



International Workshop Agreement

IWA 46

Ethics and integrity in sport — Guidelines

Éthique et intégrité dans le sport — Lignes directrices

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

International Workshop Agreement IWA 46 was approved at a workshop hosted by the French Standardization Association (AFNOR), in association with the French Ministry of Sports and the Olympics and Paralympic Games, held in Paris, in June 2024.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

Introduction

0.1 As a political, diplomatic and economic tool, sport, is at the heart of numerous aspects of society. Sport evolves in step with societal changes and can consequently be subject to tensions that challenge the very values it seeks to promote: justice, ethics, integrity, respect, fair play and honesty.

Illegal and unethical behaviour jeopardize these values and the overall appeal of sport, whether to the general public, governments or investors. Corruption, money laundering, match-fixing and breaches of human rights impact sport at all levels, and are likely to reduce confidence and trust in sport. For the sake of sporting values, sports organizations and relevant stakeholders should work together to combat these issues.

Combatting unethical practices in a professional manner and addressing financial and social shortcomings contributes to rebuilding trust and ensuring inclusion and equality.

This document provides guidelines on ethics and integrity for sports organizations, sports competitions and individuals. It applies to all types of sports organizations, including federations, professional leagues, decentralized bodies, sports associations, sports clubs, and competition organizers (private or otherwise), regardless of their size or location. This document also provides guidance on how sports organizations can limit risks relating to ethics and integrity.

0.2 The activities of sports organizations are often subject to the international codes and regulations of federations, such as the Olympic Charter of the International Olympic Committee (IOC).^[7] The IOC also requires the sports organizations it recognizes, as well as their individual members, to comply with the IOC Code of Ethics.^[8] Introduced in 1999, it is regularly updated and is an integral part of the Olympic Charter.

The IOC Code of Ethics promotes five fundamental principles:

- respect for the Olympic spirit;
- respect for the principle of the universality and political neutrality of the Olympic movement;
- respect for autonomy despite working with public authorities;
- respect for international conventions on the protection of human rights;
- protecting participants and keeping them safe.

The Code of Ethics reflects the Olympic values defended in the Charter and focuses on the notions of ethics, integrity and good governance. The Olympic Charter and Code of Ethics are mandatory for signatories. Any violation can lead to the application of sanctions, ranging from censure to revocation of the IOC's recognition of the party concerned. The National Olympic Committees and the International Sport Federations have adopted similar charters based on the IOC Charter.

NOTE 1 Some national sports organizations can also be subject to extraterritorial national laws of other countries, such as the UK Bribery Act (2010) applying in France, which uses definitions whose scope varies when applied within their territory or abroad.

NOTE 2 International conventions can also apply to sports organizations, such as those of the Organisation for Economic Co-operation and Development (OECD) (1997),^[22] the Council of Europe (1989),^[23] the United Nations (2004),^[24] the European Parliament's text on an integrated approach to Sport Policy: good governance, accessibility and integrity (2017),^[25] or the Macolin Convention (2014),^[26] some of which have been transposed into the national legislation of the States Parties.

0.3 At international and regional levels, organizations such as the Council of Europe play an active role in the fight for integrity in sport, as violations of regulations are tackled more effectively at a supranational level. The Council of Europe has been the driving force behind a number of initiatives, recommendations and international conventions.

To date, three major conventions have been written to improve the governance of sports organizations:

- the European Convention on Spectator Violence and Misbehaviour at Sports Events, adopted in 1985 following the Heysel Stadium disaster, which came into force in 2017;^{[27][28]}

- the Anti-Doping Convention of 1989, in force since 1990, which is the cornerstone of the fight against doping, integrity of sport and health of athletes;^[23]
- the Convention on the Manipulation of Sports Competitions (Macolin Convention), in force since 2019, which encourages the interlinking between national organizations that fight match-fixing and establishes binding regulations adopted by States Parties with a view to eliminating these practices.^[26]

The Council of Europe has also drafted a series of recommendations for the sports sector, such as:

- Rec(2005)8 on the principles of good governance in sport, adopted in 2005;^[29]
- CM/Rec(2018)12 on the promotion of good governance in sport;^[30]
- CM/Rec(2011)10 on the promotion of the integrity of sport against manipulation of results, notably match-fixing.^[31]

Recommendation CM/Rec(2010)9 on the revised Code of Sports Ethics, adopted in 2010, is accompanied by an appendix called the Code of Sports Ethics.^[32] This appendix helps define sports ethics and the responsibilities of governments and sports organizations in promoting integrity in sport, based on the motto “Fair play - the winning way”.

The aims of the recommendations issued by the Council of Europe are to:

- encourage Member States to coordinate and take effective measures to promote the implementation of policies of transparency and conform to democratic principles in sports governing bodies;
- reinforce confidence in sport;
- develop its role in society.

This document takes into account such international texts and initiatives, and provides aligned operational recommendations and evaluation criteria for sports organizations, to facilitate the process of integrating the principles of ethics and integrity into policies and procedures to combat unethical behaviour.

0.4 This document addresses the principles of ethics and integrity in three main areas:

- ethics and integrity of sports organizations;
- ethics and integrity of sports competitions;
- ethics and integrity of individuals.

Each of these comprises various fields of action, identified as being essential in terms of ethics and integrity, all of which should be taken into consideration:

- Field of action 1: Democratic principles;
- Field of action 2: Financial transparency;
- Field of action 3: Anti-corruption;
- Field of action 4: Prevention of conflicts of interest;
- Field of action 5: Whistleblowing;
- Field of action 6: Manipulation of sports competitions;
- Field of action 7: Anti-doping;
- Field of action 8: Mechanical and technological fraud;
- Field of action 9: Violence, discrimination and incivility;
- Field of action 10: Violence in sports arenas;

— Field of action 11: Safeguarding registered and professional athletes.

NOTE [Table B.1](#) provides a list of workshop contributors.

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Ethics and integrity in sport — Guidelines

1 Scope

This document provides principles and guidelines on ethics and integrity for sports organizations to enable integration into policies, procedures and activities.

These principles have three main pillars:

- ethics and integrity of sports organizations;
- ethics and integrity of sports competitions;
- ethics and integrity of individuals.

This document is applicable to all types of sports organizations, including federations, professional leagues, decentralized bodies, sports associations, sports clubs and competition organizers (private or otherwise), regardless of their size or location.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

3.1

wrongdoing

action(s) or omission(s) that can cause harm to the *sports organization* (3.2) or one of its *stakeholders* (3.29)

Note 1 to entry: A wrongdoing primarily refers to violations of current national or international regulations, such as fraud, *corruption* (3.10) (e.g. bribes), discrimination, unauthorized use of public funds or resources, abuse of authority, conflict of interest, harassment, violence (including sexual violence), etc.

Note 2 to entry: Additionally, actions can also be considered reprehensible with respect to the internal rules set out, for example, in the organization's codes of conduct or in another relevant code of conduct: serious negligence, violation of the organization's governance policy or rules (particularly regarding the disclosure of *conflicts of interest* (3.9)), etc.

Note 3 to entry: A wrongdoing also includes actions or omissions that cause harm or risk of harm to human rights, the environment, public health and safety, or safe working practices or the public interest.

Note 4 to entry: A wrongdoing or the harm resulting from it can have occurred in the past, be currently occurring or can occur in the future.

Note 5 to entry: Potential harm can be determined by reference to a single event or a series of events.

[SOURCE: ISO 37002:2021, 3.8, modified — definition and notes to entry have been updated so they are relevant to a sport context.]

3.2

sports organization

body that governs and promotes a sport, and/or organizes *sports competitions* (3.8)

Note 1 to entry: The term “sports organization” encompasses the various statuses that exist, such as sports associations, private sports companies and public sports institutions.

EXAMPLE National/international federations, leagues, clubs.

3.3

doping control officer

person authorized by the competent authorities to carry out doping controls on athletes

3.4

whistleblowing

reporting of *wrongdoing* (3.1) by a *whistleblower* (3.24) who has reasonable belief that the information is true at the time of reporting

Note 1 to entry: A report of a wrongdoing can be verbal, in person, in writing or in an electronic or digital format.

Note 2 to entry: To facilitate the handling of whistleblowing, it is preferable that the identity of the whistleblower be known. However, in order to protect whistleblowers, it is expected that wrongdoings can be reported anonymously.

[SOURCE: ISO 37002:2021, 3.10, modified — definition and note 2 to entry have been modified; note 3 to entry has been deleted.]

3.5

prohibited association

act of using the services, paid or unpaid, of any *athlete support personnel* (3.31) who is the subject to a disciplinary, administrative or criminal sanction in connection with an anti-doping rule violation

Note 1 to entry: The Prohibited Association List, as established by the World Anti-Doping Agency (WADA), lists the bans imposed on athletes and their support personnel who have committed anti-doping rule violations.

3.6

money laundering

act of concealing the origin of illegally acquired money by reinvesting it in legal activities

EXAMPLE Money laundering from tax fraud is the reintroduction of money concealed from the tax authorities back into the economic circuit.

3.7

World Anti-Doping Code

international code published by the World Anti-Doping Agency, harmonizing the anti-doping policies, rules and regulations of *sports organizations* (3.2) and public authorities

Note 1 to entry: The World Anti-Doping Code^[36] is accompanied by eight international standards^[37] designed to harmonize different areas of anti-doping: testing and investigations, laboratories, therapeutic use exemptions, list of prohibited substances and methods, protection of privacy and personal information, code compliance by signatories, education, and results management.

3.8

sports competition

sports event, tournament, match or encounter that can result in a ranking, and which is organized in accordance with the rules established by a *sports organization* (3.2) or its affiliated organizations or, where applicable, in accordance with the rules of any other competent sports organization

3.9**conflict of interest**

situation of actual, potential and perceived interference between the function exercised within an organization and an individual interest or an interest linked to a function exercised in another organization, in such a way that this interference influences or appears to influence the loyal exercise of the function on behalf of this organization

Note 1 to entry: Conflicts of interest can concern all members involved in a *sports organization* (3.2), regardless of their status or decision-making capacity.

Note 2 to entry: Both direct and indirect interests should be considered, for example the interests of a third party (parent, spouse, associated or dependent people or groups).

Note 3 to entry: Financial and other types of gain resulting from a conflict of interest can be subject to criminal law.

3.10**corruption**

behaviour constituting a breach of the obligations of probity and integrity in the performance of functions, whether voluntary or not, that can give rise to disciplinary or criminal sanctions, or both

Note 1 to entry: Corruption can involve all *stakeholders* (3.29) in a *sports organization* (3.2), regardless of their status or decision-making capacity.

Note 2 to entry: In a more restrictive sense, the criminal offence of corruption differs from other breach-of-probity offences, such as influence peddling, extortion by public *officials* (3.25), favouritism, misappropriation of public funds and unlawful acquisition of interest.

3.11**courtsider**

gambler, or accomplice of a gambler, who attempts to transmit in real time, in any form, information relating to the *sports competition* (3.8) in progress, in order to place bets on the outcome of the competition before the close of online betting, thereby increasing their chances of financial gain

Note 1 to entry: This practice can be considered illegal, contravening any applicable regulations (e.g. *sports betting* (3.28), data transmission).

3.12**cyber violence**

aggressive and intentional act perpetrated by an individual or group using digital media against one or more victims

3.13**professional ethics**

set of duties imposed on certain categories of individuals in respect of their behaviour and actions towards others and the environment

3.14**doping**

administration or use of chemical substances or medical procedures defined by ad-hoc organizations in order to increase the physical and/or mental performance of an athlete or an animal

Note 1 to entry: The list of prohibited substances and methods is drawn up each year by the *World Anti-Doping Code* (3.7) and is included in national regulations as appropriate, or by national anti-doping organizations. Therapeutic use exemptions can also be issued on an individual basis.

3.15**sports arena**

sports facility, whether covered or not, designed to host *sports competitions* (3.8), which are open to the public

3.16**chaperone**

duly trained *official* (3.25), authorized by the sample collection authority to carry out specific tasks during a doping control

3.17**ethics**

body of values, encompassing all the moral principles governing behaviour

Note 1 to entry: Ethics in the context of sport encompasses a number of values that sport should embody, including self-respect, equal opportunities, self-improvement, respect for others, the health of participants, friendship between peoples and the quest for excellence.

3.18**mechanical and technological fraud**

mechanical and technological modifications to the sports equipment used, including the *sports arena* (3.15), with the aim of artificially improving an athlete's sporting performance, and in breach of the material, technical and technological rules laid down by international and national federal *sports organizations* (3.2)

3.19**governance of sports organizations**

system by which a *sports organization* (3.2) makes and implements decisions in pursuit of its objectives

[SOURCE: ISO 26000:2010, 2.13, modified — term and definition have been updated so they are relevant to a sport context.]

3.20**Registered Testing Pool**

pool of athletes identified as high priority, respectively, at international level by international federations and/or at national level by the relevant national anti-doping organization, and who are subject to focused in-competition and out-of-competition testing

3.21**ultras group**

category of supporters, organized in the form of an association, who actively or even fanatically support their favourite team

3.22**top management**

persons who control a *sports organization* (3.2) at the highest level, responsible for managing it in accordance with its statutes and the rules in force

Note 1 to entry: These people have the power to organize, allocate resources and represent the entity, which gives them a decisive role in implementing measures to promote respect for *ethics* (3.17) and integrity.

Note 2 to entry: The steering committee, general assembly, the board of directors and the executive committee generally make up the top management of organizations with associative status.

3.23**sport integrity**

principle of consistency between the values embodied by sport and the attitude adopted in practice by its players and institutions

Note 1 to entry: It also aims to ensure that behaviour complies with applicable regulations.

3.24**whistleblower**

person who discloses or reports a fact that brings to light illegal or dangerous behaviour threatening the integrity of a *sports organization* (3.2) or its members

3.25**official**

individual who performs a formal supervisory role regarding the application of federal sports regulations during local, national or international *sports competitions* (3.8)

EXAMPLE Judge, referee, jury, race steward.

3.26**sports operator**

person responsible for preparing, maintaining and checking the conformity of sports equipment, in accordance with federal sports regulations

3.27**sports competition organizer**

natural or legal person under private law, other than a sports federation, that organizes *sports competitions* (3.8) open to licence holders in a discipline, and/or to which the relevant federation authority has delegated the authority

3.28**sports betting**

monetary wager on the progress and/or outcome of a *sports competition* (3.8), where gamblers' potential winnings depend on the accuracy of their predictions

Note 1 to entry: The nature of sports betting varies from sport to sport and can include various parameters relating to the competition, such as the score (final or intermediate), the players and the winning team.

3.29**stakeholder**

individual or group that has an interest in any decision or activity of an organization

Note 1 to entry: Stakeholders can be external and internal. External stakeholders are natural and legal persons who are not part of the organization but are involved and have a link to, relationship with or interest in the *sports organization* (3.2) or could have an impact on it. Internal stakeholders are a group of individuals who are part of the sports organization.

EXAMPLE 1 External stakeholders include the organization's public or private partners, service providers, suppliers, associations and members.

EXAMPLE 2 Internal stakeholders include elected representatives, employees or volunteers working on behalf of the sports organization.

[SOURCE: ISO 26000:2010, 2.20, modified — note to entry and examples have been added.]

3.30**athlete biological passport**

programme that monitors selected biological variables specific to the athlete that indirectly reveal *doping* (3.14) through changes in those variables

Note 1 to entry: This electronic monitoring is implemented exclusively via the *Anti-Doping Administration and Management System* (3.36).

3.31**athlete support personnel**

person who works with and cares for athletes in the preparatory phase of a *sports competition* (3.8), or during the competition itself

EXAMPLE Coaches, therapists, sports directors, agents, team personnel, team *officials* (3.25), medical or paramedical staff.

3.32**national platform for the fight against the manipulation of sports competitions**

group of *stakeholders* (3.29) that acts as a hub for the gathering, collating and sharing of relevant information to combat match fixing, for promoting cooperation between relevant national and international stakeholders, and for raising awareness about this subject among those involved in sport

Note 1 to entry: The tasks of the national platforms are listed in Article 13 of the Macolin Convention.^[26]

EXAMPLE In France, the national platform for the fight against the manipulation of sports competitions is chaired by the French Ministry of Sport.

3.33**democratic principle**

form of governance in which power is exercised by all members of a community, either directly or through their elected representatives

3.34**point of contact****delegate**

designated person responsible for carrying out and coordinating the implementation of a mission within a *sports organization* (3.2) relating to his/her field of competence and who interfaces with the public authorities and/or private organizations

EXAMPLE Single points of contact (SPOC) in the field of the prevention of the manipulation of competitions.

3.35**steward**

person responsible for the reception, seating and safety of the public in *sports arenas* (3.15)

3.36**Anti-Doping Administration and Management System**

web-based management system for sharing information between organizations involved in anti-doping operations (partners and athletes), enabling the centralization of doping control-related information such as analyses results, therapeutic use exemptions (TUEs) and Anti-Doping Rule Violations (ADRVs)

3.37**financial transparency**

accessibility of information relating to financial decisions and activities affecting the organization and its *stakeholders* (3.29), and willingness to ensure clear, accurate, timely, honest and complete disclosure

Note 1 to entry: The principle of transparency does not require to disclose exclusive information, nor does it involve the provision of information of a confidential nature or that would contravene legal, commercial, security or personal privacy obligations.

3.38**vulnerable person**

person who is:

- a) under the age of 18;
- b) aged 18 or over but unable to take care of themselves or protect themselves against harm or exploitation, due to age, illness, trauma or disability, or any other reason; or
- c) aged 18 or over but has experienced or is experiencing poor mental health outcomes, as a result of the incident in question, due to their life experiences, or as a result of societal factors, including but not limited to individuals from diverse backgrounds facing disproportionate mental health impacts

4 Integration of ethics and integrity principles**4.1 General**

The sports organization should consider ethics and integrity in all of its activities and decisions. The related issues should be taken into account at the highest level, and incorporated into the organization's overall strategy.

Integrating ethics and integrity principles into all aspects of a sports organization requires top management's commitment and understanding at all levels of the organization.

The sports organization should establish processes to integrate the principles into all policies, strategies, structures and activities, to enable it to become an integral part of the organization's culture.

4.2 Governance and chain of responsibility

The sports organization should demonstrate commitment to ethics and integrity and ensure that operational efficiency is founded on democratic principles. The sports organization should take into account its context, including the type and size of relevant governing bodies and:

- a) ensure that members of governing bodies represent all members of the organization;
- b) define clear roles and responsibilities for each member of a governing body;
- c) establish an appropriate management structure throughout the organization;
- d) appoint competent persons at all levels of the chain of responsibility.

Depending on the size of the sports organization, its available resources and potential level of risk, the organization should appoint representatives responsible for ethics and integrity. To ensure that ethics and integrity objectives are understood and supported throughout the organization, these representatives should include elected and non-elected governing body members, operational managers and named points of contact.

The sports organization should consider establishing an ethics and integrity committee to advise, monitor and supervise the activities of the sports organization. The committee should be impartial and independent of the sports organization. The composition and duties of the committee should be clearly defined and processes to appoint members should be transparent.

Members of the ethics and integrity committee should include representatives from different departments, activities and skills (e.g. financial, medical, legal) and people from outside the sports organization. To avoid conflicts of interest and promote neutrality, the ethics and integrity committee should exclude:

- elected members of governing bodies and top management;
- anyone who has a contractual relationship (other than a sports licence) with the sports organization;
- persons with financial or similar interests linked to the organization.

The ethics and integrity committee should ensure conformity to democratic principles (5.2) by enforcing the rules relating to ethics and professional conduct. The committee should:

- ensure compliance with the election process, as defined in 5.2.3;
- cooperate with election and disciplinary commissions if abuses are observed or reported, and follow up reports with these bodies;
- formulate recommendations, proposals and remarks aimed at ensuring proper application of democratic principles;
- draw up an annual activity report containing recommendations or warnings, if appropriate.

NOTE 1 An organization chart can help facilitate understanding of the organization's structure and the roles of each individual.

NOTE 2 The process for appointing members to an ethics and integrity committee varies; however, its composition is expected to be validated by a collective governing body, such as the board of directors.

NOTE 3 An ethics and integrity committee has neither a disciplinary nor a sanctioning role.

4.3 Strategy and planning

4.3.1 General

The sports organization should take a systematic approach to strengthening ethics and integrity and implementing relevant processes. Top management should:

- a) ensure that ethics and integrity is embedded into organizational strategy;
- b) establish an ethics and integrity policy;
- c) assess risks to ethics and integrity;
- d) set specific objectives;
- e) plan actions to be taken;
- f) implement processes to measure, monitor and evaluate the effectiveness of actions;
- g) commit to continual improvement of ethics and integrity performance.

Planning enables the sports organization to define requirements and processes that support informed decision-making. Effective planning ensures that defined processes can be followed if an ethics or integrity issue arises.

The sports organization should consult relevant external and internal stakeholders when planning (e.g. public authorities, private organizations involved in ethics and integrity issues, governing bodies, its own ethics and integrity committee).

4.3.2 Existing situation and assessment of risk

When planning, the sports organization should consider its current situation, ongoing actions and information available to determine what is needed.

The sports organization should take into account both the overall context and specific fields of action when assessing risk.

To assess risk at an overall level, the sports organization should determine external and internal issues with the potential to negatively impact ethics and integrity, including its management structure, decision-making processes and all of its activities.

The sports organization should use the overall assessment of risks to prioritize specific fields of action.

The sports organization should assess the risks related to specific activities, processes and procedures in relation to identified specific fields of action. The sports organization should determine the level of risk exposure and the adequacy of controls and resources to manage and reduce risks related to each field of action.

EXAMPLE Corruption-related risks can require a more detailed assessment of all the activities and processes in place.

4.3.3 Strategy, objectives and action plan

The sports organization should take into account the existing situation and assessment of risk (4.3.2) when developing its ethics and integrity strategy. The sports organization should include relevant external and internal stakeholders when developing the strategy and the action plan.

The sports organization should ensure that its ethics and integrity strategy and action plan clearly state what it wants to achieve. The strategy and action plan should include specific, measurable and actionable objectives.

The objectives and associated actions should identify:

- a) Target audiences – relevant stakeholders linked to the purpose of the organization, as determined during the initial risk assessment. The sports organization should identify the needs and expectations of different target audiences and prioritize actions to meet respective needs within the limits of operational resources.

NOTE The objectives and actions differ, depending on whether the sports organization is targeting directors, support personnel, athletes or the general public.

- b) Key messages – determining the content and the form of the message to be communicated.

These key messages should be adapted to each target audience, in order to stimulate interest and encourage people to adopt the desired attitudes or to take the desired measures. There should be a reasonable number of messages, which should be clear and easy to understand.

The format, content, appearance and usability of media should also be adapted to the target audience. There should be a transitional phase to confirm that the chosen activities and materials are relevant. For example, with regards to prevention of doping, stakeholders should encourage athletes to identify themselves as such to medical staff; regarding sexual violence, stakeholders should encourage people to report such situations.

- c) Implementation time frames.

The time taken to implement actions and achieve objectives can vary according to the context of the sports organization, including the external environment (e.g. partners, dependence on other organizations, legal framework) and internal factors such as the availability of financial, human and other resources.

A clear time frame and schedule should be defined for each activity, and a point of contact appointed to ensure its implementation.

- d) Allocated resources.

Wherever possible, a budget should be allocated to each objective and associated action.

Human resources should be allocated carefully, and the overall responsibility of the system should be assigned to the relevant person (e.g. point of contact/delegate, non-elected member or an operational manager).

It is also recommended to involve partners who can, in one way or another, support the implementation of actions (e.g. funding, tools, skills). These partners (i.e. public authorities and private organizations) can be identified during the development phase of the strategy and the action plan.

If the implementation of some actions requires the use of tools (e.g. publications, videos, posters) which have financial implications, it is recommended to check what is already available. Many resources already exist (see [Annex A](#)). In this respect, the participation of the main partners is very important.

4.4 Evaluation and continual improvement

The evaluation of the effectiveness of a global system or specific activity helps determine whether objectives have been achieved. Evaluation should be based on the continual monitoring and assessment of each action through measurable indicators. The sports organization should establish processes to enable internal auditing and facilitate external auditing if appropriate.

Evaluations should enable the sports organization to identify potential issues in established processes and make necessary changes to its systems and procedures. These results can also lead to an update of the initial situation and the risk analysis.

These changes should help to address any shortcomings and improve performance with respect to ethics and integrity.

The evaluation and implementation of corrective and preventive actions on a recurring basis constitute a continuous improvement process that is fundamental to the implementation of any policy. This performance improvement can be implemented at different levels:

- on a global basis: the sports organization's strategy is defined and then translated into operational objectives for the different activities (processes); achievement of objectives is linked to the implementation of actions that contribute to the continuous improvement process;
- on an ad hoc basis: the reporting of malfunctions or difficulties observed in daily activities facilitates the definition of corrective actions, which are also part of the continuous improvement approach.

The successful integration of ethics and integrity principles into sports organizations therefore depends on addressing these issues, from the establishment of policies and procedures through to the monitoring, control and evaluation of those procedures.

5 Ethics and integrity in sports organizations

5.1 General

The sports organization should ensure that it adopts a high ethical standard of governance, both in its structure and in all its activities (see [4.3.1](#)).

Integrity is expressed through adopting the highest standards of transparency and accountability. The sports organization should promote and respect the general principles of democracy and checks and balances. Top management should ensure conformity to internal rules at all levels of the sports organization and facilitate monitoring of actions by relevant stakeholders.

The sports organization should implement processes to identify and manage unethical behaviour. Risks to the sports organization include:

- financial;
- reputational;
- criminal;
- exclusion from competitions;
- distrust and withdrawal of stakeholders.

The sports organization should implement processes to address risks in specific fields of action to embed or maintain the highest levels integrity in both governance and operations.

The sports organization should establish transparent communication at all levels of the organization and in all activities to increase accountability for actions taken. The sports organization should ensure:

- a) dissemination of information relating to board meetings (e.g. agenda, associated documents, notice periods, frequency) within a reasonable time frame before the planned meeting, so that everyone has time to read through the information;
- b) publication in digital form of decisions made at the meetings of governing bodies (e.g. executive committee, board of directors, general assembly) through the provision of detailed meeting reports (e.g. transcribed minutes, decision logs);
- c) circulation of resolutions passed by local bodies (e.g. general assembly of the sports organization, comprising clubs) including resolutions relating to strategic decisions;
- d) publication of a comprehensive top management report annually and at each election cycle; the report should include a review of the economic and sporting situation, progress and results achieved on actions identified as priorities (e.g. training indicators, management of whistleblower reports).

The sports organization should ensure that all actions relating to the constitution of deliberative, consultative or participative bodies are maintained as documented information and shared via the organization's chosen communication media. Documented information should include official declarations, records of decisions and minutes or reports. The sports organization should provide an accessible list of available documents.

The sports organization should make this information available to all members of the sports organization and to the public, within the limits of the principle of confidentiality of individual decisions.

5.2 Field of action 1: Democratic principles

5.2.1 General

Democratic principles:

- relate to the appointment of directors, the transparent exercise of power and the control of power;
- are based on the fundamental values of equal rights, transparency and the separation of powers;
- depend on holding decision-makers accountable and regulating the way in which the organization operates.

The democratic process should involve relevant stakeholders, including consultation and participation in decision-making processes.

5.2.2 Democratic principles at governance level

The sports organization should implement a structure that promotes a balance of power and guides ethical decision-making.

Top management should:

- a) demonstrate commitment to uphold democratic principles;
- b) lead by example in both word and action;
- c) allocate sufficient resources to uphold democratic principles;
- d) conform to democratic principles when making decisions;
- e) be held accountable for ensuring democratic principles are conformed to throughout the management chain.

Top management can demonstrate its commitment to democratic principles through:

- personal and formal commitments by signing a dedicated document (e.g. statutes, internal requirements, charter or code of ethics);
- adoption of statutes, rules of procedure and other official texts that promote respect of and conformity to the principles;
- establishment of an ethics and integrity committee, with independent powers of judgement and no interference or instruction from the sports organization (see [4.2](#));
- participation in drafting rules relating to ethics and integrity, and their implementation;
- establishment of local representatives (e.g. control structure or points of contact/delegates);
- active cooperation with other bodies within the organization, such as the disciplinary committee.

The sports organization should establish an ethics and integrity charter and a code of professional conduct. The charter should include principles relating to the exercise of power (see [5.2.4](#)). The charter should also contain guidance on topics such as sporting values, the prevention of and fight against all forms of unethical behaviour and respect for the integrity of sport and individuals.

The sports organization should make the charter available to relevant stakeholders. Top management should ensure that the charter is applied in all circumstances, at all times, in all places and by all individuals concerned. The sports organization should ensure that the charter is circulated to all stakeholders including members of the organization, candidates for governance, directors, referees, support personnel and licence holders. Where appropriate, the charter should be signed in a suitable format by the target audience (see 4.3.3).

Top management should respect the principles of equality and inclusion, which are essential to upholding democratic principles. The organization should demonstrate commitment to guaranteeing the widest possible access to leadership roles and missions, respecting each individual's skills and abilities, and making no distinction other than that of virtues and talents.

To achieve equality and inclusion, the sports organization should establish and implement a comprehensive policy that respects the principles of equity, diversity and inclusion (EDI) to ensure equal opportunities for all (e.g. access to positions of responsibility, salaries, training), regardless of gender, origin, disability or other characteristics.

The sports organization should appoint a dedicated EDI point of contact/representative to implement the policy.

The sports organization should incorporate the EDI policy in official texts (e.g. charter, code, articles of association) and formalize the rules and procedures for accessing and exercising power, enabling implementation and monitoring.

The sports organization should promote the EDI policy at all levels and make it a key principle of its culture.

5.2.3 Democratic principles in the election process

The sports organization should set out requirements for the governance of electoral operations, including respect for democratic principles, probity and transparency in the election process. The requirements should include credibility of elections, equal opportunities for candidates and ethical behaviour. The election process should take place under a clear procedure and independent supervision.

The sports organization should consider creating an electoral code that defines campaign procedures including: criteria relating to the composition of the electorate and eligibility criteria, secret ballots and majority voting systems.

To ensure that democratic principles are respected, the sports organization should:

- a) review election procedures regularly through a general assembly that allows for the equal expression of the majority, thereby giving legitimacy to the election process;
- b) review the appointment of sports representatives with voting rights at the general assembly every year;
- c) enable as many candidates as possible to express their interest, respecting equal rights and irrespective of an individual's diversity characteristics;
- d) ensure that the election process is accessible to everyone, via digital means, displays or personal/individual communication, within the time frame provided for in the official texts;
- e) make public all open positions for elections and non-staff appointments, including eligibility criteria for candidates and the application deadline;
- f) treat candidates equally at all stages of the election;
- g) introduce a defined, short period between the review of candidates' admissibility and the closing of candidacies, which encourages a plurality of candidates and democratic debate;
- h) enable equal use and distribution of communication means for all candidates, including speaking time;
- i) consider the creation of an association to manage candidates' campaign accounts, to ensure consistent allocation of resources and budgets.

Beyond the eligibility conditions specific to each sports organization, any application for a leadership role should be made subject to a commitment of integrity, designed to prevent any risk of deviance or breach of the ethics and integrity of the organization or individuals, thereby ensuring that the leaders of sports organizations display exemplary behaviour.

To achieve this, the sports organization should ensure that the credentials of each candidate are made available to the voting public before each election in which they are involved, so as to respect electoral fairness. The sports organization should ensure that election candidates declare any private or contractual interest that could lead to a conflict of interest inherent to their role (see [5.5](#)).

In the interests of transparency, control of power and efficiency of action, the sports organization should ensure that mandates are limited in time and at different levels of the organization. This can be achieved by limiting the term of the president of the sports organization (e.g. two to four years) and restricting the number of times an individual can be re-elected (restrictions can relate to consecutive terms, the total number of years served, or a combination of both) or the number of mandates an individual can serve.

The sports organization should consider establishing an election commission to ensure transparency of the election process throughout. The election commission should:

- be comprised of impartial individuals with no conflict of interest in the sports organization (e.g. from public authorities' national sports institutions); members of the election commission should not be part of the sports organization's top management or candidates in the election;
- appoint at least one competent member to review legal requirements and other requirements relating to electoral operations;
- have the power to refer cases, where necessary, to the ethics and integrity committee or the disciplinary committee, to guarantee candidates behave ethically.

5.2.4 Democratic principles in the exercise of power

The sports organization should define its composition, governing bodies and management structure in accordance with its size and activities, guaranteeing a balance of power and the principle of transparency in decision-making (see [4.2](#)). To achieve this, the sports organization should:

- a) establish a clear division of responsibilities between the various bodies, such as the general assembly, executive body, committees and disciplinary bodies;
- b) make sure the responsibilities assigned to each of these bodies support the balance of power between the bodies responsible for managing, supervising and controlling the organization's activities;
- c) make the terms of office of elected members of top management independent of terms of office associated with bodies such as the ethics and integrity committee or the election commission, to encourage periodic change to the membership of each body;
- d) establish requirements to manage incompatibility between roles within devolved bodies (e.g. someone already holding elected office in a regional league or departmental committee is not eligible for election to a federal body).
- e) make all relevant documents available and accessible to all stakeholders (e.g. articles of association, requirements, procedures and amendment procedures);
- f) enable decision-making by vote (e.g. for decisions affecting the sports organization's articles of association, requirements, policies, management structure, investments and loans);
- g) determine the necessary minimum numbers for voting and debates prior to voting.

In line with the EDI policy, the sports organization should encourage gender parity in all bodies and at all levels of responsibility. To achieve this, the sports organization can consider requiring balanced representation of all genders in top management and giving women access to key positions and decision-making roles (e.g. committee chair, general delegate). The organization should ensure that there is no discrimination in appointments (see [5.2.2](#)).

The sports organization should implement a system to promote fair representation on committees and in top management. This can involve increasing representation of territories, different stakeholders (e.g. coaches, referees, athletes, supporters) and activities (e.g. leisure activities, sporting disciplines).

The sports organization should establish a process to ensure participation and consultation of special committees when significant matters are discussed and decided by top management (e.g. schedules for athletes, disciplinary scales for referees, event ticket pricing for supporters).

5.2.5 Monitoring, measuring and corrective actions

The sports organization should establish, implement and maintain processes to ensure that all activities conform to democratic principles. This can include:

- a) conducting regular internal audits, to measure the effectiveness of and conformity to internal requirements;
- b) maintaining audit findings as documented information and publishing results on the sports organization's website;
- c) cooperating with stakeholders responsible for ethics and integrity (e.g. the ethics and integrity committee) and public authorities to set up external audits that promote and monitor conformity to democratic principles.

If any breaches of democratic principles are observed or reported, for example as a result of whistleblowing, checks and audits carried out during election periods, or in the exercise of power, the sports organization should impose administrative or disciplinary sanctions. The sanction is expected to be proportionate to the offence committed and fall within the range of sanctions described in internal or external requirements or the articles of association.

NOTE Legal requirements can apply.

5.3 Field of action 2: Financial transparency

5.3.1 General

Financial transparency involves communicating and making accessible accounts, results and all financial activities (e.g. contracts, transactions, player transfers) that concern and impact its members and stakeholders.

The sports organization should take into account that financial transparency is based on three main principles:

- accuracy and accessibility of information;
- accountability of managers;
- independence of the supervisory bodies.

NOTE 1 See [5.1](#) for further guidelines.

The sports organization should determine a financial transparency policy and implement processes appropriate to the financial volume of the sports organization.

The sports organization should ensure that its accounts and financial decisions are easily accessible and understandable.

Financial transparency can help the sports organization to combat risks such as:

- a) reputational risks (e.g. uncertainty about financial stability, doubts about the honesty of the organization's financial activities);
- b) collusion;

- c) money laundering;
- d) fraud;
- e) conflicts of interest;
- f) corruption;
- g) other commercial, financial and legal risks.

Financial transparency is therefore essential, not only for conformity to requirements, but also to ensure that internal and external stakeholders, such as sponsors, partners, suppliers, patrons, have confidence in the sports organization.

NOTE 2 Legal requirements can apply to financial transparency. Directors and employees (e.g. treasurer, chief financial officer, accountant) can be liable to legal sanctions.

5.3.2 Financial transparency at governance level

The sports organization should ensure that its governance structure promotes financial transparency and checking of decisions made.

Top management should demonstrate its commitment to financial transparency by:

- a) establishing a policy for financial decision-making procedures and accounts, and which includes the fight against collusion, money laundering, fraud, conflicts of interest and corruption;
- b) promoting the policy across the organization (e.g. via personal communications, the intranet or training programmes);
- c) establishing preventive, monitoring and control procedures;
- d) setting objectives and specifying priorities for action;
- e) ensuring systems are properly managed;
- f) allocating sufficient resources to enable effective implementation of systems;
- g) conforming to requirements when making decisions;
- h) setting a zero-tolerance policy for nonconformity and applying appropriate sanctions if requirements are not met;
- i) disclosing the financial compensation or allowances paid to directors (e.g. chairperson, chief executive officer, treasurer, chief financial officer).

The sports organization should ensure that top management demonstrates a personal commitment to financial transparency by, for example, implementing contractual clauses requiring individuals to implement and conform to financial transparency systems and processes.

The sports organization should consider establishing an independent financial committee responsible for dealing with any irregularities observed or reported. This committee should suggest possible approaches, initiate and oversee internal investigations, and be accountable for the monitoring of financial activities. The sports organization should ensure that the financial committee takes responsibility for:

- establishing requirements for committing funds and making payments;
- immediately informing top management of any irregularities detected;
- producing regular reports for top management review on meetings held with the public and private authorities responsible for financial monitoring;
- cooperating with public authorities responsible for conducting external audits (e.g. chartered accountants, auditors);

- discussing and resolving matters referred to it by relevant governing bodies.

5.3.3 Preventive measures to promote financial transparency

The sports organization should be attentive to financial activities and the potential risks of mismanagement, misappropriation, money laundering and terrorist financing, to which it is exposed in the event of opaque procedures or the occurrence of wrongdoing.

The sports organization should implement a system to manage financial activities, including preventative and monitoring processes. The system should include procedures to determine, prevent and manage risks, and to ensure that all teams (e.g. directors, employees, volunteers, members/registered members) are aware of applicable legal requirements and other requirements.

It is recommended that the following actions, consistent with the general approach of creating a transparency policy, be implemented as part of the fight against financial abuses.

- To promote financial transparency, the sports organization should ensure that its articles of association provide for the presentation of a clear and detailed financial report, at least annually, at the general assembly.

This financial report should contain the profit and loss account and balance sheet for the last financial year and the number of members, users or beneficiaries of the services provided by the association.

The sports organization should ensure that the financial report is:

- made available in advance, to enable members sufficient time to review the report (e.g. three weeks) before it is voted on at the general assembly;
- retained by the organization and systematically circulated to the higher-level structure (e.g. departmental, regional, national), as applicable, at the end of each financial year.

The sports organization should make its annual financial and activity report available to all stakeholders, by publishing it on its website. Previous reports should also be available on the website.

- The sports organization should ensure that financial checks are performed by competent individuals from the independent committee and that the checks are traceable.
- The sports organization should implement transparency processes relating to contracting with partners or suppliers, to combat issues including potential fraud, money laundering, conflicts of interest, corruption and risks of collusion (see [5.4](#) and [5.5](#)). Processes should include:
 - identification of major risks relating to financial flows (e.g. broadcasting rights, transfer market, players' bonuses) and implementation of specific control procedures;
 - due diligence on external stakeholders and intermediaries before contracting (e.g. checking the licence of an agent potentially involved in a transfer, supplier, partner);
 - implementation of a separation of powers model, so that the same person cannot initiate and approve a payment;
 - requirements for at least two signatures on payment authorizations above a reasonably defined amount (e.g. named point of contact and line manager);
 - requirements for the categorization and description of financial flows in the accounts to be accurate and clear, based on the flow and the size of the organization;
- As far as possible, the sports organization should have its financial accounts externally audited and approved by experts (e.g. auditors, chartered accountants, approved management bodies).

- e) The sports organization should ensure implementation of existing specific measures designed to preserve the integrity of financial flows between the stakeholders concerned (e.g. club shareholders, clubs, sports agents, athletes). The organization should, for example:
 - cooperate and report suspected and confirmed cases of wrongdoing to national and international authorities;
 - within the context of professional sport, verify clubs' shareholders, including the ultimate shareholders (e.g. management control bodies);
 - make sure that data relating to transfers of professional players (e.g. declaration of transfer rights, contracts) are declared and registered with the competent authorities and management control bodies.
- f) The sports organization should raise awareness among directors and employees with financial responsibilities about the concept of financial transparency and the procedures in place by initiating internal discussions to share knowledge of high-risk situations. The organization should assess competence and provide training to those most exposed to risk.

5.3.4 Monitoring, checking and corrective measures

The sports organization should implement control measures to promote financial transparency and manage its activities by:

- conducting regular internal or external audits, to measure the effectiveness of and conformity to internal requirements, the results of which are recorded and can be consulted on site or on the websites of sports organizations (e.g. Federations, Olympic Committees);
- reviewing results of internal audits on processes and implementing corrective actions to ensure continued suitability, adequacy, and effectiveness in mitigating the associated risks;
- cooperating with the public authorities and management control bodies to arrange audits.

The sports organization should consider developing additional measures for controlling groups of people and funds.

For groups of people, measures can include:

- internal or external quality control of service providers (e.g. co-contractors, suppliers, partnerships) and contracts, based on trigger thresholds established via the introduction of reporting obligations (e.g. publication of accounts, reputation, organization charts);
- extend control procedures to intermediaries other than sports agents (e.g. recruiters/scouts);
- control of the relevant bodies' potential shareholders.

For funds, measures can include reviews of how the relevant bodies' money is used and guarantees to back up significant flows (e.g. broadcasting rights).

The sports organization should establish either an internal or external whistleblowing procedure, or both, providing a secure whistleblowing system that guarantees the confidentiality of the information transmitted and, where appropriate, the anonymity of the whistleblower.

The whistleblowing system can use a generic email address, a whistleblowing tool (e.g. a national whistleblowing platform such as Signale!; see [A.2.5](#)), an app, a website, a hotline (e.g. the IOC integrity hotline) or a postal address for making reports.

The sports organization should communicate information about the whistleblowing system to all stakeholders including how to access the tool. The sports organization should establish a process for handling reports and forwarding them to the public authorities.

If any breaches of financial transparency principles are observed or reported (e.g. in a whistleblower report, or checks and audits carried out on the management accounting system), the sports organization should

apply appropriate sanctions. The sanction is expected to be proportionate to the offence committed and to fall within the range of sanctions provided for by the internal requirements and the articles of association.

5.4 Field of action 3: Anti-corruption

5.4.1 General

Corruption refers to a complex phenomenon that is local, national and transnational; it is difficult to detect because it is often concealed. The term is used to refer collectively to the following: private bribery, influence peddling, extortion, sextortion, fraud, trading in influence, abuse of power/functions, money-laundering and collusion. These main offences are accompanied by those of concealment, laundering the proceeds of such offences, and complicity.

NOTE In this document, corruption is understood, in its general sense, as encompassing six breach-of-probity offences. Legally, attempts are only explicitly criminalized for extortion by public officials and misappropriation of public funds. The wording of the other offences makes it unnecessary to criminalize attempts.

Corruption within sports organizations can take different forms, such as:

- payment or acceptance of a bribe in exchange for a favourable decision or action (e.g. for the award of a sports competition or broadcasting rights);
- failure to comply with the intended purposes for the use of a public grant;
- failure to comply with the fundamental principles of public procurement if the organization has the status of a contracting authority;
- benefiting from a fraudulent decision made by an associate (i.e. director, official) acting on behalf of a public entity (i.e. concealment);
- investing the financial proceeds of an act of bribery for the purchase of goods and services; using those goods and services in full knowledge of the origin of the funds (i.e. concealment of money laundering);
- ordering a subordinate to misuse a public grant (i.e. complicity by instigation) or facilitating such misuse by producing false documents (i.e. complicity by aiding or abetting).

Corruption, even when it results from the isolated actions of a single individual, damages the effectiveness and reputation of the entire sports organization. As such, organizations can also be exposed to commercial, financial or legal risks, and its directors, employees, volunteers and members/registered members involved can be liable to sanctions, as can the organization itself.

Failing to combat corruption is contrary to the values of sport and its ethics and integrity principles, as established by national and international sports organizations (e.g. national committees, the IOC) or by international organizations [e.g. Group of States against Corruption (GRECO) of the Council of Europe]. Combatting against corruption is often incorporated into the charters and codes of ethics of sports federations.

Sports organizations have a key role to play, both in preventing the risk of corruption and in monitoring, detecting and sanctioning it, in addition to cooperating with public authorities and private organizations involved in the fight against corruption (e.g. government services).

5.4.2 Prevention, detection and management of attempted or proven acts of corruption

5.4.2.1 General

The sports organization should be vigilant regarding the potential risks of corruption relating to its activities.

To do this, the sports organization should establish a system for preventing, detecting and handling attempted and proven acts of corruption, in close cooperation with the authorities and private organizations involved in the fight against corruption. The system should include internal processes for identifying,

preventing and managing risks, and raise awareness of legal requirements and other requirements to internal and external stakeholders (e.g. directors, employees, volunteers, members/registered members). The sports organization should provide a means of reporting, in complete confidence and security, any act of corruption or suspected breach of integrity.

The sports organization should ensure that the system is appropriate to its size, activities and the level of exposure to risks. The system should be based on three pillars:

- a) anti-corruption at governance level ([5.4.2.2](#));
- b) assessment of risks ([5.4.2.3](#));
- c) management of risks ([5.4.2.4](#)).

5.4.2.2 Anti-corruption at governance level

The sports organization should ensure that its governance structure supports anti-corruption. Top management should demonstrate its commitment to anti-corruption by:

- a) establishing an anti-corruption policy that states relevant legal requirements and specifies objectives;
- b) promoting the policy across the organization (e.g. via personal communications, the intranet or training programmes);
- c) actively promote anti-corruption thinking and developing an ethical culture;
- d) establishing preventive, monitoring and control procedures;
- e) setting objectives and specifying priorities for action;
- f) ensuring systems are properly managed;
- g) allocating sufficient resources to enable effective implementation of systems;
- h) conforming to requirements when making decisions;
- i) setting a zero-tolerance policy for corruption and applying appropriate sanctions if anti-corruption requirements are not met.

The sports organization should ensure that top management demonstrates personal commitment to anti-corruption by, for example, implementing contractual clauses requiring individuals to implement the anti-corruption system by signing a declaration of intent or good repute.

Top management is accountable for the anti-corruption system, however it can choose to designate a unit or individual implement processes and controls in line with the policy. Subject to strict adherence to professional secrecy, this unit or individual is responsible for technical coordination of the anti-corruption policy and is identified as the main contact for top management, the ethics and integrity committee (if applicable) and public authorities and private organizations involved in the fight against corruption. The designated unit or individual can play an advisory role for the organization's devolved structures and everyone in the organization. Top management should ensure that:

- the identity and contact details of the point of contact/delegate or the person in charge of the unit are effectively communicated to both internal and external stakeholders;
- a declaration of good repute and commitment to integrity is signed by the point of contact/delegate or the members of the unit;
- internal and cross-functional cooperation occurs between the unit or point of contact/delegate in charge of anti-corruption and the unit or point of contact/delegate responsible for prevention of the manipulation of sports competitions, conflicts of interest and all other forms of corruption, if these units or points of contact/delegates are separate entities.

5.4.2.3 Assessment of risks

The sports organization should assess actual and potential corruption risks, in order to map the various structural or behavioural issues that can expose the organization and persons working on its behalf (including conflicts of interest). The assessment of risks should include consideration of all the organization's activities (e.g. competition organization, player transfers, refereeing) as well as supporting or related activities.

The sports organization should determine a corruption risk map based on high-risk situations and relations with third parties and external stakeholders that have arisen within the organization, in particular those involving external stakeholders (e.g. call for patronage/sponsorship, identification of local authorities hosting competitions, negotiating broadcasting rights, purchasing sports equipment, obtaining public grants and/or private funding). The sports organization should retain documented information on the corrective actions implemented. The corruption risk map allows risks to be prioritized and action priorities to be defined for the sports organization. This map and the action priorities should be updated regularly to reflect risks that have materialized or risks that are under control.

The sports organization should ensure that the corruption risk map is updated regularly and based on feedback and reports, including from whistleblowing systems. The risk map should be used to establish processes and internal or external controls as well as to determine appropriate corrective measures.

5.4.2.4 Management of risks

The sports organization should establish appropriate measures and procedures to prevent, detect and address corruption.

Corruption risk prevention measures can include incorporating principles, guidance and requirements into existing charters, codes of ethics and professional conduct, setting out the conduct to be adopted with regard to the fight against corruption. This can include descriptions of the most severe or frequently encountered high-risk situations, guidance on behaviours which should be adopted or avoided, gift and invitation policies, the sponsorship/patronage policy, and useful contact advice (e.g. integrity point of contact, whistleblower point of contact). It can also be useful to include a reminder that breaches of these rules can result in disciplinary action.

In determining risk prevention controls, the sports organization should:

- anticipate incompatibilities between certain functions;
- introduce regular rotation procedures for certain sensitive functions (e.g. human resources, contracts with service providers, procurement and customer relations);
- include requirements to prevent and combat corruption into new contracts with service providers, suppliers and other external stakeholders;
- ensure that members of the sports organization sign an anti-corruption charter or code of conduct containing anti-corruption clauses.

The sports organization should assess the integrity of external stakeholders (e.g. service providers, suppliers, corporate sponsors or patrons, local authorities bidding to host a major competition, sports agents) before entering into a contract.

The sports organization should, as a minimum, research publicly accessible (open source) information for the existence of probity-related incidents for external stakeholders falling within a high-risk category. Based on the results of this initial assessment, the sports organization should consider performing extensive due diligence on high-risk stakeholders.

The designated unit or delegated individual should produce an annual public report to disseminate good ethical practices. The annual activity report should be made publicly available (e.g. on the organization's website) to enable a review of the cases encountered (e.g. number of whistleblowing reports).

The sports organization should raise awareness of the concept of corruption, detection techniques and behaviours to adopt with directors, employees, support personnel, volunteers and members/registered

members, based on the anti-corruption charter or code of conduct, and provide training for those most exposed to risk.

Training should include updating and subsequent regular checking of managers' and referees' anti-corruption knowledge as well as regular training for the designated unit or delegated individual on changes to legal requirements or other requirements.

The sports organization should raise awareness among other audiences by distributing and discussing the simplified, illustrated version of the code of conduct/ethics charter.

5.4.2.5 Monitoring, detection and corrective measures

The sports organization should establish a process for detecting attempted or proven acts of corruption. The sports organization should coordinate with the public authorities and private organizations involved in the fight against corruption.

The sports organization should implement the following monitoring, detection and corrective measures, proportionate to its size, activities and level of exposure to risk.

- a) Establish a whistleblowing system that guarantees the confidentiality of information provided and, where necessary, the anonymity of the whistleblower:
 - set up a generic email address, a whistleblowing tool (e.g. a national whistleblowing platform such as Signale!; see [A.2.5](#)), an app, a website, a hotline (e.g. the IOC integrity hotline) or a postal address for making reports;
 - disseminate information to all stakeholders in the sports organization about the system and how to access the tool;
 - implement an internal procedure for handling reports and forwarding them to the public authorities.
- b) Establish effective and regular cooperation between the anti-corruption unit or the point of contact/ delegate and the public authorities and private organizations involved in the fight against corruption:
 - implement a process for reporting suspected and proven acts of corruption to the public authorities;
 - implement a process for interacting with the public authorities and private organizations, and organize regular meetings with them;
 - the unit/point of contact/ delegate should produce regular reports for top management on meetings held with the public authorities or private organizations.
- c) Continuously monitor the highest-risk activities and regular reassessment of risks, with the specific aim of identifying new risks and taking corrective action if they are inappropriate or insufficient. To achieve this, the sports organization should conduct:
 - regular assessments, by means of internal or external audits, of the effectiveness and reliability of the system in place (e.g. data processing, whistleblower protection) and based on the continuous improvement principle, of correction of actions taken, to check if they are inappropriate or inadequate or can be improved.
- d) Implement controls to detect attempts at corruption and manage activities appropriately:
 - establish processes for collective decision-making and double-signature verification for high risk projects and decisions (e.g. investment decisions or contracts with suppliers or partners);
 - implement first- and second-level controls (e.g. self-check or management control) designed to ensure that activities are carried out according to internal procedures;
 - conduct regular internal audits and facilitate external audits to measure the effectiveness of internal procedures.

- e) Implement financial controls to prevent and detect attempts at corruption, manage financial transactions properly and record them accurately, completely and on schedule:
- implement a separation of powers model, so that the same person cannot initiate and approve a payment;
 - require at least two signatures on payment authorizations (e.g. point of contact and line manager);
 - require that the categorization and description of payments in the accounts be accurate and clear;
 - ensure that financial accounts are audited and approved by competent professionals (e.g. auditors, chartered accountants).

The sports organization should impose disciplinary sanctions for nonconformities relating to procedures for preventing and managing attempted or proven acts of corruption, for example following an internal whistleblower report or as a result of a control or audit. The disciplinary sanction should be proportionate to the offence committed and fall within the range of sanctions provided for by the internal regulations and the articles of association.

NOTE Any breach observed is also an opportunity to update risk maps and refresh certain internal procedures, the code of conduct and training materials.

5.5 Field of action 4: Prevention of conflicts of interest

5.5.1 General

Conflicts of interest can be difficult to identify. The sports organization should ensure robust management of potential and actual conflicts of interest as they can expose the organization to major probity risks, such as unlawful acquisition of interest.

Conflicts of interest are subject sanctions when any public official or associate of an organization performing a public service mission, in the course of their public duties, takes, receives or retains a personal interest in a matter of which they became aware in the course of their duties.

Conflicts of interest within the sports organization can include:

- members top management holding an elected office in a local authority that has dealings with the sports organization;
- an employee who is involved in the contractual process with suppliers or partners (e.g. sponsors), having personal conflicting interests with the latter;
- simultaneous membership of the decision-making bodies of two organizations at different levels, one of which makes decisions affecting the other;
- links between the sports organization or an athlete with an online betting operator offering bets on the discipline concerned.

The sports organization should ensure that internal stakeholders are aware that any conflict of interest exposes the organization to reputational, commercial, financial and legal risks, and that directors, employees, volunteers and members/registered members involved can be subject to sanctions, as can the organization itself.

NOTE 1 Failure to deal with a conflict of interest is contrary to the values of sport and its ethics and integrity principles, as laid down by national and international sports organizations (e.g. National Committees, the IOC) or by international organizations [e.g. Group of States against Corruption (GRECO) within the Council of Europe].

NOTE 2 Information and requirements relating to conflicts of interest can be incorporated into charters, codes of conduct and ethics and integrity policies.

5.5.2 Prevention, detection and management of conflicts of interest at governance level

5.5.2.1 General

The sports organization should establish a system for the effective prevention, detection and management of conflicts of interest. The sports organization should ensure that the system includes processes to identify, prevent and control risks. Processes should be implemented to raise awareness of legal requirements and other requirements relating to conflicts of interest and relevant sanctions that apply.

The sports organization should also establish a process to facilitate confidential and secure reporting of any known or suspected conflict of interest, or suspected breach of integrity in the context of its activities.

To achieve this, sports organizations are recommended to adopt and implement, in proportion to their size, activities, and level of exposure to risks, actions centred around three main pillars, namely:

- a) management of conflicts of interest at governance level ([5.5.2.2](#));
- b) assessment of risks ([5.5.2.3](#));
- c) management of risks ([5.5.2.4](#)).

5.5.2.2 Management of conflicts of interest at governance level

Top management should demonstrate its commitment to managing conflicts of interest by:

- a) developing a policy for managing conflict of interest risks, setting out the main principles, priorities for action and objectives;
- b) circulating the policy to stakeholders;
- c) requiring individual members to sign an undertaking to withdraw in the event of a conflict of interest;
- d) establishing a system to manage conflicts of interest issues and ensuring this is implemented;
- e) allocating resources to ensure that the system can be maintained effectively;
- f) implementing contractual clauses obliging individual members to conform to the system;
- g) ensuring the system is conformed to in all decision-making activities;
- h) taking a zero-tolerance approach and enforcing appropriate sanctions if requirements are not met.

Top management is accountable for ensuring conflicts of interest are effectively managed, however it can designate a unit or an individual to ensure that the relevant system is implemented and maintained. This unit or individual should play an advisory role for the sports organization's structures and individuals in the organization.

The designed unit or individual should maintain strict confidentiality in relation to those involved with potential conflicts of interest and those reporting them. The designated unit or individual should be the main contact for top management, the ethics and integrity committee (if applicable) and the public authorities and private organizations involved in this process.

Top management should ensure that the identity and contact details of the person in charge of the unit or the point of contact/delegate are communicated to internal and external stakeholders.

Top management should also promote internal and cross-functional cooperation between the designated unit or point of contact and the designated unit or point of contact responsible for anti-corruption and manipulation of sports competitions, when these units or points of contact/delegates are separate entities.

5.5.2.3 Assessment of risks

The sports organization should assess actual, potential and perceived conflict of interest risks. The assessment should identify conflicting interest that can give rise to potential conflicts of interest. The assessment of conflict of interest risks should be done with the assessment of risks relating to corruption (see 5.4).

The sports organization should develop a conflict of interest risk map based on whistleblowing reports, high-risk situations, and relations with internal and external stakeholders. The risk map should include information on corrective actions taken.

The sports organization should use the risk map to prioritize actions. The map and the related priority should be updated regularly to reflect new risks and those that being adequately controlled.

The sports organization should establish rules and procedures and implement internal and external controls to manage high-risk situations. Rules and procedures should be disseminated to internal stakeholders.

5.5.2.4 Management of risks

The sports organization should establish appropriate measures and processes to manage conflict of interest risks and improve prevention, detection and corrective actions.

The sports organization should include clauses on acceptable conduct in relation to conflicts of interest into governance documents (e.g. charters, codes of ethics and professional conduct). These clauses can include descriptions of severe and common high-risk situations, guidance on behaviours to avoid, gift and invitation policies, sponsorship/patronage policies, and useful contact advice (e.g. designated unit or point of contact). It can also be useful to include a reminder that breaches of these rules can result in disciplinary action.

The sports organization should ensure processes that differentiate between actual, potential and perceived conflicts of interest. The processes should include guidance on the differences and include specific procedures and courses of action if identified.

The sports organization should encourage self-declaration as soon as a risk of a conflict of interest arises, by providing a self-assessment questionnaire. The sports organization should establish a process for declaration of interest or confirmation of no conflict of interest. The process should take into account potential incompatibilities between certain functions and introduce provisions for regular rotation of sensitive functions (e.g. human resources, contracts with service providers, procurement and customer relations).

Top management should ensure publication of an annual public report relating to conflicts of interest. The annual report should be compiled by the designated unit or point of contact, to disseminate good ethical practices.

The annual report should provide details of conflicts of interest cases and actions taken to manage and can be made on, for example, the sports organization's website.

The sports organization should raise awareness of the concept of conflict of interest with stakeholders, how to detect problematic situations and actions that should be taken. The sports organization should provide training for those most exposed to risk, including internal discussions, particularly for people in the most sensitive functions, and enable the use of self-diagnosis tools.

The sports organization should establish a process for detecting suspected or proven instances of conflict of interest. The process should include mechanisms for coordination with the public authorities and private organizations responsible for conflicts of interest or corruption.

The sports organization should establish processes relating to sporting and disciplinary sanctions and ensure that these are conformed to at all levels of the organization.

The sports organization should implement processes for monitoring, detection and corrective actions. Processes should be proportionate to the sports organization's size, activities and level of exposure to risk. Processes should align processes for prevention of risk.

The sports organization should ensure:

- a) processes to enable effective and regular cooperation between the designated unit or point of contact and relevant public authorities and private organizations; it is expected that sports organizations report suspected and proven cases of unlawful acquisitions of interest and unmanaged conflicts of interest that result in an offence to the public authorities;
- b) continuous monitoring of the highest-risk activities and regular reassessment of the risks identified in the risk map (see [5.5.2.3](#)), with the aim of identifying new risks and correcting actions taken if they are inappropriate or insufficient;
- c) regular assessment, by means of internal and, if applicable, external audits, of the effectiveness and reliability of the system in place (e.g. data processing, whistleblower protection);
- d) regular review of corrective actions taken, based on the continual improvement principle, to check they are appropriate and sufficient.

Top management or the dedicated unit or point of contact should ensure that nonconformities are addressed and recommend appropriate corrective actions. The dedicated unit or point of contact should initiate and oversee internal investigations, in liaison with top management and the ethics and integrity committee. Top management and the ethics and integrity committee should be fully informed at all stages.

The sports organization should ensure that the designated unit or point of contact informs top management of proven cases of conflicts of interest, so that a decision can be made on how to address and remove the risk. The designated unit or point of contact should produce regular reports for top management on meetings held with relevant public authorities or private organizations.

The sports organization should implement controls to detect potential conflicts of interest and manage its activities appropriately. The controls include:

- establishing processes for collective decision-making and double-signature verification for at least the most sensitive projects and decisions (e.g. investment decisions or contracts with partners, suppliers);
- implementing first- and second-level controls (i.e. both individual and management level controls) to ensure that activities are carried out according to the organization's requirements;
- carrying out internal and external audits to measure the effectiveness of internal processes;
- establishing internal and external whistleblowing systems, ensuring these are secure and guarantee confidentiality of information provided and the anonymity of the whistleblower (see [5.4.2.5](#));
- disseminating information about how to access and use whistleblowing systems to internal and external stakeholders;
- setting up a process for managing whistleblowing reports and forwarding them to the public authorities.

If any nonconformities are observed regarding the processes for preventing and managing conflicts of interest (e.g. following an internal whistleblowing report or audit), the sports organization should impose disciplinary sanctions. The disciplinary sanction should be proportionate to the offence committed and fall within the agreed range of sanctions determined by internal requirements and articles of association.

5.6 Field of action 5: Whistleblowing

5.6.1 General

Encouraging whistleblowing helps to dissuade and prevent wrongdoing, allows for investigation and sanctions, and strengthens the accountability and transparency of the sports organization. Setting up a whistleblowing system is a fundamental aspect of the relationship of trust between the sports organization and its stakeholders, and plays an important role in the fight against corruption, match-fixing, conflict of interest, doping, sexual harassment and other ethics and integrity issues.

The sports organization should establish an internal whistleblowing system to enable internal and external stakeholders to securely report suspected acts of wrongdoing or risks of wrongdoing to a dedicated unit or point of contact. Acts of wrongdoing relate to those that contravene external and internal requirements or more general principles. A whistleblower report is designed to initiate and support administrative investigations and external or internal disciplinary proceedings.

The sports organization should ensure that all whistleblowing reports are managed and actioned within a reasonable time frame to reduce reputational, commercial, financial or legal risks.

The organization should ensure that the whistleblowing system guarantees the confidentiality of the information transmitted and, as far as possible, the anonymity of the whistleblower. Processes should be established to ensure secure handling of reports to limit the use of external media channels (e.g. whistleblowers using social media or the press).

5.6.2 Whistleblowing principles at governance level

The sports organization should implement a system based on the principles of trust between the organization and the whistleblower, impartiality in the handling of cases and the protection of whistleblowers. The system should be easily accessible and provide a trusted channel for addressing concerns.

The sports organization should establish a management structure that respects the principles of transparency and neutrality to build trust with stakeholders and encourage whistleblowing.

Top management should demonstrate its commitment to preventing wrongdoing by ensuring the whistleblowing system is independent and facilitates cooperation with dedicated units or points of contact responsible for other ethics and integrity issues. Top management may consider introducing contractual clauses requiring managers to implement and maintain the whistleblowing system.

Top management should establish, implement and communicate a policy for managing whistleblower reports, specifying priorities for action, objectives and the resources allocated to the system to ensure its effectiveness and independence.

The whistleblowing policy should include, but not be limited to:

- a) the independence and autonomy of the dedicated whistleblower point of contact and of the ethics and integrity committee, making it possible to implement preventive actions, controls and processes for measuring and monitoring;
- b) protection for whistleblowers from any form of reprisal;
- c) protection of the confidentiality of the facts, the identity of any individual(s) concerned, and that of the whistleblower;
- d) anonymity of the whistleblower, as appropriate.

The sports organization should involve relevant stakeholders in the development of the policy, in alignment with other policies.

The sports organization should establish a dedicated committee or a delegate role to an existing committee (e.g. the ethics and integrity committee) to ensure the promotion of the whistleblowing process and conformity to processes for managing whistleblower reports. The dedicated committee should be responsible for initiating and overseeing investigations.

The committee responsible for whistleblowing processes and reports should be composed of individuals who are not members of top management, and who have no contractual relationship (other than that of the sports licence) or interest linked to the sports organization.

The sports organization should ensure that the committee responsible cooperates with the dedicated whistleblowing point of contact.

The sports organization should appoint dedicated internal points of contact who are recognized for their integrity, independence and knowledge of the risks relating to the sports organization. The sports

organization should seek to appoint one woman and one man, to support whistleblowing concerning acts of sexual violence or gender-related discrimination.

The dedicated points of contact should be responsible for receiving whistleblower reports, verifying admissibility and interacting with the whistleblower. These dedicated points of contact should liaise with relevant public authorities (e.g. ministry of sport).

The sports organization should provide adequate training for the dedicated points of contact and others involved in whistleblower management, including on the potential benefits of whistleblowing, procedures and regulatory developments. Training programmes can be developed in cooperation with public authorities (e.g. the relevant ministry of sport, authorities involved in the fight against corruption) and relevant private organizations.

The sports organization should ensure that the roles and responsibilities of top management, relevant committees and dedicated point of contact are clearly defined and communicated to stakeholders.

5.6.3 Actions to facilitate and encourage whistleblowing

The sports organization should establish multiple solutions or tools, such as an email address, dedicated phone number or online platform allowing whistleblowers to select their preferred medium (e.g. electronic interface, outsourcing of the process, double-envelope mail).

The sports organization should ensure that the system for whistleblowing includes processes for each stage and area of action, such as:

- a) confirmation of receipt, containing the date and time of the whistleblower report and the estimated time frame for response;
- b) measures taken to protect the identity of the whistleblower and persons concerned;
- c) measures to protect sensitive information, including when disclosure to third parties is necessary for the purpose of verifying or investigating the report;
- d) information required to handle whistleblower reports;
- e) details of actions to be taken for each foreseeable scenario;
- f) criteria for initiating an internal investigation;
- g) procedures for investigations;
- h) possible internal or external disciplinary proceedings;
- i) other possible outcomes;
- j) criteria for dismissing a case;
- k) processes for destroying information that can enable identification of the whistleblower and the persons concerned, if the case is dismissed;
- l) process for finalizing a case where actions have been taken; including the time limits following completion of admissibility and verification procedures.
- m) process for informing the whistleblower and individuals concerned of the closure of the case;
- n) potential follow up actions.

Top management should communicate the whistleblowing process to internal and external stakeholders, ensuring it is accessible to everyone, including the general public. These communications should explain the reasons for introducing the system, how it works, the potential for anonymous whistleblowing, and respect for confidentiality. They should describe the protection afforded to whistleblowers and how sensitive information is secured.

Communications can include:

- written documents and emails for specific stakeholders;
- a permanent page on the organization's website;
- media such as posters or videos to raise awareness and explaining how to use it; such media can be provided in athletes' common areas (e.g. clubhouses, changing rooms);
- an annual public report including summaries of cases managed, actions taken, and outcomes, including disciplinary sanctions.

5.6.4 Monitoring, detection and corrective action

Top management should regularly check the effectiveness of the whistleblowing system. Processes should be in place to monitor performance and regular audits conducted. Audits should take into account all aspects of the system to enable evaluation of conformity, effectiveness and reliability (e.g. data processing, whistleblower protection). Corrective action should be taken when processes or controls are found to be insufficient.

The frequency and type of audits (internal or external) can depend on factors such as the size of the sports organization, analysis of risks and the number of reports it receives.

While top management remains accountable, the committee or dedicated point of contact is responsible for ensuring processes are conformed to and making recommendations for corrective action.

If nonconformities are observed or reported, for example following an internal whistleblower report or as a result of an audit, top management should consider disciplinary sanctions. The disciplinary sanction should be proportionate to the offence committed and fall within the range of sanctions provided for by the internal requirements and articles of association.

6 Ethics and integrity in sports competitions

6.1 General

The integrity of sports competitions means respect for ethical and sporting principles throughout all stages of competitions. The respect of those principles ensures the unpredictable nature of sports results is not impacted, and therefore the overall appeal of sports competitions.

Ethics and integrity risks for sports competitions include:

- manipulation of sports competitions (see [6.2](#));
- doping (see [6.3](#));
- mechanical and technological fraud (see [6.4](#)).

The sports organization should implement specific processes relating to the awarding of sports competitions, which, given the economic and political stakes involved, are considered high risk for corruption, money laundering, manipulation, and other wrongdoing. The actions taken to protect the integrity of sports competitions should therefore be coordinated with the measures set up to fight corruption (see [5.4](#)) and prevent conflicts of interest (see [5.5](#)).

All sports competitions can be affected by manipulation, doping and mechanical and technological fraud, as described in [6.2](#) to [6.4](#).

6.2 Field of action 6: Manipulation of sports competitions

6.2.1 General

Manipulation of sports competitions is defined as the intentional arrangement, act or omission aimed at an improper alteration of the result or the course of a sports competition in order to remove all or part of the unpredictable nature of the sports competition with a view to obtaining an undue advantage for oneself or for others.

EXAMPLE 1 An athlete or a team that deliberately commits an act of negative play or loses a competition so that a third party can place sports bets on the known defeat.

EXAMPLE 2 A basketball coach asks the team to lose on purpose the third match of the qualification round of a tournament, so that they face an easier opponent in the second round.

EXAMPLE 3 A referee does not grant a foul, so that a specific team wins. As a consequence, the referee or somebody else wins a bet.

Manipulation of sports competitions differs from doping and technological fraud, which aim to artificially improve the performance of an athlete or a team in an irregular manner. Sports organizations should implement systems and related processes to prevent, monitor, detect and sanction sports manipulation. Processes should take into account the importance of the gambling industry in this field of action and ensure cooperation with relevant public authorities, including law enforcement.

6.2.2 Managing risks at governance level

The sports organization should establish processes based on and to enable conformity with the Olympic Movement Code on the Prevention of the Manipulation of Competitions (OM Code PMC),^[34] in line with Article 7 of the Macolin Convention.^[26]

Sports organizations (particularly international sports federations, national Olympics committees and national sports federations) should ensure that internal requirements reflect and align to the OM Code PMC and cover relevant breaches of the rules (e.g. competition manipulation, betting on one's sport, sharing of inside information, failure to report, failure to cooperate).

Top management should:

- a) demonstrate personal and collective commitment to preventing and managing risks relating to the manipulation of sports competitions;
- b) require members of top management to sign a personal, formal commitment to adopt the OM Code PMC;
- c) ensure that there is a single point of contact to liaise with the OM Unit PMC^[33] and national authorities and communicate this person's identity and contact details;
- d) establish a policy aligned to the OM Code PMC;
- e) establish a strategy to support the policy and include priority actions and objectives;
- f) establish a system and related processes;
- g) allocate sufficient resources to enable the process to be maintained;
- h) conform to the processes implemented when making decisions;
- i) ensure that appropriate sanctions are applied in the event of nonconformity, taking a zero-tolerance approach;
- j) communicate and promote the policy to all stakeholders;
- k) provide regular training for points of contact, including those nominated by public authorities or expert organizations (e.g. members of the national platform, police department in charge of gambling) and/or the OM Unit PMC;

- l) facilitate internal and cross-functional cooperation between the specific point of contact for addressing manipulation of sports competitions and the dedicated units or points of contact for other ethical and integrity issues that are related to manipulation of sports competitions, when these are separate entities.

NOTE The OM Unit PMC can support the sports organization in developing relevant activities, including:

- adoption of rules;
- development of awareness-raising activities;
- development of intelligence activities, including ensuring the existence of a reporting mechanism;
- use of the Integrity Betting Intelligence System (IBIS) platform, through which the OM Unit PMC works with numerous gambling bodies, allowing relevant information to be passed on to sports organizations.

6.2.3 Preventive measures

In order to address the manipulation of sports competitions, in line with the OM Code PMC,^[34] the sports organization should:

- a) determine the stakeholders, competitions and events at risk in terms of manipulation of sports competitions;
- b) assess the associated risks to determine which competitions, sports and events are most vulnerable or at risk of betting related manipulation;
- c) encourage stakeholders to report wrongdoing (known or suspected) to the public authorities and private organizations responsible for fighting the manipulation of sports competitions;
- d) encourage those involved in the sport to report to sports organizations, securely and if necessary anonymously (using whistleblowing mechanisms), attempted or proven manipulation of a competition, disclosure of privileged information unknown to the public obtained in the competition in the exercise of their profession or duties and any refusal to cooperate with the public authorities and private organizations in charge of fighting corruption in sport;
- e) introduce clauses relating to addressing manipulation of sports competitions into internal contracts (e.g. all employment contracts) and those signed with external stakeholders (e.g. sports operators, betting companies, service providers);
- f) integrate clauses addressing manipulation into competition-related documents (e.g. charters of accreditation, general terms and conditions, internal requirements of stadiums or sports arenas) reminding those involved in sports competitions of the main prohibitions and obligations (e.g. courtsiding, no betting on one's sport, no sharing of inside information);
- g) develop and implement additional requirements and controls, specific to the sport, designed to preserve the integrity of competitions, such as for:
 - appointment by the relevant authorities of match officials (e.g. referees, judges) at short notice before the match;
 - decisions on whether or not to authorize the marketing of live competition data below a certain level of competition, to avoid any increased risk of corruption;
 - prior consultation with the national gambling authority responsible for regulating sports betting, when negotiating a sponsorship or partnership contract with a sports betting operator that is not licensed within the national territory, following, for example, relevant Guidelines for Sports Organisations on Sponsorship by Sports Betting Operators;^[35]

- h) provide regular training for those involved in competitions who are most exposed to risk (e.g. athletes, support personnel, officials, other people accredited to the competitions) on legal requirements and other requirements in force regarding the manipulation of sports competitions and all the rules of sport applicable to the discipline concerned, with a view to ensuring the integrity of the competitions. Training can be face to face or online and can be provided by external stakeholders (e.g. members of national platforms), if appropriate. Training should:
- cover bans on sports betting, descriptions of the most severe or most frequently encountered high-risk situations, guidance on behaviour to adopt useful points of contact who can provide advice;
 - take place before international competitions on an annual basis;
 - include reminders of obligations and prohibitions;
 - have associated performance indicators to verify the latest training carried out by those involved in competitions and evaluate corrective actions.

The sports organization should consider using athletes' ambassadors to raise awareness of manipulation of competitions amongst sports people. Sports organizations can also use a toolbox such as the "Believe in Sport toolbox"^[14] of the OM Unit PMC which includes relevant tailorable tools.

The sports organization should develop and circulate information to all competition stakeholders, including applicable rules and how to detect and report possible manipulation of competitions. Communications can include posters and leaflets in areas reserved for athletes and support personnel (e.g. changing rooms, clubhouses), in areas reserved for the organization's staff, and in areas open to the general public. Messages can also be broadcast to the general public, particularly regarding the ban on betting inside stadiums and the transmission of information relating to scores.

6.2.4 Monitoring, detecting and addressing risks

The sports organization should establish and maintain processes for detecting attempted or proven instances of the manipulation of competitions organized or supervised by sports organizations, in coordination with the public authorities and private entities responsible for the fight against the manipulation of sports competitions. Sports organizations should be onboarded to the IOC IBIS of the OM Unit PMC,^[33] so that they can receive intelligence on potential breaches of the OM Code PMC.^[34]

The sports organization should have a process to conduct disciplinary investigations in line with relevant requirements. The sports organization should implement the monitoring, detection and remediation measures, proportionate to its size, activities and level of exposure to risk, in alignment with preventive controls (see 6.2.2). Measures should include:

- a) a whistleblowing process (see 5.6);
- b) processes for monitoring competitions considered to be at risk and detecting suspicious behaviour during the competition;
- c) processes to coordinate with the public authorities and private organizations involved in the fight against the manipulation of competitions in the discipline concerned (e.g. a national platform for the fight against the manipulation of sports competitions, police services, sport federation and gambling operator);
- d) appointment of observers, experts in the discipline concerned, to detect any abnormal sporting situation during the competition or its preparation;
- e) onboarding sports organizations to the IBIS platform, so that they receive intelligence of relevant breaches;
- f) monitoring of courtsiding in sports arenas, with designated experts in charge of detecting courtsiders present in the sports arena, in cooperation with the relevant police services;

- g) encouraging sports organizations to establish a monitoring system during major sports events, to cross-reference the event's ticketing database with an exclusion list (e.g. composed of individuals banned from sports arenas under an administrative ruling), by first seeking authorization from the data protection authority, and to deny access to the competition site to those individuals and exclude them as necessary (e.g. inclusion on a tournament exclusion list, breach of terms and conditions for courtsiders);
- h) establishing a system for monitoring and detecting suspicious behaviour during the competition, with the prior agreement of the participants (e.g. video recording of all matches in the competition concerned), particularly if they are the subject of sports betting;
- i) retaining recordings of competitions to facilitate expert review, determine breaches and support investigations and disciplinary and criminal proceedings;
- j) encouraging other sports organizations (e.g. national federations, professional leagues) to check that stakeholders comply with the ban on betting on their discipline (e.g. cross-referencing of files with the national gaming authority responsible for regulation and the sports betting operator under exclusive rights, specific to sports betting carried out at the point of sale);
- k) developing capacity and relations with stakeholders to monitor, detect and share suspicious betting activity.

The sports organization should ensure effective cooperation throughout the duration of the competition, between those directly involved (e.g. federal organizations, competition organizers, points of contact) and the public authorities and private organizations involved in the fight against the manipulation of sports competitions. This includes reporting any attempted or proven manipulation of a competition, any disclosure of privileged information unknown to the public obtained by a stakeholder in the competition in the course of their profession or duties, and any refusal to cooperate with the public authorities in charge of fighting corruption in sport.

Sports organizations should follow the IOC Guidelines on the Sanctioning of Competition Manipulation^[17] (see [A.3.1](#)).

NOTE The standard of proof is different for disciplinary and criminal sanctions.

6.3 Field of action 7: Anti-doping

6.3.1 General

The rules for doping are set out in the World Anti-Doping Code^[36] (see [A.3.2](#)) for human doping.

It is a violation of anti-doping rules to possess, use, administer, incite or facilitate the use of banned substances for the purposes of a sports competition, to evade a doping control or, for athletes in a Registered Testing Pool, to fail to comply with whereabouts requirements.

The sports organization should implement measures to:

- determine breaches of the anti-doping rules;
- ensure the integrity of competitions;
- protect the health of its members.

The sports organization should establish an anti-doping policy, implement processes to prevent breaches and educate priority target groups (i.e. professional sportsmen and women, high-level sportsmen and women, athlete support personnel, medical and paramedical personnel, registered members, etc.).

The sports organization should cooperate with all stakeholders involved in the fight against doping [e.g. World Anti-Doping Agency (WADA), International Federations (IF), ministries of sport, National Anti-Doping Organizations (NADOs)].

6.3.2 Anti-doping principles at governance level

The sports organization should remain vigilant regarding any actions likely to violate current rules and the internal anti-doping code of conduct.

Top management should demonstrate its commitment to anti-doping by:

- a) adopting articles of association supporting anti-doping;
- b) signing a dedicated statement (e.g. in articles of association, internal requirements, charter, code of ethics) committing to conform to anti-doping principles and requirements;
- c) ensuring anti-doping clauses are signed by managers;
- d) developing an anti-doping policy;
- e) implementing an anti-doping prevention and education system to support the policy;
- f) allocating sufficient resources to ensure that the system can be maintained effectively;
- g) ensuring proper management of the system;
- h) ensuring top management consider anti-doping principles and requirements when making decisions;
- i) promoting the policy to priority groups and, as appropriate, internal stakeholders, using appropriate media;
- j) appointing a dedicated unit or point of contact responsible for monitoring the system;
- k) ensuring effective communication of the identity and contact details of the members of the dedicated unit or point of contact to the NADOs and public authorities concerned (e.g. relevant ministry of sport);
- l) ensuring the dedicated unit or point of contact produces reports for top management;
- m) monitoring the number of internal stakeholders who have received anti-doping training over the last two years.

6.3.3 Preventive measures

To prevent the risks of doping, sports organizations should ensure that the competition stakeholders most likely to be affected by doping, (e.g. athletes, support personnel, organizers), are fully aware of the anti-doping laws and requirements that apply to competitions and to themselves as individuals.

The sports organization should cooperate with the bodies responsible for developing anti-doping prevention and education plans, particularly the NADOs and public authorities (e.g. the anti-doping agencies, relevant ministry of sport) to implement communication, awareness and education initiatives. Preventive measures should be proportionate to the level of exposure to doping risks of the target audiences identified.

The sports organization should take into account:

- target audiences;
- initiatives (information, awareness raising and training);
- human, financial, educational and other resources;
- monitoring and evaluation processes.

The sports organization should utilize initial and ongoing government-level training programmes for support personnel (e.g. directors, doctors, coaches) and volunteers working in sports federations, clubs, physical exercise, sports facilities and sports schools.

Internal and external training should include measures to prevent the use of doping substances and methods, and the risks to which athletes who use them are exposed.

The sports organization should ensure that training is tailored to the needs of the target audience, and includes:

- a) principles of probity and fairness in competitions, and equality between competitors;
- b) rights and responsibilities of athletes, athlete support personnel and other groups, under the World Anti-Doping Code^[36] (see [A.3.2](#));
- c) the principle of strict liability as defined in the World Anti-Doping Code;
- d) methods and products available to provide information about doping effects and risks;
- e) consequences of doping (e.g. physical and mental health issues, social and economic effects, sanctions to which athletes and other stakeholders are liable);
- f) anti-doping rule violations;
- g) substances and methods on the prohibited list;
- h) risks of supplement use;
- i) use of medications and therapeutic use exemptions;
- j) testing procedures, including urine and blood analysis and the athlete biological passport;
- k) requirements of the Registered Testing Pool, including whereabouts and the use of the Anti-Doping Administration and Management System;
- l) speaking up to share concerns about doping;
- m) effective communication of a periodic review of prevention and education plans to the NADOs and the competent public authorities (e.g. relevant ministry of sport), depending on the pace of prevention initiatives;
- n) incorporation into the rules and charters of sports organizations and the agreements they sign with the people they work with (e.g. employees, volunteers, athletes) of stakeholders' anti-doping obligations arising from the legal requirements and other requirements.

At the competition registration phase, organizers should actively ensure that all athletes are eligible to take part (i.e. not currently subject to disciplinary sanctions which ban them from taking part in competitions, particularly for doping offences).

The sports organization should confirm that athletes are not currently subject to a sanction, on the competition registration form through a signed statement. To enable this, the sports organization should ensure that it has an information system that ensures clubs and competition organizers are able to determine if any doping-related sanctions are currently imposed on their registered members.

The sports organization should ensure that lists of individuals subject to doping-related sanctions are listed on federal intranet sites so that clubs can consult them.

The sports organization should establish an information system for athletes in one or more Registered Testing Pools, consisting of their obligations. The system should include formalized procedures, documents and obligations regarding frequency of information (e.g. competition registrations, training periods, daily timeslots).

The sports organization should ensure that there is a process to verify the identity of athlete support personnel (doctors, coaches, etc.) who are currently sanctioned for doping offences and whose identity appears on WADA's Prohibited Association List. Athletes associated with these individuals are liable to be charged with the offence of prohibited association. The sports organization should facilitate pre-competition verification of the lists published by WADA or the NADOs, as applicable, to ensure that these individuals are not invited to compete.

6.3.4 Anti-doping controls

The sports organization should facilitate anti-doping controls during training periods as well as competitions. The sports organization should:

- a) provide information on scheduled competitions and training periods taking place on NADOs territory or abroad;
- b) communicate the identity and contact details of the designated point of contact for dealings with the anti-doping organization;
- c) provide details of competition schedules, overseas training camps and training periods (including periods of rest/holidays) to NADOs;
- d) communicate information about the location of athletes who will be tested, and the testing dates, to anti-doping bodies;
- e) provide training to personnel involved in doping controls, to facilitate access and free movement of doping control officers within the competition perimeter and at training venues;
- f) facilitate training (i.e. face-to-face and online) and awareness-raising sessions by the sports organization's anti-doping points of contact/delegates or the NADOs;
- g) ensure provision of human, technical, logistical and other necessary resources for conducting doping controls during competitions (e.g. anti-doping facilities, chaperones, bottled water, translators, visual displays);
- h) provide the list of chaperones to the NADOs.

6.3.5 Monitoring, reporting and corrective action

The sports organization should implement processes for monitoring, detection and corrective actions, in coherence with its preventive and educational measures. The sports organization should:

- a) facilitate regular cooperation between the designated point of contact and public authorities and private organizations responsible for anti-doping (WADA, NADOs etc.);
- b) report suspected or confirmed cases of doping to the public authorities;
- c) promote existing external reporting systems and tools within NADOs or the regulatory authorities (e.g. 24/7 hotline);
- d) establish an official channel for providing the relevant entities (e.g. WADA, NADOs, regulatory authorities) with information about the uncovering of physical evidence indicative of doping practices at competition and training venues, to avoid destroying material evidence of value to the proceedings (e.g. syringes, medication);
- e) implement campaigns to raise awareness of the need to report any suspicious behaviour that can indicate doping practices;
- f) promote use of the whistleblowing system (see [5.6](#)).

If breaches are observed regarding the implementation of procedures for preventing and handling cases of doping, for example following an internal whistleblower report or as a result of an audit, the sports organization should impose disciplinary sanctions. The disciplinary sanction should be proportionate to the offence committed, as set out in the scale of sanctions stipulated in internal requirements and the articles of association.

NOTE Athletes can be victims of malicious acts and drugged without their knowledge. It is therefore crucial to make them aware of the importance of safeguarding their personal belongings (e.g. water bottles).

6.4 Field of action 8: Mechanical and technological fraud

6.4.1 General

Although the nature of mechanical and technological fraud differs widely from one sport to another, it is generally characterized by mechanical and technological modifications to the sports equipment used, with the aim of artificially enhancing an athlete's sporting performance. This mechanical and technological modification is deemed fraudulent if it contravenes federal sports requirements established by national or international sports organizations (e.g. international federations, national bodies, the IOC) and, in general, the principle of equality among competitors.

There are many mechanical and technological modifications that pose risks of fraud, and they are not always easy to identify in a sector where research and technical innovation are essential and ongoing. Some sports have been confronted with these risks in recent years, such as cycling, with the use of electrically motorized processes, and swimming, with the issue of full-body polyurethane swimwear, which significantly enhances the performance of athletes.

The sports organization should pay particular attention to these risks which, if poorly managed, can undermine the integrity and fairness of sports competitions, and expose them to reputational and financial risks.

Sports organizations should implement processes to prevent mechanical and technical fraud and to ensure that technological innovation does not affect ethical behaviours.

The sports organization should take into account its priority groups (e.g. competition organizers, professional and amateur athletes, athlete support personnel, technicians), and cooperate with all stakeholders involved in the fight against technical and technological fraud (e.g. national and international federations, the relevant ministry of sport, devolved bodies and their representatives).

6.4.2 Governance principles

The sports organization should implement measures proportionate to its size and degree of exposure to the risk of fraud in its sporting discipline, to enable monitoring and prevention of these risks.

Top management should demonstrate its commitment to prevent mechanical and technological fraud by:

- a) signing personal and collective commitments to integrity, including issues relating to mechanical and technological fraud;
- b) adopting articles of association to support prevention of mechanical and technological fraud;
- c) determining policy for the prevention of mechanical and technological fraud which includes priorities for action, objectives and necessary resources (e.g. human, financial);
- d) communicating and promoting the policy to at least the priority groups and, where appropriate, to all stakeholders, with the support of various decentralized bodies (e.g. regional points of contact);
- e) creating a dedicated management structure, appropriate for its needs and the chain of stakeholders concerned (e.g. identification of devolved bodies, regional and local points of contact), and establishing a system which includes preventive, monitoring and control procedures;
- f) allocating sufficient resources to enable the system to be effective;
- g) determining the sports equipment and competitions most exposed to the risk of mechanical and technological fraud.

6.4.3 Preventive measures to address mechanical and technological fraud

To prevent mechanical and technological fraud in its discipline(s), the sports organization should assess the potential risks specific to the discipline(s).

The sports organization should inform competition stakeholders who are most exposed to the risk of relevant legal requirements and other requirements that apply, both to competitions and to individuals.

The sports organization should implement preventive measures, appropriate to the discipline(s) and the level of exposure to the risks of mechanical and technological fraud. Measures include:

- a) including obligations of relevant stakeholders into federal sports requirements and charters;
- b) including procedures for prevention of mechanical and technological fraud applicable to the discipline concerned into federal sports requirements and charters, as well as existing sanctions;
- c) incorporating measures specific to the sport into official texts, implemented before and during sports competitions;
- d) regularly updating rules and requirements to take into account technological developments and any cases of fraud identified;
- e) integration of various stages of the control procedure, with a reminder of disciplinary sanctions;
- f) cooperation between the sports organization, technical partners and sports equipment manufacturers, to maintain fairness;
- g) ongoing technological monitoring of sports organizations, to validate the admissibility of new equipment;
- h) consultation with organizations, and implementation of approval procedures (e.g. document templates, scientific advice) for new technologies;
- i) development and updating of lists of authorized new technologies, and exclusions;
- j) development and implementation of measures specific to the sport, ahead of competitions, designed to preserve the integrity of competitions and fight against mechanical and technological fraud, such as:
 - mapping of high-risk competitions and development of a process for selecting competitions to be monitored (e.g. high-profile event, national ranking event) and the inspection procedure, detailing the stages and role of each party;
 - annual planning, in cooperation with regional coordinators, of the sports competitions for which increased monitoring is required (e.g. list of events to be monitored);
 - confidentiality agreements, signed by those involved in the inspection of sports equipment, regarding the performance of their duties, objectives, information collected and the results of the inspections conducted;
 - development of partnerships with private organizations and the competent public authorities, to develop solutions for inspecting sports equipment (e.g. thermal imaging cameras, X-ray tablets);
 - defined specifications for points to be checked on sports equipment.

During competition registration, sports organizations should ensure that all participating athletes are eligible to take part in the competition (i.e. they are not currently subject to any disciplinary sanction and not therefore banned from taking part in competitions for reasons such as mechanical or technological fraud). The sports organization should require a signed statement that athletes are not currently subject to a sanction on the registration form.

The sports organization should establish a dedicated training programme, enabling control officers to validate their knowledge of requirements, equipment and established control procedures. This can be formalized by monitoring, assessment of knowledge acquired, annual reviews of training provided and awarding certificates for completion of training programmes.

Federal sports organizations should establish an information system to make clubs and competition organizers aware of changes to legal requirements and other requirements and any ongoing sanctions on registered members.

The sports organization should provide information on changes to approved or disapproved equipment, and disseminate this information to clubs, competition organizers, athletes and individuals responsible for checking equipment (e.g. using federation journals or competition newsletters). The sports organization should make lists of sanctioned athletes available on intranet sites.

NOTE The Olympic Agenda 2020+5 addresses the challenges of technological manipulation in sport through Recommendation 5 encouraging IFs to have clear and transparent rules and regulations on technological manipulation and the consequences of their infringement. In order to address this issue, the OM Unit PMC^[33] commissioned a survey with the objective of identifying the current practices of IFs in regards to technological manipulation as well as the evolution expected around that topic.

6.4.4 Facilitation of technical checks on sports equipment

Prevention of mechanical and technological fraud involves conducting random equipment checks. The sports organization should facilitate checks, both in training periods and competitions by providing information on scheduled competitions and training periods taking place on national territory, or internationally, in line with applicable rules.

The organization should:

- a) provide training and awareness-raising sessions for personnel involved in the performance of checks on sports equipment (e.g. control officers); the organization may do this face to face or online;
- b) facilitate access and free movement of personnel responsible for testing sports equipment within the competition perimeter and at training venues;
- c) provide the human, technical, logistical and other resources required for performing checks during competitions (e.g. tablets, thermal imaging or infrared cameras, translators, tools for dismantling equipment);
- d) communicate the names and details of trained control officers to the competent public authorities or private organizations.

6.4.5 Monitoring, reporting and corrective action

The sports organization should establish processes for monitoring, and ensure that breaches or suspected breaches of the applicable requirements can be reported in complete confidence and security.

The sports organization should:

- a) ensure regular cooperation between the dedicated point of contact, public authorities and the private organizations responsible for preventing mechanical and technological fraud (e.g. regulatory and police authorities, sports competition organizers);
- b) report suspected or confirmed cases of mechanical or technological fraud to the public authorities;
- c) promote existing external reporting systems and tools to the regulatory and disciplinary authorities (e.g. 24/7 hotline);
- d) apply measures specific to each sport during competitions, to preserve the integrity of competitions;
- e) report any irregularities observed during checks (e.g. presentation of equipment, justification provided to the athlete about the equipment tested) to the relevant point of contact;
- f) establish an official channel for providing relevant authorities with information about indications of mechanical or technological modification during competitions, to avoid destroying valuable material evidence for proceedings;
- g) implement campaigns to raise awareness of the need to report any suspicious behaviour that can indicate fraudulent practices;
- h) promote the use of the sports organization's whistleblowing mechanisms and related processes (see [5.6](#)).

The sports organization should impose disciplinary sanctions for breaches of the requirements in place to prevent and manage mechanical and technological fraud. The disciplinary sanction should be proportionate to the offence committed and fall within the range of sanctions provided for by internal requirements and articles of association.

7 Guidelines for ethics and integrity of individuals

7.1 General

Sport is a great place to learn about citizenship, tolerance and coexistence, as well as the rules that enable respect for differences and acceptance of decisions made by those in charge, such as educators, directors and referees.

To effectively fulfil this educational role, the sports organization should award a certificate for completion of training programmes and lead by example to combat all forms of violence, incivility and discrimination.

The sports organization should implement processes to ensure that all who contribute to it or take part in sports competitions can do so in a safe environment, to protect the dignity and respect of each individual.

Violence, in any form, even when it results from the isolated actions of a single individual, damages the reputation of the sports organization as a whole. It can also expose the organization to financial or legal risks. All stakeholders, including directors, employees, volunteers, and members/registered members can be liable to sanctions, as can the organization itself.

To maintain the highest levels of integrity, the sports organization should implement systems and processes aimed at protecting individuals, relating to all fields of action.

7.2 Field of action 9: Violence, discrimination and incivility

7.2.1 General

The terms violence, incivility and discrimination encompass a wide range of phenomena, and communication tools such as social networks and messaging systems are multiplying the channels through which violence is expressed. This evolution of new technologies should be taken into account when establishing policies and processes.

The sports organization should take into account that violence, discrimination and incivility can occur both between athletes (e.g. teammates, opponents) and between those in positions of authority (e.g. parents, coaches) and athletes.

The sports organization should be aware of the risks to both physical and psychological health and ensure that all stakeholders (e.g. directors, employees, volunteers and registered members) are informed of applicable legal requirements and other requirements. The sports organization should establish a system for preventing, detecting and handling attempted or actual acts of violence, discrimination and harassment, in close cooperation with relevant public authorities (e.g. relevant ministry of sport) and private organizations (e.g. associations).

a) Violence

Violence is characterized by the use of physical force or a position of power relative to the individuals who are its target, rendering it possible, through physical or psychological pressure, to coerce, dominate, kill, or psychologically weaken someone.

Violence includes:

- general physical violence (e.g. hitting, shaking, pushing) that can lead to physical injury or suffering, emotional shock and psychological injury, cosmetic damage, loss of employment, irreversible disability and death;

- sexual violence, encompassing non-consensual behaviours and comments (verbal or written) of a sexual nature on another person. Such behaviour is an expression of the perpetrator's desire for power over the victim and violates fundamental human rights, in particular the right to physical and psychological integrity. Sexual violence is subject to legal requirements and punishable by law. Sanctioned acts of sexual violence include rape, other types of sexual assault, all sexual offences against vulnerable people, indecent exposure and voyeurism;
- verbal violence, such as insults or defamation. An insult is a derogatory and contemptuous remark addressed to someone, not referring to any specific fact about the victim, unlike defamation, which refers to a reprehensible act and can be defined as the allegation or imputation of a fact that is prejudicial to someone's honour or reputation;
- threats of violence (verbal or written), which constitute intimidation leading to insecurity or fear on the part of the recipient;
- incitement to hatred, discrimination or violence against a person or group of people;
- psychological violence, which is the abuse of power and control, resulting in psychological damage to the victims;
- violence relating to negligence (e.g. knowing that an athlete has an injury or medical condition that requires treatment and failing to act);
- harassment, which is repeated violence. Such violence can be verbal (e.g. insults, mockery, taunting) or non-verbal (e.g. face pulling, obscene gestures, messages), psychological (e.g. spreading rumours, isolation) or physical (e.g. hitting, pushing).

Cyber-violence refers to all forms of violence affecting the dignity and psychological health of a person or group of people in a digital space (e.g. social networks, phone, messages, calls, forums). Cyber violence can be committed by one or more people, in a coordinated or uncoordinated fashion.

Cyber-violence often relates to exchanges between internet users, based on aggressive or humiliating arguments.

b) Discrimination

Discrimination is the unfavourable treatment of one person compared to another in a comparable situation, which can be based on a particular criterion (e.g. diversity characteristics including gender, origin, sexual orientation, religion, politics).

c) Incivility

Incivility can be characterized as a failure to respect the rules of life in society, as well as the rights and dignity of others and any unlawful behaviours. Acts of incivility are numerous and are expressed in a wide range of behaviours, such as:

- lack of respect or politeness towards support personnel, sports instructors or others (e.g. making phone calls during training or a competition);
- theft of or damage to other people's property, inappropriate comments or behaviour towards others (e.g. ridicule of accents or the ability to express oneself in a language);
- spitting (in certain circumstances), making dismissive sounds (e.g. tutting), inappropriate language, attire that is inappropriate for the place and the circumstances (e.g. being bare-chested, in certain circumstances) and contrary to internal requirements or codes;
- refusing to shake someone's hand or look them in the eye because of their gender or another diversity characteristic;
- whistling or booing at political symbols and elected representatives;
- acts of vandalism (e.g. graffiti in changing rooms).

The sports organization should implement systems and processes to prevent and address violence, discrimination and incivility, whether it occurs in a physical situation or online.

The sports organization should ensure that processes are implemented to promote sporting values such as civic-mindedness, fair play, inclusivity, diversity and equity, regardless of individual characteristics.

7.2.2 Governance principles

To fight against violence, discrimination and incivility, the sports organization should implement a structure that supports prevention and enables monitoring of planned actions. Top management should demonstrate commitment to preventing and managing violence, discrimination and incivility by:

- a) signing personal and collective commitments in a dedicated document (e.g. articles of association, charter of ethics and professional conduct);
- b) including provisions and sanctions relating to violence, discrimination and incivility in internal requirements;
- c) determining a policy for the prevention of violence, discrimination and incivility which includes priorities for action, objectives and necessary resources (e.g. human, financial);
- d) determining stakeholders, activities and situations that are at high levels of exposure to risks of violence, discrimination and incivility;
- e) communicating and promoting the policy to all stakeholders, with the support of various decentralized bodies (e.g. regional points of contact);
- f) establishing a unit responsible for prevention and management of violence, harassment and discrimination, or appointing a point of contact into an existing committee (e.g. ethics and integrity committee);
- g) establishing a system for prevention, monitoring and corrective actions;
- h) ensuring that appropriate sanctions are applied in the event of nonconformity with policy and processes, taking a zero-tolerance approach;
- i) allocating sufficient resources to enable the system to be effective;
- j) establishing a national network of contact points throughout decentralized bodies to ensure the dissemination of the policy and implementation of related processes;
- k) ensuring internal and cross-functional cooperation with other relevant points of contact with ethics and integrity responsibilities, when contact points are separate entities;
- l) working with associations specializing in the fight against violence and/or victim support, in order to raise awareness and provide advice on managing complex situations;
- m) ensuring the dedicated unit or point of contact manages reports and identified cases of abuse according to processes implemented;
- n) specifying roles and responsibilities relating to the network, including improvement of report management and interoperability of systems and processes.

The sports organization should appoint someone with knowledge, experience and interest in the psychological support for victims as the first point of contact, whenever possible. The point of contact's responsibilities can include:

- sharing experience with fellow points of contact across the federal network, where appropriate;
- supporting the roll-out of the policy by coordinating the national network and creating communication media;
- appointing a support team comprising one woman and one man to facilitate discussion in cases of gender-based or sexual violence;

- managing and following up on reported cases and mediation, when required.

7.2.3 Prevention of violence, discrimination and incivility

7.2.3.1 General

To support the prevention of violence, discrimination and incivility, the sports organization should:

- encourage stakeholders to report any incident or wrongdoing (actual or suspected);
- promote use of the whistleblowing system and its processes for handling reports;
- remind personnel and volunteers of the official documents setting out policy, principles and procedures;
- disseminate the policy for preventing violence, discrimination and incivility to reiterate shared values, and advocate freedom of expression and respect for everyone, in all places and activities;
- produce short, informative charter documents and ensure that they are available as posters, leaflets and other types of media that can be displayed in communal areas, as well as in digital format;
- present the charter to all national representatives and members of the sports organization at the start of each season;
- require all registered members to sign the charter;
- provide other awareness-raising media and tools for all stakeholder groups connected with the sports organization (e.g. registered members, members, parents, general public) differentiated to cater for different target audiences (e.g. social networks, websites, printed materials, audio media, video clips) and supported by displays in visible and accessible areas (e.g. awareness-raising leaflets);
- host in-person or online events (using media and messages tailored to the target audience), with testimonials from athletes who have experienced such violence (i.e. ambassadors, influencers), to promote the message;
- annual promotion of the actions undertaken during award ceremonies, or certificates for actions undertaken and the clubs involved;
- encourage relevant public authorities to promote, as appropriate, tools and media for national campaigns, including national victim support lines.

Awareness-raising tools should inform people about banned behaviours and their consequences, and promote values that prevent abuse. Given their specific nature, certain issues should be addressed using targeted messages.

Messages related to violence and harassment of all types should focus on:

- support for individuals associated with the registered member (e.g. coaches, parents) to help recognize early warning signs (e.g. nervousness, anxiety, aggressiveness, irritability, loss of self-esteem, drop in performance, school phobia, absenteeism, isolation, stomach/headaches, insomnia, self-harm);
- encouraging freedom of speech and reporting, to fight against systems supporting a code of silence (e.g. promotion of points of contact, whistleblowing systems);
- communication of dedicated information and the support systems available.

7.2.3.2 Gender equality

The promotion of gender equality acts as a lever for action against gender-based discrimination. In this context, the implementation of a policy of genuine equity between genders in sport should be pursued. This equity should be implemented with regard to participation in sports and sports leadership, management roles (see 5.2) and the promotion of sport in the media, economy and society. This helps combat stereotypes and gender-based violence and promotes the benefits of inclusivity in sport.

As part of a plan to increase the number of women participating in sport, the sports organization should:

- a) publicize and promote women's sport (e.g. by holding mixed events);
- b) challenge gender stereotypes and make it easier for women to participate;
- c) increase the number of women in federal and decentralized top management, and in technical management, refereeing and supporting roles;
- d) promote and enable the success of women at top levels (e.g. allocation of financial and other resources to facilitate opportunity and development).

Actions related to diversity, including discrimination and violence related to race, religion and sexual orientation, can involve:

- tolerance campaigns, to raise awareness of the need to combat all forms of discrimination;
- at federal level, promotion of clubs, organizations and foundations running initiatives committed to integration based on inclusive values (e.g. welcoming refugees).

The organization should establish annual campaigns to distribute updated information documents including best practice guides, and make these available to support personnel and educators.

Information and guides can include:

- requirements regarding various targeted behaviours (e.g. the rights and duties of individuals);
- reporting and report-handling procedures (e.g. emergency numbers and helplines, points of contact);
- training opportunities;
- information, guides and tools provided by public authorities via websites or other media accessible to the widest audience.

7.2.3.3 Training

The sports organization should provide training for stakeholders, including but not limited to managers, points of contact, support personnel (e.g. technical, medical and paramedical staff, educators). The sports organization should ensure that training is provided on a regular basis to ensure that knowledge and skills are refreshed, and introduce compulsory modules on ethics and integrity recognized through certificates or diplomas. Compulsory modules should cover the principles of ethics and integrity and the responsibilities of different personnel, reiterating the rights and duties of individuals.

Training can be provided by competent internal personnel or external stakeholders with specific expertise (e.g. associations working on the issues identified, government departments).

Training can include general and specific modules, such as:

- a) targeted behaviours, banned behaviours and associated criminal risks (e.g. banning of initiation rituals);
- b) groups most exposed to violence, discrimination and other unethical and damaging behaviours. (e.g. minors, women);
- c) identifying vulnerable people;
- d) reporting and report-handling procedures;
- e) various preventive and support tools, including emergency numbers and helplines;
- f) communication tools;
- g) crisis communication;
- h) the dangers of digital technology and measures for protection against them;

- i) best practices for avoiding high-risk sexual violence situations (e.g. limiting physical contact between adults and young people, organizing and supervising travel, providing separate accommodation for athletes and support personnel, respecting privacy in changing rooms);
- j) identifying distressed individuals by noting potential changes in behaviour (e.g. nervousness, anxiety, aggressiveness, irritability, loss of self-esteem, decline in performance, school phobia, absenteeism, isolation, stomach/headaches, insomnia, self-harm);
- k) receiving reports and providing support for victims and their entourage;
- l) cyber violence, including recommendations on the use of personal images and self-protection in digital spaces (e.g. social networks, chat forums);
- m) best practice for supporting children, including managing social networks and communication platforms between adults and minors;
- n) religious discrimination;
- o) particular attention should be paid to explaining the principles of equity and tolerance and how they apply to the various functions of the sports organization.

The sports organization should establish specific processes for the prevention of violence and harassment of vulnerable persons. Actions should be aimed not only at support personnel and volunteers, but also at the vulnerable persons themselves and their families.

Processes should include:

- development and implementation of rules to be followed, for adults accompanying and supervising minors during training camps or competitions [see i) above];
- raising awareness amongst children, other vulnerable people and their legal representatives, about warning signs and abnormal behaviour in adults in authority or teammate, that can precede wrongdoing;
- recommendations on the use of one's image and self-protection on social networks (e.g. prevention of cyber violence);
- communication of names of points of contact, other than support personnel or volunteers, who can assist vulnerable people with questions or difficulties (e.g. doctor, psychologist);
- awareness raising and more specific support for vulnerable persons entering sports training centres, to limit the risks associated with isolation (e.g. encouraging the maintenance of family ties and friendships, regular medical and psychological monitoring);
- providing minors and their families with best-practice guides, covering all the points listed above, to prevent high-risk situations (e.g. reminder of abnormal situations, reminder of rights, good habits concerning the management of social networks and communication platforms between adults and minors, points of contacts/delegates).

7.2.3.4 Policies to prevent violence

The fight against violence in sport also involves establishing policies that promote sporting and citizenship values:

- a) instituting protocols before, during and after sports matches, and during training sessions, that encourage courtesy and highlighting the role of each participant (e.g. referees);
- b) signing charters with clubs and athletes that commit them to respecting sporting values;
- c) highlighting the behaviour and actions of individuals and associations in promoting and defending fair play and sporting values;
- d) introducing a certificate, to be awarded to associations that effectively promote these values;

- e) facilitating the obtaining of public grants or organizational aid on the basis of being awarded this certificate;
- f) for citizenship values:
 - promoting initiatives that contribute to integration (e.g. programmes or activities aimed at supporting refugees, women and girls);
 - encouraging cooperation with public authorities and private organizations involved in fighting all forms of violence, discrimination and incivility, to reinforce preventive measures, including prevention and education programmes and sharing best practices and existing tools.

7.2.4 Monitoring, checking and corrective action

With regard to monitoring and checking for violence in sport, the sports organization should establish a system for detecting violence, in coordination with relevant public authorities and private organizations.

The sports organization should:

- a) ensure that the requirements relating to ethics and professional conduct are conformed to at all times;
- b) take into consideration the recommendations in [7.2.2](#) and [7.2.3](#);
- c) refer matters to the disciplinary committee if irregularities are observed, and follow up reports with these bodies;
- d) formulate recommendations, proposals and/or comments aimed at the proper application of rules and processes;
- e) produce an annual activity report containing recommendations or warnings, if appropriate;
- f) cooperate with public authorities to assist in checking the good repute of support personnel and other stakeholders;
- g) establish a system to systematically collect and confidentially retain information on all people subject to a check of good repute, which can then be cross-referenced with the automated criminal record of sexual and violent offenders;
- h) include provisions relating to the results of checks of good repute (e.g. refusal or withdrawal of a licence, disciplinary procedures) in official documents;
- i) establish and promote a whistleblowing system (see [5.6](#));
- j) include sanctions faced by perpetrators (proportional to the severity of offences) in official texts (e.g. reminder of obligations and banned behaviours, probation, awareness training, permanent or temporary sanction, withdrawal of licence, exclusion from stadia, community service);
- k) implement a process imposing sanctions depending on the offence committed and any repeat offences.

In cases of sexual violence or serious physical or psychological violence, the sports organization should provide appropriate support to the victim(s), including assistance with administrative procedures and internal or external psychological support.

7.3 Field of action 10: Violence in sports arenas

7.3.1 General

Over the years, sports arenas and their surrounding area have become places for political expression, social and sporting demands, and settling of rivalries between gangs (e.g. hooliganism).

While these acts of violence are primarily associated with professional sports, due to its media exposure and associated economic interests, amateur sports are not immune to instances of violence and incivility.

The violence encountered in stadiums, whether physical or verbal, resulting from the isolated behaviour of a single individual or a group of supporters (ultras group or otherwise), is expressed through discriminatory behaviour, including offensive acts, insults and chanting.

Whatever form such violence takes, it can cause harm to the physical or psychological integrity of the individuals targeted and/or the safety of the public, and can simultaneously tarnish the image of a sport or the reputation of a sports organization.

For this reason, sports organizations have a duty to ensure respect for public order and the physical and psychological integrity of the athletes in their sport. The sports organization should utilize the ethical principles and regulations established by national and international sports organizations and by public authorities (e.g. the relevant ministry of sport or ministry of the interior, police services).

As organizers of sports competitions or owners of venues, sports organizations and clubs should fight all forms of violence taking place in and around sports arenas, working with the relevant public authorities (e.g. local authorities, police services) and the private organizations involved (e.g. security service providers, supporters' associations).

7.3.2 Governance principles

In order to fight against violence in sport arenas, the sports organization should implement a management structure, proportionate to its exposure to risks and implement the recommendations in [7.2.2](#).

The sports organization should also appoint a point of contact responsible for coordinating all actions aimed at preventing violence in sports arenas to act as the main point of contact for public authorities (e.g. specialized police services, local authorities) and private organizations (e.g. security service providers) involved in this fight. The sports organization should communicate the identity and contact details of the point of contact to internal and external stakeholders.

The designated point of contact should:

- a) be the main point of contact for the public authorities and/or private organizations responsible for security in and around sports arenas, as well as local anti-discrimination organizations;
- b) facilitate internal and national cooperation between the points of contact representing each sports organization responsible for promoting the anti-violence policy and strengthening cooperation between organizations and services during sports competitions;
- c) act as a network coordinator, and monitor sanctions imposed on identified supporters and other remedial actions;
- d) ensure regular training for points of contact provided by members of the authorities or expert organizations (e.g. public authorities, associations).

7.3.3 Prevention of violence in sports arenas

The sports organization should implement measures to prevent all forms of violence in sports arenas. The sports organization should ensure that a suitable policy, system and processes are implemented ahead of sports events. The sports organization should ensure that the system includes measures for preventing, detecting and managing attempted or actual acts of violence and discrimination, in close cooperation with the public authorities (e.g. the relevant ministry of sport or ministry of the interior, local authorities, police services) and private organizations (e.g. security service providers, supporters' groups) involved in the fight against violence. The organization should:

- a) incorporate the policy for preventing violence in sports arenas into the sports organization's ethics and professional standards charter, reiterating the values and common rules of life, advocating freedom of expression and respect for everyone, in both the physical and digital spaces of the sports organization, and securing the commitment of all the sports organization's stakeholders;
- b) draft a short, informative charter document and make this available both in digital format and as posters or leaflets to be displayed in communal areas;

- c) present the charter to all national representatives and stakeholders at the start of each season;
- d) require representatives of supporters' groups to sign the charter (e.g. to determine renewal of season tickets);
- e) develop and implement sport-specific measures ahead of sports competitions identified as being at high-risk of violence, aimed at preserving public order and the integrity of the various audiences;
- f) ensure annual planning of sports competitions for which increased monitoring is required (e.g. list of events to be monitored), in cooperation with the relevant points of contact;
- g) identify competitions and groups of supporters which are at high-risk of violence;
- h) develop systems tailored to each sports event, taking into account the technical characteristics of arenas and their surrounding area (e.g. access means) and the sporting stakes involved (e.g. high-profile event, event leading to qualification for international competitions);
- i) establish a security system adapted to the venue and the expected number of spectators, including clear descriptions of everyone's roles and responsibilities (e.g. security personnel, stewards);
- j) encourage the use of a file of public safety violations, to enable the tracking of acts of violence by certain supporters and support administrative stadium ban procedures;
- k) cancel season tickets for supporters who do not comply with regulations.

The sports organization should ensure local, national and international cooperation with public authorities and private organizations, to facilitate travel and ensure a smooth, safe welcome for audiences (spectators and supporters) at sports arenas. This can include:

- supervising the travel of fans identified as being at high risk of violence (e.g. ultras groups), for example by providing public transport;
- providing multiple access points and making access to stadiums easier, to discourage gatherings;
- separating opposing supporters from each other in the stands;
- developing access-control solutions for spectators/supporters (e.g. automated cross-referencing of national existing database, files and ban lists, and ticket sales to control entry to sports arenas, body searches, cameras).

The sports organization should provide or facilitate regular training for representatives of supporters, including and ultras groups on the applicable regulations within sports arenas.

The sports organization should introduce compulsory training for leaders of supporters and ultras groups, to be provided by external bodies (e.g. police services, representative associations), potentially including the following elements: awareness raising about the issues of racism and homophobia, information on behaviours to adopt and avoid, and applicable sanctions.

The sports organization should establish, ahead of international competitions and on an annual basis, a performance indicator to verify the latest training carried out by leaders of supporters' groups, and remedial action, where necessary, via a reminder of the relevant obligations and banned behaviours.

The sports organization should also implement awareness-raising actions designed to fight all forms of violence, discrimination and incivility, aimed at all audiences likely to attend or participate in sports competitions (e.g. stewards, registered members, parents, the general public). These actions can include:

- an online and offline communication campaign ahead of sports events, using media and communication tools appropriate for the target audience (e.g. social networks, websites, printed materials, audio media, video clips), and supported by displays in visible spaces accessible to as wide an audience as possible (e.g. information leaflets);
- deployment of a display system in areas of sports venues that are reserved for spectators (e.g. refreshment areas, toilets) during sports competitions;

- broadcasting of messages aimed at the general public, on subjects such as respect for others and inclusivity, during competitions.

7.3.4 Monitoring, checking and corrective action

The sports organization should establish a system for detecting violence, in coordination with the public authorities and private organizations involved in the fight against violence.

The sports organization should implement the following measures, in alignment with preventive measures taken:

- establish public surveillance systems for competitions considered to be at high-risk of violence, for the detection of suspicious behaviour, in coordination with the public authorities and the private organizations responsible for the fight against violence (e.g. security service providers, police services) or for broadcasting sports events (e.g. broadcaster, producer);
- ensure that the surveillance system covers individuals or groups of supporters (e.g. ultras groups) identified as being at high risk of violence), in order to detect behaviour likely to disrupt public order in and around arenas, in cooperation with the relevant police services;
- encourage sports organizations to establish a monitoring system during major sports events, to cross-reference the event's ticketing database with an exclusion list (e.g. composed of individuals banned from sports arenas under an administrative ruling) or a list of people banned from accessing the competition site (e.g. for breaching the terms and conditions for supporters);
- develop and make available to the general public connected software tools (e.g. mobile apps), for the real-time identification and reporting of perpetrators of physical and verbal violence, to facilitate arrests and, where appropriate, administrative sanctions such as the exclusion of the individuals concerned from the arena;
- retrospectively, in the event of video recording of competitions for purposes other than surveillance (e.g. for a TV broadcast), allow images to be viewed by the competent people in the event of a report about or suspicion of violent behaviour, in order to inform the competent authorities and initiate disciplinary proceedings.

In cooperation with all stakeholders involved in the sports organization, safety and broadcasting of the competition (e.g. public authorities, private organizations responsible for public safety, television content producers), the sports organization should implement procedures for sanctions and immediate remediation, to fight against breaches of public order and violent behaviour. This can include:

- immediate removal of discriminatory banners from the stands;
- reminding leaders of the groups responsible for deploying banners inciting violence, or their creators, of the applicable regulations, potentially followed by an administrative sanction for the leaders of the group(s) involved (e.g. stadium ban for the group, or its dissolution in the event of serious, repeated offences);
- immediate exclusion of perpetrators of discriminatory behaviour from the sports arena, depending on the severity of the offence;
- closing stands, stopping of matches or ending televised coverage of a match in the event of violence;
- promoting whistleblowing systems and processes (see [5.6](#)).

The sports organization should include the sanctions to be applied, proportional to the severity of offences, in official documents (e.g. internal regulations, articles of association).

The sports organization should implement a process for handling different situations, with a sliding scale of sanctions depending on the offence committed and any repeat offences. Application of disciplinary sanctions should be clearly stated in internal requirements (e.g. obligations and banned behaviours, permanent or temporary sanctions, withdrawal of licence, exclusion from stadiums, community service), and, where appropriate, referred to the public authorities.

7.4 Field of action 11: Safeguarding registered and professional athletes

7.4.1 General

Evidence shows that many athletes are poorly or inadequately prepared for successful social integration once their sporting careers are over.

Promoting the recognition of athletes, both listed and professional, and guaranteeing material and social conditions, can enable athletes to devote themselves fully to their sporting activities and quest for performance.

The sports organization should establish a comprehensive policy to recognize an athlete's status and specific skills, and provide support in managing both their career and retirement from the sport.

The sports organization should provide registered and professional athletes with explicit social rights, enabling them to pursue their sporting and professional career under good conditions, whether they are club employees or self-employed.

It is therefore recommended to move towards a reciprocal commitment between the parties and to grant rights to athletes in order to improve their material and social conditions, but also to provide them with socio-professional support throughout their sporting career, so as to facilitate their professional integration.

7.4.2 Governance principles

Sports organizations should implement measures to identify potential situations of material and social insecurity. They should also implement a dedicated body to promote the prevention of poor outcomes and control planned actions.

Top management should demonstrate commitment to providing protection for registered and professional athletes. Top management should provide sufficient resources to implement the protection policy and ensure that decisions comply with the policy. Appropriate sanctions should be applied in the event of nonconformity. Top management should:

- a) make a personal and collective commitment to integrity by signing and complying with a dedicated document (e.g. sports organization articles of association, charter, code of ethics);
- b) establish, adopt and promote a policy of material and social protection for registered and professional athletes, specifying the priorities for action, the objectives and the resources (human and financial) allocated to the system to ensure its effectiveness;
- c) establish a national network of correspondents, responsible for disseminating and deploying the policy and specifying everyone's roles and responsibilities;
- d) enhance the value of these initiatives by introducing criteria relating to dual careers;
- e) promote the policy across the organization and to all relevant stakeholders, using media tailored to the target audience (e.g. internal communication using existing media such as intranet or newsletters);
- f) identify the athletes most at risk of insecurity and who require support.

The sports organization should establish an internal body to defend athletes' interests and encourage material and social recognition for registered and professional athletes. This can take the form of an athletes' committee whose role includes:

- liaising between athletes and top management, either in an advisory capacity with respect to top management or by making proposals to members;
- working in partnership with the athletes' committees of other sports organizations to coordinate and accentuate progress;
- encouraging the establishment of representative structures for athletes (e.g. in the form of a union) to promote social dialogue;

- cooperating with athletes' regional representatives to identify their requirements and communicate them to national organizations.

The sports organization should appoint an appropriately trained point of contact to take responsibility for the socio-professional support of registered and professional athletes. The point of contact's responsibilities should include:

- ensuring cooperation between the various bodies responsible for sport (e.g. ministries of sport, national sports agencies) and the private organizations involved (e.g. partners, training centres);
- encouraging social dialogue between athletes and top management;
- providing long-term support, through the implementation of a career transition support programme for registered and professional athletes (e.g. conducting professional interviews regularly to support athletes in developing their dual career);
- offering training and awareness raising to support personnel and athletes on how to manage their sporting careers.

7.4.3 Preventive measures to safeguard athletes

The sports organization should provide socio-professional support for registered and professional athletes, during and after their sporting careers, in close cooperation with public authorities (e.g. the relevant ministry of sport) and with private organizations involved (e.g. training centres, partners).

The sports organization should facilitate the protection of athletes in their discipline, in accordance with the principles of equality and inclusion, by means of the following preventive measures:

- a) promoting and facilitating access to social protection by affording rights to registered and professional athletes, in accordance with the principles of equality and inclusion (e.g. contracts, pension, accidents, health insurance);
- b) creating contracts to protect the status of identified athletes (e.g. granting them sufficient income to enable them to support themselves);
- c) ensuring insurance cover for injuries sustained in official competitions (e.g. national team);
- d) ensuring maternity and paternity leave, making it easier for athletes to resume sporting activities and maintain balance with their family life.

The sports organization should implement processes to enable athletes to manage their sporting career and undertake professional retraining, by identifying and implementing a dual career plan. The sports organization should establish processes for:

- carrying out a skills assessment and identifying suitable training courses, including the use of existing vocational training support tools;
- boosting the employability of athletes by creating a skills framework, including how to write a CV, preparation for job interviews;
- cooperation between sports organizations and stakeholders in the training or education sector, drawing up agreements with schools and universities that facilitate access for athletes to certain courses (e.g. exemption from entry requirements, exemption from competitive examinations, funding of studies);
- encouraging contact with networks of former athletes;
- encouraging the involvement of the organization's external stakeholders by drawing up contractual clauses or setting up skills partnerships (e.g. sponsors, foundations, local authorities or even with the sports organization's decentralized bodies), to support athletes in their professional retraining (e.g. internships, work placement contracts);

- providing information and awareness raising for coaches and athletes on how to manage their sporting careers and post-sport careers (e.g. financial and communication management, training rights, professional retraining);
- incorporating training modules into the initial or ongoing training of young athletes, as soon as they join the training centre;
- putting together educational guides on the rights and duties of registered and professional athletes, to support them with their career management.

7.4.4 Monitoring, checking and corrective action

The sports organization should apply procedures relating to sporting and disciplinary sanctions and ensure that these are conformed to at all levels.

The sports organization should also:

- a) ensure transparent management of the established training system, through communication of the budgets allocated to the training of registered and professional athletes, thereby ensuring the impartiality of decisions made and avoiding any risk of favouritism;
- b) enable decision-making at the general assembly on training priorities and proposed individual support and training plans;
- c) ensure official disclosure of the names of recipients, internally and to the public authorities;
- d) monitor individual benefits granted by the competent authorities, to ensure fair and consistent allocation;
- e) ensure that there is transparency about budgets allocated by partners and the arrangements established with each of them;
- f) measure the effectiveness of the system for supporting registered and professional athletes in their professional retraining:
 - create individual retraining support files, monitoring the individual follow-up carried out, reporting the annual number of training courses completed and demonstrating the progress of the chosen career plan;
 - publish reports covering all annual training courses provided (e.g. initial and ongoing training);
 - publish reports detailing the athletes' career retraining.

The sports organization should enforce its ethics and professional conduct requirements, by:

- taking into consideration the recommendations in [7.4.2](#) and [7.4.3](#);
- referring matters to a disciplinary committee if irregularities are observed, and following up on reports with these bodies;
- formulating recommendations, proposals or comments aimed at the proper application of rules and procedures;
- drawing up an annual activity report containing recommendations or warnings, where appropriate;
- promoting the use of the whistleblowing system (see [5.6](#)).