement united behind a common purpose."

This chapter demonstrates that implementation began immediately. It reflects an Organisation acting with purpose, discipline and determination, transforming strategic commitments into measurable achievements.

Rather than presenting activities in chronological order, this chapter is organised around the principal pillars of the 2026–2030 Global Strategy and Action Plan.

For each strategic priority, it identifies:

- the objective;
- the work undertaken;
- the achievements realised;
- the impact generated; and
- the priorities for the next phase.

Together, these sections provide a comprehensive account of the progress achieved during the opening phase of the mandate.

2.1. Strategic Objective

To mobilise a global coalition of one hundred strategically

relevant Organisations committed to advancing Integrity, Transparency and good governance across the international Sport ecosystem, while strengthening SIGA's institutional capacity, influence and long-term sustainability.

MISSION 100 is the flagship implementation initiative of the 2026–2030 mandate. It embodies the conviction that the future of Sport Integrity will be shaped through collective leadership, strategic partnerships and shared responsibility.

2.2. Why This Mattered

As SIGA enters its second decade, the challenge is no longer to establish the importance of Integrity in Sport.

The challenge is to accelerate its implementation.

This requires broader partnerships, greater institutional influence, increased technical capacity and stronger global collaboration.

MISSION 100 was conceived to meet that challenge.

It is not a traditional membership campaign, nor is it simply an Organisational growth strategy. It is a structured global mobilisation designed to bring together Organisations capable of contributing expertise, leadership, influence and resources to strengthen the implementation of Sport Integrity worldwide.

Its ambition is clear: to transform SIGA from a leading alliance into the nucleus of a truly global movement.

MISSION 100 is SIGA's flagship global mobilisation initiative, designed to expand SIGA's network, institutional reach and implementation capacity through the engagement of strategically relevant Organisations across the public, private and Sporting sectors. As this 100 Days Report reflects only the opening phase of the initiative, it does not seek to present provisional participation figures as



final outcomes. Progress will continue to be monitored throughout the implementation cycle, with consolidated results and key milestones to be presented at SIGA10 on 31 January 2027.

2.3. Key Achievements

- Launching MISSION 100

One of the defining achievements of the reporting period was the launch of MISSION 100.

Designed as the flagship initiative of the new mandate, it establishes a coordinated framework for engaging one hundred strategically relevant Organisations that share SIGA's commitment to Integrity, Transparency and responsible governance.

MISSION 100 seeks to expand not only SIGA's membership but, more importantly, its collective capacity to influence policy, support implementation, develop partnerships and strengthen institutional resilience.

- Establishing the implementation framework

From the outset, MISSION 100 was designed around disciplined implementation and measurable accountability.

A dedicated operational structure was established under the direct leadership of the Global CEO, supported by clearly defined responsibilities across institutional engagement, partnerships, communications, regional development and strategic coordination.

A central Master Target Register was created to monitor progress, coordinate engagement and ensure consistency across all priority markets.

This structured approach ensures that every opportunity is managed strategically and that implementation remains coordinated, transparent and accountable.

- Creating the first Strategic Country Hubs

To support implementation on the ground, SIGA established the first Strategic Country Hubs in:

- North America: Canada and United States
- Latin America: Argentina, Brazil, Chile and Paraguay
- Europe: France, Italy, Portugal, Spain, United Kingdom
- Asia: China, India, Japan, Qatar, Saudi Arabia, United Arab Emirates
- Africa: Egypt, Morocco, South Africa
- Oceania: Australia

A Caribbean Regional Hub is separately under consideration and is not counted among the 21 Strategic Country Hubs.

Each Hub serves as a platform for local leadership, trusted engagement and coordinated action, identifying strategic opportunities, facilitating high-level introductions and supporting institutional outreach within its respective jurisdiction.

Together, these 21 Hubs provide the first layer of a global

implementation network that will continue to expand throughout the mandate.

- Building a Coalition for Impact

MISSION 100 has been conceived around a simple principle: success will not be measured by the number of Organisations that join SIGA. Success will be measured by the value they create together.

Participating Organisations will contribute knowledge, expertise, leadership, influence and collaboration to accelerate the implementation of the SIGA Universal Standards, strengthen SIRVS, support SIGAWomen, advance SIGA EARTH and reinforce Integrity across every area of global Sport.

MISSION 100 therefore represents a multiplier of impact rather than a numerical growth target.

2.4. Strategic Impact

MISSION 100 marks an important evolution in SIGA's institutional development. It shifts the Organisation from building a global alliance to mobilising a global movement. It expands opportunities for collaboration. Strengthens implementation capacity. Broadens institutional influence. Creates new strategic partnerships. And reinforces SIGA's long-term sustainability.

Most importantly, it recognises that lasting change can only be achieved through collective leadership and shared commitment.

2.5. Looking Ahead

The next phase of implementation will focus on:

- progressively activating all Strategic Country Hubs;
- engaging priority Organisations across the public, private and Sporting sectors;
- securing new Members and strategic partners;
- expanding institutional collaboration;
- monitoring progress through measurable implementation indicators; and
- transforming strategic engagement into tangible outcomes that strengthen Sport Integrity worldwide.

MISSION 100 is more than the flagship initiative of this mandate. It is the mechanism through which SIGA intends to transform ambition into action, partnerships into progress and shared commitment into lasting impact.

3. EXPANDING AND STRENGTHENING SIGA'S GLOBAL COMMUNITY

Creating Greater Value Through Membership, Engagement and Collaboration

"The strength of an institution is measured not only by the quality of its leadership, but also by the strength of the community it inspires."

3.1. Strategic Objective

To strengthen SIGA's global community by enhancing

the value of membership, expanding opportunities for engagement and collaboration, and reinforcing SIGA's position as the world's leading independent community dedicated to Sport Integrity.

Recognising that its Members are its greatest asset, SIGA has prioritised initiatives that deepen engagement, foster collaboration and ensure that membership delivers meaningful and measurable value.

3.2. Why This Mattered

SIGA's influence extends far beyond its governance structures.

Its capacity to shape the future of Sport Integrity depends upon the active participation of its Members, the diversity of expertise they bring and the strength of the partnerships that unite them.

Membership is therefore not simply about belonging to an Organisation. It is about contributing to a global movement committed to advancing Integrity, Transparency and responsible governance in Sport.

During the reporting period, considerable effort was devoted to strengthening that community, improving communication and creating new opportunities for Members to engage, contribute and lead.

3.3. Key Achievements



- Enhancing the Membership Experience

Work commenced on a comprehensive enhancement of the SIGA Membership Experience, placing greater emphasis on engagement, participation and value creation.

The objective is to ensure that every Member benefits from meaningful opportunities to contribute to SIGA's

work while accessing knowledge, expertise, strategic partnerships and international visibility.

This initiative reflects SIGA's commitment to building an active and connected community rather than a passive membership base.

- Strengthening Communication

Effective communication is essential to an engaged community.

During the reporting period, SIGA introduced several new initiatives designed to strengthen dialogue, improve information sharing and increase Member participation.

These included:

- the conceptualisation and preparation for the September 2026 launch of The Integrity Line, a high-level podcast led by the SIGA Global CEO, designed as a thought-provoking platform addressing sensitive and consequential issues across Sport Integrity;
- the introduction of **Sport Integrity Voices**, creating a platform through which Members can share expertise, experience and thought leadership;
- the enhancement of the monthly SIGA Newsletter;
- expanded opportunities for Members to contribute articles, interviews and institutional perspectives; and
- new communication formats designed to increase visibility, interaction and knowledge sharing across SIGA.

Together, these initiatives have strengthened communication while reinforcing a culture of openness, collaboration and shared leadership.

- Growing SIGA

The reporting period also saw the continued expansion of SIGA's global community.

The admission of **StreamAMG** as a new Member reflected the continuing attractiveness of SIGA's mission and the growing recognition of the value that SIGA provides across the international Sport ecosystem.

At the same time, MISSION 100 established a structured framework for future growth by identifying strategically important Organisations capable of strengthening SIGA through expertise, leadership, innovation and collaboration.

Growth is therefore being pursued not as an objective in itself, but as a means of expanding SIGA's collective impact.

3.4. Strategic Impact

These initiatives have strengthened the foundations of a more connected, more engaged and more influential global community.

They have reinforced the value of membership, created new opportunities for collaboration and positioned Members as active contributors to the implementation of

SIGA's mission.

As SIGA continues to grow, it does so with a clear objective: to build not simply a larger coalition, but a stronger global community united by shared principles and common purpose.

3.4. Looking Ahead

The next phase will focus on:

- implementing the enhanced Membership Experience;
- strengthening Member engagement across all SIGA platforms;
- expanding opportunities for collaboration and visibility;
- supporting the growth of SIGA through MISSION 100;
- reinforcing regional participation; and
- ensuring that every Member continues to play an active role in advancing Sport Integrity.

4. COMMUNICATIONS, MEDIA AND GLOBAL ENGAGEMENT

Amplifying the Sport Integrity Agenda

"Leadership is not only demonstrated by what an Organisation does,

but by the conversations it inspires and the standards it influences."

4.1. Strategic Objective

To reinforce SIGA's position as the world's leading independent authority on Sport Integrity through thought leadership, strategic communications, public advocacy and informed engagement with stakeholders across the global Sport ecosystem.

4.2. Why This Mattered

In an increasingly complex Sporting landscape, Organisations require more than standards.

They require trusted leadership, informed analysis and practical solutions.

Through its communications, publications and public interventions, SIGA continues to provide an independent voice capable of shaping policy, influencing governance and strengthening public confidence in Sport.

Communications are therefore not an end in themselves.

They are an instrument of institutional leadership.

4.3. Key Achievements

- Strengthening Thought Leadership

Throughout the reporting period, SIGA continued to expand its contribution to international debate through opinion articles, keynote speeches, interviews, strategic publications and expert commentary.

A significant milestone was the launch of the weekly **Front Line** column in Portugal's leading Sports daily, **Record**.

Published every **Thursday**, the column provides informed commentary on the major governance, Integrity and policy issues affecting international Sport, bringing SIGA's voice to a wider audience while reinforcing its reputation as a trusted and independent thought leader.



- Expanding Global Visibility

SIGA maintained a strong international presence through an active programme of media engagement and institutional communications.

Press releases, interviews, conference interventions, digital communications and public advocacy ensured that SIGA continued to engage effectively with Members, governments, international Organisations, commercial partners and the wider Sporting community.

This sustained visibility has strengthened awareness of SIGA's mission while supporting the implementation of its strategic priorities.

- Creating a Platform for Dialogue

The reporting period also marked a shift towards more participatory communications.

Initiatives such as **Sport Integrity Voices** and the enhanced **SIGA Newsletter** have created **new opportunities for Members and partners** to contribute directly to the global conversation on Sport Integrity. During the reporting period, SIGA also conceptualised and prepared the launch of **The Integrity Line**, a new high-level podcast led by the SIGA Global CEO. Scheduled to launch in September 2026, the programme will address difficult and sensitive issues, challenge assumptions and stimulate candid, informed debate on the most pressing Integrity challenges facing Sport.

This reflects SIGA's belief that leadership is strengthened through dialogue, pluralism and the exchange of ideas

- Expanding Media, Digital and Event Engagement

During the first 100 Days, SIGA strengthened the ecosystem through which it communicates, convenes and influences. The launch of the weekly **Front Line** column in Record Sports newspaper created a recurring platform for independent commentary on Sport Integrity, governance, Transparency, financial Integrity, Sports Betting Integrity, sustainability, youth protection and the future of Sport. Sport Integrity Voices and enhanced Member communications further broadened participation in SIGA's thought leadership agenda.

SIGA also used strategic events as instruments of engagement and coalition building. The inaugural **SIGAWomen Lounge** in Cannes brought together more than 200 senior leaders from Sport and the creative industries, demonstrating the value of connecting Sport Integrity with leadership, brands, culture and cross-sector collaboration. Across press releases, interviews, public statements, social media and institutional communications, SIGA consistently linked current developments in Sport to its wider reform agenda.

Communications, media and events are therefore not treated as ends in themselves. They are implementation tools: strengthening visibility for the Universal Standards, mobilising stakeholders, amplifying Member expertise, creating platforms for dialogue and converting awareness into participation and action.

4.4. Strategic Impact

By strengthening its communications and thought leadership, SIGA has reinforced its position as the leading independent reference point on Sport Integrity.

Its voice continues to influence debate, support institutional reform and promote the practical implementation of Integrity, Transparency and good governance across global Sport.

In an environment where trust is increasingly valuable, independent leadership remains one of SIGA's greatest strengths.

4.5. Looking Ahead

The next phase will focus on:

- expanding SIGA's international media presence;
- increasing the production of thought leadership content;
- strengthening strategic communications;
- amplifying Member voices;
- reinforcing advocacy for the Universal Standards; and
- continuing to shape the global conversation on the future of Sport Integrity.

Through knowledge, dialogue and independent leadership, SIGA will continue to influence not only how Sport is governed, but how it is understood.



5. SIGAWOMEN

Empowering Women. Enhancing Governance. Strengthening Integrity.

“Gender equity is not simply a social objective. It is a governance imperative.”

5.1. Strategic Objective

To advance gender equity by empowering women to lead, strengthening governance through greater diversity and inclusion, and creating meaningful opportunities for professional development, mentorship and international collaboration across the global Sport ecosystem.

SIGAWomen reflects SIGA’s conviction that stronger institutions are built through diverse leadership, equal opportunity and the active participation of women at every level of Sport.

5.2. Why This Mattered

Inclusive leadership strengthens institutions. Organisations that embrace diversity benefit from broader perspectives, stronger decision-making and more resilient governance.

Creating equitable opportunities for women is therefore not only a question of fairness.

It is fundamental to improving the quality of governance and strengthening the Integrity of Sport itself.

Through SIGAWomen, SIGA continues to invest in leadership, talent and opportunity, recognising that sustainable change begins with people.



5.3. Key Achievements

- Expanding the Global Mentorship Programme

The SIGAWomen Global Mentorship Programme continued to grow significantly during the reporting period, bringing together more than seventy-five mentors from twenty-five countries.

The programme remains one of the Alliance’s flagship initiatives, creating meaningful opportunities for women

to benefit from guidance, international networking and leadership development. By connecting established leaders with emerging talent, SIGAWomen continues to strengthen the next generation of decision-makers across the global Sport ecosystem. The current iteration of the Mentorship programme includes over 90 Global Mentors from leading organisations from around the world and 55 Mentees.

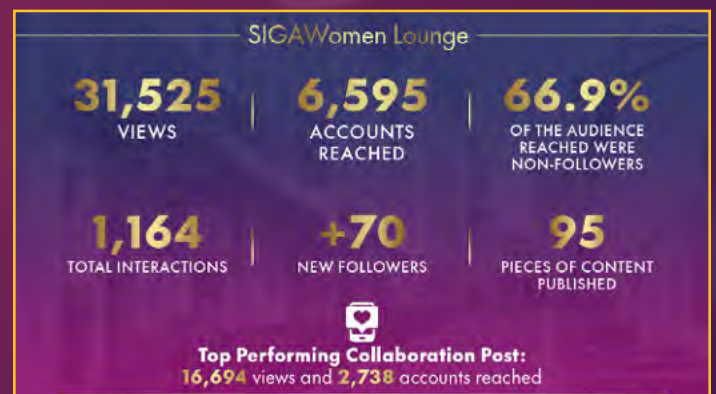
- Launching the SIGAWomen Lounge

Another important milestone was the successful launch of the inaugural SIGAWomen Lounge during the Cannes Lions International Festival of Creativity, including establishing new partnerships with Minuty and Suits Inc.

Designed as a space for dialogue, networking and inspiration, the Lounge brought together influential leaders from Sport, business, media and civil society to exchange ideas, foster collaboration and explore new approaches to instigate cultural change and inclusive leadership.



Its resounding success demonstrated the growing international recognition, influence and impact of SIGAWomen as a platform capable of convening diverse voices around shared values and common purpose. The track record for engagement and progressive evolution is very successful and those that get involved become highly incentivised to stay involved due to the nature of the outputs. For example, Cavalli, the host of the 2026 SIGAWomen Cannes lounge event has already committed to 2027 and to hosting an expanded format to incorporate an additional two days to make the 2027 event a 3-day programme.



- Celebrating Inspirational Leadership

The reporting period also saw the presentation of the inaugural SIGA Leadership Award to Shelley Zalis,

recognising her exceptional contribution to advancing leadership, inclusion and positive societal change.

The creation of this distinction reflects SIGA's commitment to celebrating individuals whose vision, courage and commitment inspire others to lead with Integrity and purpose.

5.4. Strategic Impact

SIGAWomen continues to demonstrate that advancing gender equity is integral to strengthening governance.

By investing in people, encouraging inclusive leadership and creating practical opportunities for professional development, the initiative contributes directly to stronger institutions and more responsible decision-making across the global Sport ecosystem.



Its continued growth also reinforces SIGA's belief that Integrity is strengthened when leadership reflects the diversity, talent and potential of the communities it serves.

5.5. Looking Ahead

The next phase will focus on:

- expanding the Global Mentorship Programme;
- strengthening international partnerships;
- increasing regional participation;
- developing new leadership initiatives;
- expanding the global SIGAWomen network; and
- organising the SIGAWomen TOP 50;
- continuing to position gender equity as a cornerstone of good governance and Sport Integrity.

SIGAWomen will continue empowering women, enhancing governance and strengthening Integrity—one leader, one Organisation and one generation at a time.

6. STRENGTHENING SIGA'S GLOBAL FOOTPRINT

Advancing Regional Leadership and Local Implementation

“Global leadership is realised through local action.”

6.1. Strategic Objective

To strengthen SIGA's regional presence and accelerate the implementation of the Global Strategy through closer engagement with governments, Sports Organisations,

regulators, businesses, academia and civil society across different regions of the world.

Recognising that the challenges and opportunities facing Sport differ from one region to another, SIGA continued to reinforce its continental platforms, ensuring that global standards are translated into practical local implementation.



6.2. Why This Mattered

Integrity is universal. Implementation is local.

While the principles that underpin Sport Integrity remain consistent across jurisdictions, their application must reflect different legal systems, governance traditions, regulatory frameworks and cultural realities.

SIGA's continental platforms therefore play an essential role in transforming global strategy into regional action.

During the reporting period, both SIGA EUROPE and SIGA LATIN AMERICA continued to strengthen their leadership, expand institutional engagement and promote practical implementation across their respective regions.



A. SIGA EUROPE

Reinforcing Governance, Thought Leadership and Institutional Leadership

During the reporting period, SIGA EUROPE significantly strengthened its role as a platform for high-level dialogue, thought leadership, institutional governance and cooperation on the future of Sport Integrity across the continent.

A defining milestone was the inauguration, on 14 April 2026, of the **SIGA EUROPE Cycle of Debates - “The Future of Sport in Europe”**, hosted by PwC at Palácio Sotto Mayor in Lisbon. The inaugural Debate brought together senior representatives from Sport, government, business, international Organisations, media and civil society for a substantive and forward-looking exchange on the forces reshaping the European Sport ecosystem.



Conceived as a high-level thought leadership platform, the Cycle of Debates connects strategic governance discussions with stakeholder engagement and policy reflection. The inaugural edition addressed the future of the European Sport Model, governance and economic sustainability, criminal infiltration in Sport, technology and artificial intelligence, and the responsibility of global brands and sponsors in advancing Integrity and responsible leadership.

The inaugural Debate also provided an important platform to articulate SIGA's strategic direction for the new mandate, including ten strategic objectives designed to accelerate implementation, strengthen the SIGA Universal Standards and SIRVS, expand institutional reach and deliver measurable results.



The Cycle of Debates was conceived as a continuing platform rather than a standalone event. Further sessions were planned for September, October, November and December 2026, creating a structured programme of engagement through which SIGA EUROPE will continue to convene decision-makers and address the evolving governance, regulatory, economic and Integrity challenges facing Sport in Europe.

A second major institutional milestone was the SIGA EUROPE General Assembly, held on 17 July 2026. During the meeting, Members unanimously approved the CEO Report of Activities, the Financial Statements and the Budget

for the current financial year, reinforcing the Organisation's commitment to sound governance, accountability and financial stewardship.

The General Assembly also unanimously approved the SIGA EUROPE Strategy and Action Plan for 2026–2027, establishing the strategic priorities and implementation framework that will guide the Organisation through the next phase of its development.

As part of the continued strengthening of SIGA EUROPE's governance arrangements, Members further decided to convene an Extraordinary General Assembly to conduct elections for the Organisation's internal governing bodies, including the Executive Chairman and the other statutory organs provided for under SIGA EUROPE's governance framework.

Taken together, these developments demonstrate that SIGA EUROPE advanced simultaneously on three mutually reinforcing fronts during the first 100 Days: strengthening institutional governance, creating a sustained platform for high-level thought leadership, and deepening engagement with the stakeholders shaping the future of European Sport



The next phase will focus on delivering the forthcoming editions of the Cycle of Debates, implementing the 2026–2027 Strategy and Action Plan, completing the renewal of SIGA EUROPE's internal governing bodies, strengthening engagement with European institutions and stakeholders, and accelerating the practical implementation of the SIGA Universal Standards and SIRVS across the continent.



B. SIGA LATIN AMERICA

Reform and Regional Cooperation

SIGA LATIN AMERICA continued to expand its influence by engaging governments, regulators, Sport Organisations and industry stakeholders throughout the region.



Key achievements included two meetings of the FAIR platform, with the participation of representatives from Brazil's Government, and SIGA LATIN AMERICA's contribution to the II National Technical Meeting on Combating the Manipulation of Sports Results, held in Brasília and coordinated by the Ministries of Sport, Finance, and Justice and Public Security. The Organisation also issued a public statement advocating a robust regulatory framework for Sports Betting in Brazil as an essential safeguard against competition manipulation and other criminal risks.



Its thought leadership and public engagement were further strengthened through a dedicated panel at BiS SIGMA South America, an interview with SIGA LATIN AMERICA's Director André Megale on Sports Betting Integrity in the context of the FIFA World Cup 2026, and participation as Integrity Partner in the II Ibero-American Forum on Sport, Inclusion and Sustainability in Madrid, where SIGA Global CEO reinforced the central role of Integrity, sustainability and good governance in the future of Sport.



Under the SIGA Earth platform, Rodrigo Weinhardt, a Brazilian member of the SIGA Permanent Committee on Environment, Sustainability and Social Responsibility in Sport, also published an opinion article examining how Brazilian Sport Organisations can help foster a stronger culture of sustainability.

Looking ahead, SIGA LATIN AMERICA will soon launch two important knowledge-based deliverables that further consolidate this agenda: the 2026 Latin America Special Edition of the Sport Integrity Journal, dedicated to Sports Betting Integrity and the future of integrity frameworks in the region; and the Comparative Law Study on the criminal framework applicable to the manipulation of sports results, currently under development. Both publications will provide timely and substantive contributions to the regional debate, reinforcing SIGA LATIN AMERICA's role as a catalyst for evidence-based reform, regulatory convergence and coordinated action to protect Sport Integrity.

Together, these activities reinforced SIGA LATIN AMERICA's position as a trusted partner in advancing institutional reform, regulatory development, capacity building and the implementation of the SIGA Universal Standards across one of the world's most dynamic Sporting regions.

C. SIGA AMERICA

SIGA AMERICA continued to strengthen its institutional foundations and regional influence across the United States and the wider Americas.

Following the appointment of its Advisory Board for the 2025–2027 mandate, the Organisation held the Board's first meeting of the year in March 2026. Bringing together senior cross-sector expertise, the Advisory Board enhances SIGA AMERICA's capacity to advance strategic action in good governance, Sports Betting Integrity, and youth development and protection, while reinforcing its commitment to ethical leadership, diversity and lasting reform.



Following the launch of SIGA EARTH, SIGA AMERICA's Chairman & CEO, Emanuel Macedo de Medeiros, participated in the webinar Sport as a Catalyst for Sustainability Culture, highlighting that sustainability is not a parallel consideration, but a central component of Sport Integrity. The discussion also featured relevant American figures, including Brandon Hamilton, Vice President of Stadium Operations at the Kansas City Chiefs; Lynn Casey, CEO of Shine Scout and member of the Advisory Board of SIGA AMERICA; and Michael Kraus, Interim Executive Director of the Green Sports Alliance.

As the Sports industry was preparing for the FIFA

World Cup 2026, SIGA AMERICA also strengthened its engagement on financial crime prevention, governance and Integrity. SIGA's Global CEO and Chairman & CEO of SIGA AMERICA, together with Katie Simmonds, SIGA's Chief Commercial Officer, participated in the New York Financial Crimes Forum, hosted by Haynes Boone in partnership with ACAMS and SIGA, bringing together practitioners, investigators and industry leaders from across the sector.



Looking ahead, the next meeting of the SIGA AMERICA Advisory Board will take place in person in early-November, hosted by NBA's national champion 18-time national champion Boston Celtics. Together, these developments reinforce SIGA AMERICA's regional footprint and its role in mobilising cross-sector leadership to advance Integrity, sustainability and institutional reform throughout Sport.

Taken together, these developments strengthened SIGA AMERICA's institutional capacity at a particularly consequential moment for Sport across the continent. With North America at the centre of the global Sporting agenda through the FIFA World Cup 2026 and the Los Angeles 2028 Olympic and Paralympic Games, the next phase will focus on converting this strengthened governance platform and cross-sector network into practical implementation: expanding strategic partnerships, supporting MISSION 100, promoting the implementation of the SIGA Universal Standards and SIRVS, and convening stakeholders around governance, financial Integrity, Sports Betting Integrity, sustainability and youth protection.



D. SIGA ASIA

Building a New Platform for Sport Integrity Across Asia

SIGA ASIA continued to consolidate the institutional foundations established following its formal launch in Dubai in November 2025, strengthening SIGA's presence across one of the world's most dynamic and strategically important Sporting regions.

Under the leadership of its Executive Chairman, Dr Emanuel Macedo de Medeiros, and with the support of the SIGA

ASIA Advisory Board, chaired by HE Yousef Al Serkal, work focused on translating the Organisation's regional ambition into a structured programme of engagement, partnerships and implementation.

Particular emphasis was placed on strengthening relationships across the Middle East and wider Asia, engaging governments, Sports Organisations, business leaders and other strategic stakeholders around SIGA's core priorities of good governance, Transparency, sustainability, responsible leadership and independent certification.

This regional development is closely connected to the wider implementation of MISSION 100, including Strategic Country Hubs in the United Arab Emirates, Qatar and India, creating an important platform from which SIGA can deepen institutional engagement and progressively expand implementation of the SIGA Universal Standards and SIRVS across the continent.

Looking ahead, SIGA ASIA will focus on strengthening its Organisation and regional network, developing strategic partnerships, expanding capacity-building and thought leadership, and positioning independent standards and certification at the centre of the region's rapidly evolving Sport ecosystem.

6.3. Strategic Impact

SIGA's regional platforms have become indispensable instruments for Delivering SIGA's global mission.

They strengthen relationships with policymakers.

Support implementation of the Universal Standards.

Facilitate dialogue among stakeholders.

And ensure that global principles are translated into practical action that reflects regional realities.

Their continued development reinforces SIGA's ability to deliver meaningful impact across every continent.

6.4. Looking Ahead

The next phase will focus on:

- strengthening regional governance;
- expanding partnerships with governments and regulators;
- increasing implementation of the Universal Standards;
- supporting MISSION 100 across priority markets;
- reinforcing collaboration between continental platforms; and
- preparing the foundations for future regional expansion.

By strengthening its regional presence, SIGA is ensuring that global leadership is matched by local implementation and that its vision is translated into measurable impact wherever Sport is played and governed.

CHAPTER III

MEASURING PROGRESS

TURNING COMMITMENTS INTO MEASURABLE RESULTS

“WHAT GETS MEASURED GETS MANAGED. WHAT GETS MANAGED GETS DELIVERED.”

1. Implementation Dashboard

The first one hundred days of the 2026–2030 mandate have been characterised by disciplined execution, effective institutional leadership and the successful transition from strategic planning to implementation. During this period, SIGA has established the governance, operational and delivery foundations required to execute its long-term strategic objectives while simultaneously launching a series of high-impact global initiatives.

Implementation has remained fully aligned with the priorities set out in the 2026–2030 Global Strategy and Action Plan. The Organisation has focused on building institutional capability, strengthening governance, enhancing financial oversight, expanding member value, and accelerating the development of flagship programmes that will underpin sustainable growth over the coming years.

The dashboard below provides an executive assessment of implementation progress across each strategic priority.

Strategic Priority	Status	Executive Assessment
Governance and Institutional Leadership	Delivered	Governance structures strengthened, leadership priorities established, and Organisational decision-making aligned with the new strategic mandate.
Global Strategy and Action Plan	Delivered	The 2026–2030 Global Strategy and Action Plan was completed, approved and operationalised, providing a clear framework for Organisational delivery.
Financial Governance	Delivered	Financial governance and oversight mechanisms have been reinforced to support accountability, transparency and long-term sustainability.
MISSION 100	Launched	Global implementation commenced, establishing the programme as a cornerstone initiative for expanding SIGA's international impact and stakeholder engagement.
SIRVS Global Accreditation	Launched	The global accreditation framework entered implementation, creating a scalable platform for advancing standards, education and independent recognition.
SIGA EARTH	Launched	The environmental sustainability programme was formally introduced, integrating environmental responsibility within SIGA's strategic delivery model.
Membership Experience	Advancing	Member engagement initiatives continue to be strengthened through improvements to services, communications and value proposition.
Global Community Engagement	Advancing	Cross-sector engagement continues to expand through increased collaboration with members, partners and regional stakeholders worldwide.
SIGAWomen	Advancing	Programme development is progressing to strengthen leadership, visibility and participation of women across the global Sporting ecosystem.
Regional Development	Advancing	Regional implementation continues through the expansion of strategic activities and enhanced support for regional partners and networks.
Thought Leadership & Communications	Advancing	Delivery of publications, strategic communications and global advocacy continues to reinforce SIGA's position as the leading independent authority on Sport Integrity.
Strategic Partnerships	Advancing	Engagement with governments, international Organisations, commercial partners and civil society continues to generate new opportunities for collaboration and collective impact.



Overall Assessment

The implementation of the 2026–2030 mandate has commenced strongly and remains fully on track. During the first one hundred days, priority has been given to establishing the institutional foundations necessary for sustained execution while delivering several flagship initiatives ahead of schedule. Governance, strategy and financial oversight objectives have been completed, providing a stable platform from which operational programmes are now scaling globally.

The Organisation enters the next phase of implementation with clear strategic direction, strengthened institutional capacity and increasing international momentum. The focus over the coming reporting period will be on accelerating programme delivery, deepening stakeholder engagement, expanding regional implementation, and translating strategic initiatives into measurable outcomes that advance SIGA's mission and global impact.

The implementation of the 2026–2030 mandate has commenced strongly and remains fully on track.

2. GOVERNANCE AND LEADERSHIP

Objective: establish the institutional, governance and financial foundations necessary to implement the new mandate.

Progress Achieved

- Global Strategy and Action Plan approved.
- Governance structures renewed.
- Ethics Committee elected.
- Audit and Compliance Committee elected.
- Budget approved.
- Financial Statements approved.
- Independent Audit approved.
- Independent assessment of SIGA's governance against the SIGA Universal Standards on Good Governance formally committed, with delivery to be undertaken by an

independent auditor.

Assessment

The governance priorities established for the opening phase of the mandate have been delivered, while the independent governance assessment has been established as a forward accountability commitment for the next phase.

SIGA enters the implementation phase with strengthened institutional legitimacy, financial stability and Organisational capacity.

Overall Assessment: Delivered

3. MISSION 100

Objective

Launch MISSION 100 as SIGA's flagship global mobilisation initiative, designed to accelerate the worldwide implementation of the SIGA Universal Standards by building a coalition of governments, Sport Organisations, businesses, civil society Organisations, academic institutions and other strategic stakeholders committed to advancing Integrity, good governance, sustainability and public trust in Sport.

Progress Achieved

- MISSION 100 formally launched as a flagship strategic initiative under the 2026–2030 Global Strategy and Action Plan.
- A comprehensive governance and implementation framework established, defining the initiative's leadership, oversight, operating model and delivery mechanisms.
- The MISSION 100 Master Target Register developed, providing a structured framework for stakeholder mapping, engagement, prioritisation and performance monitoring across all target sectors and jurisdictions.
- Strategic Country Hubs identified and launched to support regional implementation, strengthen local delivery capacity and facilitate coordinated stakeholder engagement.
- Institutional engagement initiated with governments,

international Organisations, Sport governing bodies, commercial partners, academic institutions and civil society Organisations to secure strategic partnerships and long-term participation.

- MISSION 100 integrated with the implementation of the SIGA Universal Standards and the SIRVS Global Accreditation and Certification System, creating a coordinated pathway from stakeholder engagement to standards adoption, independent assessment and certification.



Assessment

During its first one hundred days, MISSION 100 has successfully transitioned from strategic concept to operational implementation. The governance architecture, delivery framework and stakeholder engagement mechanisms are now firmly in place, establishing the institutional foundations required to support a sustained global mobilisation effort throughout the 2026–2030 mandate.

The establishment of Strategic Country Hubs, the development of a comprehensive stakeholder engagement framework and the integration of MISSION 100 with the SIGA Universal Standards and the SIRVS Global Accreditation and Certification System position the initiative as the principal mechanism for expanding SIGA's international reach and accelerating the adoption of independent Integrity standards across the global Sport ecosystem.

The next phase of implementation will focus on converting institutional engagement into formal partnerships, activating Country Hubs, expanding regional participation and delivering measurable implementation outcomes that reinforce SIGA's position as the world's leading independent authority on Sport Integrity.

Overall Assessment: Launched

4. Universal Standards & SIRVS

Objective

Strengthen and expand the global implementation of the SIGA Universal Standards through the development of an integrated accreditation and certification ecosystem, while ensuring that the Standards continue to evolve in response to emerging governance, Integrity and sustainability challenges across international Sport.

Progress Achieved

- Comprehensive review of the existing SIGA Universal Standards commenced to ensure their continued relevance, effectiveness and alignment with evolving global best practice.
- Decision approved to develop two new sets of SIGA Universal Standards addressing Social and Environmental

Sustainability in Sport and Artificial Intelligence and Sport Integrity, significantly expanding SIGA's global standards framework.

- SIRVS Global Accreditation Model formally launched, establishing the independent accreditation framework supporting implementation of the SIGA Universal Standards.

- SIRVS Certification System launched, creating the operational architecture for independent certification against the SIGA Universal Standards.

- Applications opened for Certification Bodies, initiating the establishment of a global network of accredited conformity assessment partners.

- Portuguese edition of the SIGA Universal Standards on Sports Betting Integrity published, expanding accessibility and supporting wider international implementation.

- International implementation and certification capacity strengthened through continued engagement with prospective accreditation and certification partners across multiple jurisdictions.

Assessment

The four existing SIGA Universal Standards are undergoing comprehensive review. The revised editions are scheduled to be submitted to the SIGA General Assembly for approval during the final week of January 2027, coinciding with SIGA10.

In parallel, SIGA is developing two new Universal Standards on Social and Environmental Sustainability in Sport and on Artificial Intelligence and Sport Integrity. These new Standards will follow the same approval timetable and will also be submitted to the General Assembly during the final week of January 2027.

Together, the revised and new Standards will constitute the next generation of SIGA's global Integrity framework, reflecting accumulated institutional experience and the rapidly evolving governance, technological, environmental and societal challenges facing international Sport.



The SIRVS global accreditation process is also actively underway. The deadline for submission of candidacies by Organisations seeking accreditation under the SIRVS process is 1 October 2026. Until that application window has closed and the evaluation process has progressed to the appropriate stage, publication of applicant numbers, accreditation outcomes or related details would be premature and potentially misleading.

The absence of interim figures should therefore not be interpreted as a lack of progress. The first 100 Days represent the launch and operationalisation of a structured global accreditation and certification process—not the completion of a twelve-month implementation cycle. The process is advancing in accordance with the established timetable.

These achievements provide a robust institutional foundation for accelerating global adoption of the SIGA Universal Standards and expanding independent certification capacity throughout the remainder of the 2026–2030 mandate.

Overall Assessment: Launched and On Track



5. SIGA EARTH

Objective

Integrate sustainability into the global Sport Integrity agenda.

Progress Achieved

- SIGA EARTH launched.
- Permanent Committee initiated.
- Development of Universal Standards commenced.
- Global consultation process prepared.

Assessment

SIGA has successfully positioned sustainability as an integral component of Sport Integrity.

The focus now turns to developing the Standards and engaging the international community.

Overall Assessment: Launched

6. SIGAWomen

Objective

Advance gender equity and strengthen inclusive leadership.

Progress Achieved

- SIGAWomen 2.0.: Concept approved and under gradual implementation
- Global Mentorship Programme expanded.
- SIGAWomen Lounge launched.

- SIGA Leadership Award established.

International visibility increased.

Assessment

SIGAWomen continues to consolidate its position as one of SIGA's flagship initiatives and an international reference for leadership development.

Overall Assessment: Advancing



Summary Conclusion

7. Membership and Global Community

Objective

Strengthen Member engagement while expanding SIGA.

Progress Achieved

- Membership Experience enhancement initiated.
- New communication platforms launched.
- Member engagement increased.
- New Member admitted.
- MISSION 100 supporting future growth.

Assessment

SIGA continues to strengthen both the quality of its engagement and the strategic value delivered to Members.

Overall Assessment: Advancing

8. Thought Leadership

Objective

Strengthen SIGA's global influence through communications and advocacy.

Progress Achieved

- Weekly Front Line column launched.
- Media engagement expanded.
- Public advocacy strengthened.
- Strategic communications enhanced.

Assessment

SIGA continues to consolidate its reputation as the world's leading independent voice on Sport Integrity.

Overall Assessment: Advancing

9. Continental Development

Objective

Strengthen regional implementation.

Progress Achieved

- SIGA EUROPE activities expanded.
- SIGA LATIN AMERICA strengthened.
- Government engagement increased.
- Regional partnerships reinforced.

Assessment

Regional implementation continues to accelerate and remains closely aligned with the objectives of the Global Strategy.

Overall Assessment: Advancing

The first one hundred days have demonstrated that the 2026–2030 mandate has moved decisively from strategic planning to practical implementation.

Governance has been strengthened.

Flagship initiatives have been launched.

Institutional capacity has increased.

The global community has continued to grow.

New opportunities for collaboration have been created.

And the foundations have been established for sustained implementation throughout the remainder of the mandate.

While significant work remains ahead, the progress achieved during this opening phase provides strong confidence that SIGA is well positioned to deliver the ambitions established by the General Assembly.

The first one hundred days have not simply confirmed a strategic direction.

They have demonstrated SIGA's capacity to deliver it.



CHAPTER IV

THE ROAD TO 2030

ACCELERATING DELIVERY. CONSOLIDATING LEGACY.

SIGA MASTER CALENDAR OF MEETINGS & THOUGHT LEADERSHIP EVENTS

23 JULY 2026 – 31 JANUARY 2027

The first 100 Days established momentum. The next phase is designed to convert that momentum into sustained implementation. Between 23 July 2026 and 31 January 2027, SIGA will deliver an integrated programme of institutional meetings, Member engagement, thought leadership, regional forums and global initiatives aligned with the 2026–2030 Global Strategy and Action Plan.

The Master Calendar is more than a schedule of events. It is an implementation instrument, connecting SIGA's governance structures, Members, Permanent Committees, continental Organisations and strategic partners around a coordinated programme of action.



Key milestones include meetings of the:

- SIGA Council
- Executive Committee
- Permanent Committees
- SIGA Rentrée
- SIGA Football Integrity Forum
- SIGA Members Club Dinner
- SIGA EUROPE Cycle of Debates on “The Future of Sport in Europe”
- The Americas Sport Integrity Forum;
- The FITS Forum 2026
- Sport Integrity Action Month
- Anti-Corruption Week
- SIGA10

SIGA10 will serve as a major strategic milestone:

- Commemorating SIGA's 10th Anniversary;

•Presenting the consolidated results of MISSION 100;

•Hosting the second edition of the SIGA Sport Integrity Awards;

•Marking the planned approval of the revised SIGA Universal Standards and the two new Universal Standards on Social and Environmental Sustainability in Sport and Artificial Intelligence and Sport Integrity.

Dates and venues within the Master Calendar will be maintained as a controlled implementation schedule and updated as individual meetings and events are formally confirmed.

**“THE FIRST ONE HUNDRED DAYS
ESTABLISHED THE DIRECTION.**

**THE YEARS AHEAD WILL
DEFINE THE LEGACY.”**

1. Looking Beyond the First 100 Days

The first 100 Days have confirmed that SIGA has entered its new mandate with purpose, momentum and a clear sense of direction.

The foundations have been strengthened.

The governance framework has been consolidated.

New strategic initiatives have been launched.

Implementation has begun.

The responsibility now is to sustain that momentum and transform early achievements into lasting institutional impact.

The success of this mandate will not ultimately be measured by what was accomplished during its opening phase. It will be measured by what those achievements make possible over the years ahead.

The Road to 2030 therefore represents the next stage of SIGA's journey.

It is a roadmap for implementation.

A commitment to continuous improvement.



And a reaffirmation that leadership is measured not by ambition alone, but by consistent delivery.

2. Challenges, Risks and Institutional Resilience

The first 100 Days have also confirmed that implementation takes place in a demanding and increasingly volatile operating environment. SIGA approaches these challenges without complacency or frustration. They require realism, resilience, disciplined prioritisation and an unwavering commitment to the mandate entrusted by Members.

A. Outstanding Membership Fees and Financial Resilience

One of the most significant challenges facing SIGA continues to be the delayed settlement of outstanding membership fees by a number of Members. Persistent arrears have had a material adverse impact on SIGA's financial capacity and, consequently, on its ability to implement its mission, deliver its reform agenda and execute the programmes and commitments set out in the 2026–2030 Global Strategy and Action Plan.

SIGA fully recognises the difficult political and economic environment affecting the global economy and acknowledges that some Members may themselves be operating under significant financial constraints. Wherever possible, SIGA has sought to engage constructively, demonstrate flexibility and identify reasonable solutions capable of reconciling individual circumstances with Members' institutional obligations.

However, where substantial arrears remain unresolved over prolonged periods despite repeated engagement

and good-faith efforts to reach viable arrangements, the consequences are serious. Persistent non-payment places an unfair burden on Members that fulfil their obligations, weakens the Organisation's financial resilience and directly constrains its capacity to deliver the commitments entrusted to it.

In accordance with decisions taken by the General Assembly, SIGA will therefore continue to pursue all appropriate measures to protect the Organisation's interests and ensure compliance with outstanding financial obligations, including, where necessary, recourse to legal action. This is not a course of action taken lightly. Dialogue and constructive resolution remain the preferred approach, but SIGA has a fiduciary and institutional responsibility to safeguard its sustainability and protect the interests of its Members as a whole.

B. Geopolitical Instability, Conflict and Global Economic Pressure

The geopolitical and economic environment confronting the international community remains exceptionally challenging. In addition to the continuing instability and armed conflict affecting the Middle East, the war between Russia and Ukraine continues to generate profound human, political and economic consequences far beyond the countries directly involved.

Having only recently emerged from a global pandemic of historic proportions, societies, institutions and economies are once again being tested by conflicts that no ordinary citizen, community or Organisation asked for, yet whose

consequences are borne widely. These conflicts disrupt energy markets, supply chains, investment, transport and international mobility, contributing to inflationary pressures and increased operating costs across sectors and jurisdictions.

Their effects are felt throughout global society and the economy, inevitably impacting SIGA's Members, partners and stakeholders and, as a consequence, SIGA itself. The geopolitical situation has also adversely affected the pace and sequencing of SIGA ASIA's development plans. Nevertheless, the strategic rationale underpinning SIGA ASIA remains unchanged, and implementation will resume and accelerate as conditions permit, with renewed engagement across priority jurisdictions and sectors.

C. Consequences for SIGA's Global Operating Environment

For a global Organisation whose mission depends on sustained international engagement, mobility, convening power and implementation across multiple jurisdictions, these external pressures have tangible operational and financial consequences. Rising energy, transport, travel and other operating costs affect SIGA's capacity to remain close to its Members, Sport Organisations, governments, regulators, partners and stakeholder communities, and increase the resources required to maintain international presence and deliver programmes effectively.

SIGA cannot control these circumstances. It can, however, control how it responds. That response is one of resilience, disciplined prioritisation and unwavering commitment to delivery. Where circumstances require adaptation, SIGA will adapt. Where timelines must be recalibrated, they will be recalibrated responsibly. But the strategic direction, ambition and commitment to the 2026–2030 Global Strategy and Action Plan remain unchanged.

SIGA will continue to prioritise high-impact engagement, strengthen regional coordination, use digital and hybrid formats where appropriate, leverage its continental platforms and Strategic Country Hubs, and preserve sufficient operational flexibility to respond rapidly as conditions evolve. The challenge is to remain resilient, disciplined and agile while continuing to advance SIGA's mission with the determination and sense of purpose that define the Alliance.

D. Reform Resistance and the Demands of Integrity Leadership

Advancing Integrity is, by its nature, demanding work. Reform does not always encounter uniform support, and the gap between public commitment and practical implementation remains a recurring challenge across the Sport ecosystem. Meaningful change therefore requires persistence, resilience and the institutional courage to continue advancing standards even when doing so is difficult or inconvenient.

SIGA approaches this reality with neither naivety nor resignation. With limited resources and a far-reaching global mandate, the Alliance will continue to work relentlessly, prioritise carefully and act with an unbreakable commitment to its mission. Adversity does not alter the direction of travel; it reinforces the importance of disciplined implementation, independent standards and sustained leadership.

E. Risk Mitigation and Institutional Response

Taken together, financial pressures, geopolitical instability, rising operating costs and the inherent resistance that accompanies meaningful reform represent material constraints on implementation. They do not alter SIGA's strategic direction. They require disciplined prioritisation, adaptability, financial resilience, diversified partnerships and constant attention to institutional sustainability.

The measure of leadership is not whether an Organisation encounters difficulties, but how it responds to them. Where circumstances require adaptation, SIGA will adapt. Where obligations must be enforced, it will act. Where implementation has been delayed, it will recover momentum. The commitment remains unchanged: to protect SIGA's institutional integrity, honour the mandate entrusted by its Members and deliver the 2026–2030 Global Strategy and Action Plan with resilience, purpose and determination.

3. Strategic Priorities

3.1. Strategic Priority One

Scaling the Implementation of the Universal Standards

The Universal Standards remain the cornerstone of SIGA's mission.

The current review and expansion of the SIGA Universal Standards will culminate in a defining milestone at the end of January 2027. In accordance with the implementation timetable established under the 2026–2030 Global Strategy and Action Plan, SIGA plans to approve the revised editions of its existing Universal Standards together with two new sets addressing Social and Environmental Sustainability in Sport and Artificial Intelligence and Sport Integrity.

Their approval will represent the most significant evolution of the SIGA Universal Standards framework since its creation, ensuring that it remains responsive not only to established governance and Integrity risks, but also to the technological, environmental and societal transformations reshaping Global Sport.

During the remainder of the mandate, priority will be given to significantly expanding their implementation across governments, Sport Organisations, leagues, clubs, event organisers and commercial stakeholders. This will be supported through:

- the expansion of SIRVS;
- the accreditation of independent Certification Bodies;
- increased technical assistance;
- enhanced education and capacity-building; and
- stronger institutional partnerships.

The objective is clear: to ensure that Integrity is not simply declared. It is independently demonstrated.

3.2. Strategic Priority Two

Expanding the Global Movement

MISSION 100 will become one of the principal drivers of institutional growth during the remainder of the mandate.

Through the Strategic Country Hubs and coordinated international engagement, SIGA will continue bringing together Organisations capable of contributing leadership, expertise and influence to the advancement of Sport Integrity.

Growth will continue to be measured not by numbers alone, but by impact.

Every new Member. Every new partner. Every new collaboration. Every new initiative. Should strengthen the global movement and increase its collective capacity to deliver meaningful change.

3.3. Strategic Priority Three

Driving Innovation

The challenges facing Sport continue to evolve. So too must the solutions.

SIGA will continue investing in innovation by strengthening research, developing new methodologies, embracing responsible technological advances and anticipating emerging Integrity risks before they become systemic challenges.

Innovation will remain a defining characteristic of the Alliance's leadership. Not innovation for its own sake. Innovation that strengthens governance. Improves implementation. And protects the future of Sport.

3.4. Strategic Priority Four

Strengthening Institutional Sustainability

Long-term impact requires long-term resilience.

Accordingly, SIGA will continue strengthening its governance, financial sustainability, operational capability and Organisational effectiveness. Emphasis will be placed on:

- diversifying revenue streams;
- expanding strategic partnerships;
- strengthening institutional capacity;
- supporting SIGA SOLUTIONS;
- investing in people; and
- reinforcing the Alliance's long-term independence.

A stronger institution is better equipped to serve its Members and fulfil its mission.

SIGA will also lead by example by completing an independent assessment of its governance against the SIGA Universal Standards on Good Governance. The assessment, conducted by an independent auditor, will provide assurance, identify improvement priorities and demonstrate that the Alliance applies to itself the standards it promotes internationally.

3.5. Strategic Priority Five

Leading the Future of Sport Integrity

The years ahead will present new opportunities and new challenges:

- Artificial intelligence.
- Environmental sustainability.
- Emerging technologies.
- Athlete welfare.
- New business models.
- Changing regulatory environments.

SIGA intends not merely to respond to these developments, but to help shape them.

Through initiatives such as SIGA EARTH, SIGAWomen, the continued evolution of the Universal Standards and closer cooperation with governments, international Organisations and industry leaders, the Alliance will continue positioning itself at the forefront of global Sport Integrity.

Leadership requires anticipation. Not reaction.

4. Looking Towards Legacy

Every mandate has an end. A Legacy does not.

The true measure of leadership is not what is accomplished during a period of office. It is what continues to create value long after that period has ended.

The first 100 Days have established a strong foundation. The years ahead will determine the scale of the impact.

The ambition remains unchanged. To strengthen institutions. To empower people. To build trust. To protect Integrity. And to ensure that future generations inherit a Sporting ecosystem that is more transparent, more accountable, more sustainable and more resilient than the one we inherited.

The roadmap has been defined. The journey is well underway. The destination remains clear.



CHAPTER V

SIGA LEGACY

A CHARTER FOR THE FUTURE OF SPORT INTEGRITY

“INSTITUTIONS ARE ULTIMATELY REMEMBERED NOT FOR THE OFFICES THEY OCCUPIED, BUT FOR THE DIFFERENCE THEY MADE.”

1. Legacy Begins on Day One

Legacy is often regarded as something that can only be assessed at the conclusion of a mandate.

We believe otherwise.

Legacy is built from the very first day.

It is reflected in every decision taken, every principle upheld, every reform pursued and every opportunity created for others to succeed.

It is measured by the institutions we strengthen, the standards we establish, the people we empower and the trust we leave behind.

For SIGA, Legacy is therefore neither a slogan nor a destination.

It is a responsibility.

One that guides every decision, every initiative and every action undertaken throughout this mandate.

2. Why SIGA Legacy?

During its first decade, SIGA established itself as the world's leading independent coalition dedicated to advancing Integrity in Sport.

It developed internationally recognised Universal Standards.

It created the world's first independent Sport Integrity rating, verification and certification system.

It brought together governments, businesses, Sports Organisations and civil society under a common purpose.

It proved that Integrity is not merely an aspiration but a practical framework capable of strengthening governance and restoring trust.

The challenge before us is different.

It is no longer simply to build a stronger Organisation.

It is to ensure that the Organisation leaves behind something that endures beyond any individual, any leadership team and any mandate.

SIGA Legacy is our commitment to achieving exactly that

3. Our Legacy Ambition

By 2030, we aspire to leave global Sport:

- ✓ More transparent.
- ✓ More accountable.
- ✓ More ethical.
- ✓ More sustainable.
- ✓ More inclusive.
- ✓ More resilient.

And better equipped to serve athletes, Organisations and society with Integrity.

That ambition extends beyond SIGA itself.

It seeks to strengthen institutions.

Improve governance.

Promote responsible leadership.

Increase public trust.

And help ensure that Integrity becomes the defining characteristic of Sport everywhere.

4. Our Legacy Commitments

- ✓ We will strengthen institutions.

We will continue supporting Organisations to become better governed, more transparent, more accountable and more resilient.

Strong institutions are the cornerstone of sustainable Sport.

- ✓ We will protect Integrity.

We will continue promoting the implementation of the SIGA Universal Standards, expanding independent certification and encouraging the highest standards of ethics, compliance and responsible governance throughout global Sport.

Integrity must become measurable.

Verifiable.

And irreversible.

- ✓ We will empower people.

We will continue investing in leadership, education, mentorship and professional development.

Through initiatives such as SIGAWomen and our growing global community, we will create opportunities that enable people to lead with competence, confidence and Integrity.

Institutions are strengthened by people.

People are strengthened by opportunity.

- ✓ We will drive innovation.

We will anticipate emerging challenges.

Embrace responsible innovation.

Develop practical solutions.

And ensure that Sport Integrity evolves alongside the changing realities of global Sport.

Leadership requires the courage to innovate before change becomes unavoidable.

- ✓ We will leave Sport stronger than we found it.

This is our ultimate commitment.

Every initiative undertaken during this mandate will be guided by one simple question:

Will this leave Sport better than we found it?

If the answer is yes, it contributes to our Legacy.

If not, we must think again.

- ✓ The Legacy Test

Every significant decision taken throughout this mandate should be capable of answering five fundamental questions.

Does it strengthen governance?

Does it build trust?

Does it create lasting value?

Does it benefit future generations?

Does it make Integrity stronger and more enduring?

If the answer to these questions is yes, then we are moving in the right direction.

5. Beyond a Mandate

Mandates begin. Mandates end. Legacy endures.

The years ahead will undoubtedly present new challenges, new opportunities and new responsibilities.

They will also provide new opportunities to demonstrate that Integrity remains the most powerful force for positive change in Sport.

Our ambition is not simply to be remembered for what we achieved. Our ambition is to ensure that the institutions we strengthened, the standards we promoted, the people we empowered and the partnerships we built continue creating value long after this mandate has concluded.

That is the legacy we seek to leave.

That is the responsibility we have accepted.

And that is the commitment that will continue guiding every decision we take between now and 2030.



CHAPTER VI

CLOSING REFLECTIONS

Every mandate begins with expectations.

Few begin with certainty.

The first 100 Days have never been about declaring success.

They have been about demonstrating intent.

About proving that the confidence placed in this leadership was justified not through promises, but through action.

The pages of this report document what has been achieved.

More importantly, they demonstrate how those achievements are already contributing to something much greater.

A stronger institution.

A stronger global community.

A stronger movement.

A stronger future for Sport.

The work is far from complete.

Many challenges remain.

Among the next tests of our leadership will be our willingness to submit SIGA itself to independent scrutiny against the Universal Standards it has developed. That is how institutional confidence is earned: not by asking others to accept our claims, but by opening our own governance to objective assessment and acting on the findings.

Much more must still be achieved.

But the foundations have been laid.

The direction is clear.

The momentum is real.

And the commitment is absolute.

This report closes where the next chapter begins.

With renewed determination. Renewed responsibility. And renewed confidence that, working together, we can continue transforming vision into action, action into achievement and achievement into lasting legacy.

The best chapters of SIGA's story are still to be written.

AND WE WILL WRITE THEM. TOGETHER.





TO THOSE WHO DARED

This report is dedicated to all those who dared.

To those who dared to believe in a vision long before it became a reality.

To those who dared to walk beside me — shoulder to shoulder — through moments of uncertainty, convinced that perseverance, courage and Integrity would always prevail over complacency, scepticism and resignation.

To those who refused to accept that impossible was ever the final answer.

To my family, thank you for your unconditional love, your understanding, your sacrifices and your unwavering support. You have been my constant source of strength. Every achievement reflected in these pages has only been possible because you have always stood beside me.

To my fellow Council Members, past and present, thank you for your trust, your wisdom, your friendship and your steadfast commitment to our shared mission. Together, we have built far more than an Organisation; we have built a movement founded on principles, purpose and courage. I wish to express my deepest gratitude to our Founding Chair, Franco Frattini, whose vision, statesmanship and unwavering belief laid the institutional foundations upon which SIGA proudly stands today. I also pay tribute to our Chair, Giovanni Tartaglia Polcini, for his exemplary leadership, his wisdom, his Integrity and his unwavering support as we continue to strengthen our Alliance and advance our global mission.

To my extraordinary team, thank you for your professionalism, your loyalty, your resilience and your relentless pursuit of excellence. Your commitment has transformed vision into action, action into achievement

and ambition into measurable impact. Every milestone celebrated in this report bears your fingerprints. This is your achievement as much as it is mine.

To our Members, partners and friends around the world, thank you for believing in our mission and for sharing our determination to build something greater than ourselves. Your confidence has been both a privilege and a profound responsibility. Together, we have demonstrated that Integrity is not merely an aspiration but a practical force capable of transforming Sport.

And to those who doubted us, criticised us, underestimated us or sought to diminish our work, thank you too. You reminded us that leadership is tested through adversity, that resilience is forged under pressure and that character reveals itself when conviction is challenged. You pushed us to think more boldly, work more tirelessly and raise our standards even higher. The most powerful response to that is neither anger nor resentment — it is achievement. We shall continue to let our work speak for itself.

Finally, this report is dedicated to everyone who will benefit from the work we have begun. May these pages provide not only an account of what has been achieved, but also inspiration to continue advancing Sport, safeguarding its Integrity and ensuring that it remains a force for good—serving athletes, Organisations, communities, society and the global economy with responsibility, fairness and purpose.

This is our story.

THE FIRST 100 DAYS ARE ONLY THE BEGINNING.

Acknowledgements

The achievements presented in this report are the result of a collective effort.

SIGA wishes to express its sincere appreciation to its Members, Council, Committees, Secretariat, Continental Platforms, strategic partners, institutional collaborators and the many individuals who have contributed their expertise, commitment and leadership throughout this reporting period.

The Alliance also acknowledges the support of governments, international Organisations, businesses, academia, civil society and all those who continue to believe that Integrity is fundamental to the future of Sport.

Together, they are helping to build stronger institutions, promote better governance and safeguard the values that make Sport one of humanity's greatest forces for good.

About SIGA

The Sport Integrity Global Alliance (SIGA) is the world's leading independent, neutral and non-partisan global coalition dedicated to advancing Integrity, Transparency, good governance and ethical conduct throughout the global Sport ecosystem.

Bringing together governments, Sport Organisations, businesses, academia, civil society and international experts, SIGA develops practical solutions that strengthen governance, protect Sport from corruption and restore trust through the most advanced set of internationally recognised standards, independent rating, verification and certification, as well as education, advocacy and global collaboration.

SIGA believes that Integrity is not optional. It is the foundation upon which credible, sustainable and socially responsible Sport must be built.

About This Report

This publication covers the period from 14 April to 23 July 2026.

It has been prepared as part of SIGA's commitment to Transparency, accountability and good governance, providing Members and stakeholders with a comprehensive overview of the implementation of the 2026–2030 Global Strategy and Action Plan during the first one hundred days of the mandate.

Unless otherwise stated, all information contained in this report reflects activities undertaken during the reporting period.



EXECUTIVE TEAM



EMANUEL MACEDO DE MEDEIROS
Co-Founder & Global CEO, **SIGA**



DR. IAIN LINDSAY
Global Chief Operating Officer, **SIGA**



KATIE SIMMONDS

Global Chief Commercial
Officer, SIGA **SIGA**
Chair, **SIGAWomen Council**



NUNO PERESTRELO
Senior Director, Communication,
Media & Thought Leadership
Events, **SIGA**



VINICIUS SOUSA

Senior Director, Institutional
Relations and Strategic
Partnerships, **SIGA LATIN
AMERICA**

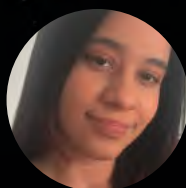


ANDRÉ MEGALE
Director, Good Governance and
Integrity, **SIGA LATIN AMERICA**



YASMIN ROSA

Manager, Special Projects &
Strategic Partnerships, **SIGA
LATIN AMERICA**



ALANIS OLIVEIRA
Designer & Digital Media
Specialist consultant, **SIGA**



JULIA CORREA

Comms Assistant and
Social Media Manager,
SIGA LATIN AMERICA

FROM VISION TO ACTION. FROM ACTION TO ACHIEVEMENT. *THE JOURNEY CONTINUES.*

The first 100 Days of the
2026 - 2030 Mandate
Progress Report

14 APRIL - 23 JULY 2026

