

## **SIGA GOOD GOVERNANCE UNIVERSAL STANDARDS** **IMPLEMENTATION GUIDELINES**

These Universal Standards are designed to advance the highest level of good governance in Sporting Organisations, underpinned by the guiding concepts of democracy, transparency, accountability and stakeholder representation. Where applicable, the Universal Standards reference existing global best practices. A number of frameworks were consulted during the benchmarking and development process, including but not limited to:

### **National sport governance frameworks:**

- Australian Sports Commission: Mandatory Sport Governance Principles
- Sport Canada: Governance Principles
- Dutch Olympic Committee and Sports Confederation: Minimum Governance Requirements
- Sport & Recreation Alliance (United Kingdom): Voluntary Code of Good Governance
- 2004 UK Sport Good Governance: a guide for national governing bodies of sport
- 2005 USOC preliminary NGB governance guidelines
- 2016 UK Sport: A Charter for Sports Governance in the United Kingdom

### **Regional sport governance frameworks:**

- Guidelines for Good Governance in Grassroots Sport (EU funded project, led by International Sport and Culture Association in collaboration with Transparency International)
- Better Boards, Stronger Sport (EU funded project, led by Sport & Recreation Alliance (United Kingdom) in collaboration with national umbrella sport organisations in five different countries)
- EU Expert Group on the Good Governance in Sport: Principles for the Good Governance of Sport in the EU
- Council of Europe: Guidelines of Good Governance and Ethics in Sport
- 2016 Council conclusions on enhancing integrity, transparency and good governance in major sport events

### **International sport governance frameworks:**

- International Olympic Committee: Basic Universal Principles of Good Governance of the Olympic and Sports Movement
- PriceWaterhouseCoopers: An Independent Governance Review of the International Cricket Council
- Transparency International: Safe Hands: Building Integrity and Transparency at FIFA
- 2016 ASOIF governance principles and indicators for International Federations

## Other Good Governance Frameworks:

- OECD, UNODC and the World Bank: Anti-Corruption, Ethics and Compliance Handbook for Business
- United Nations Global Compact: Integrity Measures
- UNODC: An Anti-Corruption Ethics and Compliance Programme for Business
- Transparency International: Business Principles for Countering Bribery

In the application of these standards, it is acknowledged that sporting structures can embody different legal forms (e.g. limited company, unincorporated association, charity, mutual societies, public/State-run organisations, etc.) in different jurisdictions and should always act in accordance with relevant local laws. The Universal Standards should be read alongside applicable laws as a guide to implementing best practice in preserving good governance in sport. To the extent there is any inconsistency between local laws and the Universal Standards, local laws shall prevail over the provisions in these Universal Standards.

These standards are addressed specifically to sports governing bodies, competition organisers, clubs and other key sports bodies, (together, “Sports Organisations”). However, some specific requirements in the Universal Standards and Implementation Guidelines can target a particular type of Sports Organisations (e.g. International, continental or national federations, leagues, clubs, players unions, etc.).

## Introduction and Guidance

The Universal Standards offer three different levels of phased implementation according to the categories of “Bronze”, “Silver” and “Gold”. The Universal Standards are additive, designed to build on each other. This means that the adoption of the Gold standard is always inclusive of the Silver and Bronze levels; and the adoption of Silver is always inclusive of Bronze. Adhering Sporting Organisations shall adopt the Universal Standards in their entirety.

Sporting Organisations may question at which level they should focus their implementation efforts. This can be a challenging issue given the inherent differences in size, and function, as well as human and financial capacity across a diverse range of entities. For these reasons SIGA has chosen to equate the Bronze, Silver and Gold levels of standards implementation as equivalent to having achieved an organisational standard of “Good”, “Better” and “Best”, respectively.

Sporting Organisations are free to self-select into the process at the level they determine appropriate. For example, a smaller organisation may wish to move directly to adoption at the level of Silver (which is inclusive of Bronze). Larger organisations with compliance structures in place might be able to achieve the level of Gold at the outset (which includes Silver and Bronze by definition). This flexible and self-directed approach is not meant to delay the process of implementation, but rather, to recognise the diversity of environments in which an organisation may be undertaking this important work.

It is envisaged that signatory organisations shall commit to the Universal Standards initially on a “comply or explain” basis. Self-assessment will be the starting point with a view to incorporating a level of independent scrutiny and regulation at a later date (independent assessment and rating system).

Specific programs to assist with capacity building, information sharing and implementation challenges are planned as part of the SIGA offering, with a particular focus on helping Sporting Organisations that may need additional support.

Those Sporting Organisations that are well established along the path to achieving the level of Gold can play an important role in both encouraging and aiding those that are at an earlier stage in their good governance journey.

Above all, SIGA is a community and all Members of SIGA, including Governments, International Organisations, Commercial Partners, experts and others eligible to join SIGA should be working together in a “peer-to-peer” environment in support of the adoption and implementation of the Universal Standards. Not only is this critical for the success of SIGA, but it also reinforces that, by joining SIGA, Sporting Organisations are creating a space of mutual credibility and integrity, where the reputation and impact of SIGA is shared and is to be protected by all Members.

Peer-to-peer support is also an important foundational element for creating an effective monitoring and implementation approach. In addition to effective rating and independent monitoring systems, capacity building within and for SIGA begins with Members helping each other to attain the highest possible level of implementation of the SIGA Universal Standards.

## Part I: The Organisation

The following standards address democratic organisational structures, processes, and stakeholder representation.

1. The organisation shall structure its decision-making bodies and internal organs with democratically elected leadership, ensuring that there is a clear separation of powers between its regulatory/supervisory, executive and disciplinary functions.

BRONZE	SILVER	GOLD
<p>- <b>Ensure fair and free elections</b>, for instance by creating a) a fair allocation of votes among members, b) equal opportunities for members to voice opinion and stand for election and c) an independent election</p>	<p>- <b>Make sure that members are encouraged to participate in the annual meeting/general assembly</b>, for instance by a) encouraging them to stand for election to the Board; and b) making sure that they</p>	<p>- <b>Ensure independence of and clear separation of power between organisational bodies with regulatory/ supervisory, executive, and disciplinary responsibilities</b>, for instance by not allowing the persons</p>

<p>committee to ensure that election rules are followed</p> <ul style="list-style-type: none"> <li>- <b>Make public all open positions for elections and appointments</b> including the process for candidates and full details of the roles, job descriptions, application deadlines and assessment</li> <li>- <b>Conduct independent due diligence / integrity checks on all candidates for office</b>, whether applying to join the Board, Committees, disciplinary functions or to perform an executive function in the organisation</li> <li>- <b>Ensure that judicial processes are free from political influence</b></li> <li>- <b>Establish a right of appeal to an impartial body</b> (e.g. Court of Arbitration for Sport), including a globally accepted standard of dispute resolution</li> <li>- <b>Make certain that members approve a constitution</b> in the context of an annual meeting/general assembly with bylaws that establish clear checks and balances and the division of rights and responsibilities between the annual meeting/general assembly and the board and other relevant organisational bodies</li> </ul>	<p>cannot grant authority to anyone else to vote on their behalf</p> <ul style="list-style-type: none"> <li>- <b>Publish eligibility rules for candidates for election</b></li> <li>- <b>Allow candidates for elections a possibility to present in an open forum their vision/programmes</b> while ensuring equal treatment for all candidates</li> </ul>	<p>who make the rules to also be members of bodies which</p> <ul style="list-style-type: none"> <li>a) monitor adherence to the rules, b) consider cases of potential breaches of the rules, c) consider appeals on sanctions for proven cases of breaches to the rules, and by also not allowing members of these bodies to be a member of any of the other bodies</li> <li>- Publish all decisions of disciplinary bodies and related sanctions</li> </ul>
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2. The organisation shall develop appropriate consultation processes and incorporate meaningful stakeholder representation in its decision-making structures, including, representation of leagues/competition organisers, clubs, athletes and other key stakeholders.

BRONZE	SILVER	GOLD
<ul style="list-style-type: none"> <li>- <b>Assess expectations and concerns of key stakeholder groups</b> at least once a year, for instance expectations and concerns of members, leagues, clubs, athletes and supporters (through engagement of their representative bodies), sponsors, government entities and others who are subject to engagement or take an interest in the organisation</li> <li>- <b>Offer key stakeholder groups a voice in decision-making processes</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>Nurture fans and athletes and offer them a platform to create communities on social media</b> such as Facebook, Twitter and YouTube</li> <li>- <b>Establish and maintain a dialogue with key stakeholder groups</b>, for instance by organising regular stakeholder workshops and inviting key stakeholders to annual meetings/general assemblies</li> <li>- <b>Utilise the experience, expertise and networks of key stakeholder groups in support of devising and implementing the organisation's strategy</b>, for instance marketing and logistical management experience of sponsors</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Include the key stakeholder groups in decision-making structures</b></li> <li>- <b>Cooperate and coordinate activities with other relevant sport organisations</b> and relevant sport related organisations</li> <li>- <b>Support and motivate member organisations to also establish good governance standards</b></li> <li>- <b>Form strategic alliances with key stakeholder groups</b> to further fuel the successful implementation of the organisation's strategy</li> </ul>

3. The organisation shall develop, implement and make publicly available a vision, mission and strategy to which the organisation is accountable.

BRONZE	SILVER	GOLD
<ul style="list-style-type: none"> <li>- <b>Publish vision, mission and strategy</b> of the organisation</li> <li>- <b>Establish a long term vision and mission</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>Make publicly available key performance indicators</b> to which the organisation is accountable</li> <li>- <b>Review the strategy</b> (in consultation with</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Publish a register of key performance indicators displaying and sanctioning non-compliance</b></li> <li>- <b>Conduct an independent audit</b> of the organisation's</li> </ul>

	<p>stakeholders) at least once every second year, including reassess internal strengths and weaknesses and external opportunities and threats</p>	<p>strategy every second year, including assessment of success in meeting organisational targets</p> <p>- <b>The mission should include</b> (a) development and promotion of sport through non-profit organisations, (b) promotion of the values of sport, (c) organisation of competitions, (d) ensuring a fair sporting content at all times, (e) protection of the members and athletes, (f) solidarity and due consideration for social, economic and environmental sustainability.</p>
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4. The organisation shall embrace transparency and accountability and make publicly available its statutes, policies, processes, rules and regulations, and its list of member organisations.

<b>BRONZE</b>	<b>SILVER</b>	<b>GOLD</b>
<p>- <b>Publicly account for the governance model of the organisation and its governance standards</b>, for instance by making constitutions, statutes, meeting agendas of General Assembly, Board and Committee meetings, policies, processes, rules and regulations available on the organisation's website</p> <p>- <b>Make publicly available a list of members of the organisation and the total number of people participating in sport</b> once a year</p>	<p>- <b>Publish an account of how the board of the organisation runs its affairs and the nature of its integrity in measures in place</b>, for instance publish:</p> <p>a) profiles of board members and their contact information;</p> <p>b) board charter and relevant policies covering areas such as conflicts of interest, gifts and hospitality and travel;</p> <p>c) register of declared conflicts of interest;</p>	<p>- <b>Apply the principle that all information should be made publicly available</b>, unless personal privacy rights or other appropriate concerns justify not disclosing it, as opposed to the other way around</p> <p>- <b>Make clear and transparent the procedure to modify or amend the regulations</b></p> <p>- <b>Publish organisational charts for staff, elected officials and committee structures</b>, and other</p>

	<ul style="list-style-type: none"> <li>d) register of gifts and hospitality given and received;</li> <li>e) minutes of board meetings or register of board decisions</li> <li>f) strategy and status on implementation;</li> <li>g) job descriptions for board roles;</li> <li>h) board performance evaluations;</li> <li>i) remuneration of board and executive staff</li> <li>j) individual actual attendance of board meetings</li> <li>k) policies on allowing employment of board members as consultants</li> </ul>	<p>relevant decision-making groups</p> <p><b>- Stream the meeting of the General Assembly online</b></p>
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5. The organisation shall identify, address and disclose any potential or declared conflicts of interest among persons in leadership positions - including board directors, senior management, as well as members of disciplinary and appeal bodies and members of ethics and audit committees - by means of ex-ante policies and on-going monitoring.

<b>BRONZE</b>	<b>SILVER</b>	<b>GOLD</b>
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<p>- <b>Establish a comprehensive conflicts of interest policy</b> to prevent and handle cases of personal and professional conflicts of interest for board members and staff, including:</p> <ul style="list-style-type: none"> <li>a) emphasising that board members and staff are always to consider what is best for the organisation in any decision;</li> <li>b) defining what comprises conflicts of interest, personal as well as institutional ones;</li> <li>c) deciding how far the definition applies in terms of close family members and friends of board members and staff;</li> <li>d) maintaining a register of proactively declared conflicts of interest by board members and staff, when they join the organisation, when their interests change along the way and when their interests apply to a particular agenda item of a board meeting, implementation of a board decision and/or carrying out an operational task;</li> <li>e) sanctioning of cases of failure to declare a conflict of interest; and</li> <li>f) possible annulation or reconsideration of conflicted decision.</li> </ul> <p>- <b>Devise a gift and hospitality policy</b>, outlining monetary levels of acceptable gifts and hospitality to be given and received in an organisational capacity along with requirements about internal reporting on giving and receiving such items</p>	<p>- <b>Formulate rules for handling institutional conflicts of interest among board members in the process of making decisions about distribution of funding to member organisations</b>, including granting of loans to and between member organisations</p> <p>- <b>Create rules on the extent to which board members are allowed to carry out paid consultancy work for the organisation</b> during their time in office, including how conflicts of interests are to be handled in the decision making process that establishes the terms of reference</p>	<p>- <b>Devise rules for the extent to which board president/chair, board members and executive staff are allowed to assume board roles in other sport organisations</b>, including requirements for people to potentially relinquish other board positions upon assuming their role in the organisation</p> <p>- <b>Establish rules for appointing board member to represent the organisation in boards of other organisations</b>, including:</p> <ul style="list-style-type: none"> <li>a) which interests to pursue in decision making processes in the case of conflict of interest for a board member in a specific board meeting;</li> <li>and b) the extent to which the president of the organisation is also allowed to assume the presidency of other sport organisations</li> </ul>
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<p><b>- Put in place a travel policy for board members and staff, clarifying:</b></p> <ul style="list-style-type: none"> <li>a) criteria for selecting people to travel on behalf of the organisation;</li> <li>b) rules for approval of travel costs;</li> <li>c) acceptable levels for expenditures such as class of flight travel, accommodation, daily rates and costs related to accompanying spouse; as well as</li> <li>d) how the travel policy for board members and staff might be different from the one applying to athletes and why</li> </ul>		
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6. The organisation shall prohibit any form of bribery or corruption within its organisation and in its dealings with third parties; and shall establish comprehensive anti-bribery and corruption compliance policies that reflect recognised global standards and comply with applicable legislation.

BRONZE	SILVER	GOLD
<p>- <b>Commit to implementing a programme to counter bribery</b>, representing anti-bribery efforts, including values, code of conduct, detailed policies and procedures, risk management, internal and external communication, training and guidance, internal controls, oversight, monitoring and assurance.</p> <p>- <b>Declare compliance with relevant Anti-Bribery laws</b>, for example the UK Anti-Bribery Act and the US Foreign Corrupt Practices Act, through establishment of published anti-corruption compliance policies.</p>	<p>- <b>Publish on the organisation’s website</b> its anti-bribery and corruption compliance policy referencing relevant recognised global standards.</p> <p>- <b>Consult with employees, trade unions or other employee representative bodies</b> and other relevant stakeholders on the development of the organisation’s anti-corruption policy.</p> <p>- <b>Demonstrate strong, explicit and visible support and commitment from senior management</b> to the company's internal controls, ethics and compliance programmes or measures for preventing and detecting bribery and corruption</p>	<p>- <b>Publicly declare compliance with the United Nations Convention against Corruption (UNCAC)</b></p> <p>- <b>Develop an anti-corruption programme that articulates values, policies and procedures</b> to be used to prevent bribery from occurring in all activities under its effective control, reflecting the organisation’s business circumstances and corporate culture, taking into account such factors as size, nature of the business, potential risks and locations of operation</p> <p>- <b>Involve employees in the implementation of the anti-corruption programme</b>, ensuring also that human resources practices including recruitment, promotion, training, performance evaluation, remuneration and recognition reflect the organisation’s commitment to the programme</p>

7. The organisation shall provide formal, officially audited and publicly disclosed financial reports reflecting international best practice for public companies (with due respect to any specific requirement as per domestic laws – notably related to the organisation’s legal status) and disclosing administrative expenses in the sport – notably remuneration and related expenses for key officials and management personnel.

BRONZE	SILVER	GOLD
<p>- <b>Provide formal and officially audited and publicly disclosed financial reports</b> reflecting international best practice and disclosing administration expenses in the sport</p> <p>- <b>Provide a public account of the financial situation of the organisation</b>, including detailed information about budgets, revenues, expenditures (including salary bands/ranges) and financial assets and liabilities</p>	<p>- <b>Publish the external auditing statement</b> annually</p> <p>- <b>Make publicly available an annual report</b>, accounting for main activities and results, strategy implementation and the financial situation of the organisation</p>	<p>- <b>Apply the principle that all information should be made publicly available</b>, unless personal privacy rights or other appropriate concerns justify not disclosing it, as opposed to the other way around</p> <p>- <b>Publicly account for the total individual compensation of board members and executive staff</b>, including bonuses and travel allowances.</p>

8. The organisation shall establish and implement clearly defined and transparent policies on procurement, award of broadcasting, sponsorship and other commercial contracts, development and solidarity funds and other resource redistribution and rights to host major sporting events.

BRONZE	SILVER	GOLD
<p>- <b>Put into place adequate procurement rules</b> to pre-empt and handle conflicts of interest, for instance by outlining a process for always purchasing goods and services of a certain value based on objective criteria for a documented evaluation of at least three competitive suppliers’ price, quality and ability to deliver on time.</p>	<p>- <b>Make publicly available an account of the nature of all sponsorship, media broadcasting and other commercial deals</b>, including information on the involved rights, how long existing contractual agreements run and the procurement process that was undertaken to award them.</p>	<p>- <b>Carry out an independent assessment of personal and institutional conflicts of interest in the organisation associated with the procurement process</b>, including all board members and executive staff, as well as staff handling procurement, finances, granting of sport event hosting rights and</p>

<ul style="list-style-type: none"> <li>- <b>Observe open and transparent tenders for major commercial and procurement contracts</b>, including, but not limited to, those in relation to media, sponsorship, broadcasting and construction of sporting infrastructure.</li> <li>- <b>Establish a mechanism for decisions to be challenged through internal appeal mechanisms on the basis of clear rules</b></li> <li>- <b>Establish fair and objective criteria for selecting hosts of sports events</b> and an independent, evidence based evaluation and decision making process and structure</li> <li>- <b>Establish a clear and audited process regarding accountability of funds redistributed by organisations to its members or other constituent organisations</b>, including development funds, solidarity funds and others</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Provide a public account of rights and responsibilities of hosts of sport events</b>, including the division of rights and responsibilities between the host and organisation in making contractual agreements with sponsors and media broadcasters, as well as the sharing of the revenues generated by these agreements</li> <li>- <b>Devise a publicly available register of funds redistribution</b>, including details on the final destination of funds, the purpose for which they have been allocated and key performance indicators attached to the terms of the redistribution</li> </ul>	<p>negotiating sponsorship and media broadcasting deals, at least on an annual basis, and potentially also as part of an independent integrity due diligence process for considering potential candidates for board and executive staff positions</p> <ul style="list-style-type: none"> <li>- <b>Make publicly available details of all commercial agreements associated with rights attached to major sporting events</b></li> <li>- <b>Engage independent auditors to assess whether key performance indicators attached to the redistribution of organisation funds have been met</b>, and enforce appropriate sanctions against the beneficiary of those funds for fraud or lack of compliance with associated transparency obligations</li> <li>- <b>Ensure equal opportunities for attending sport events</b>, for instance through fair ticket pricing and distribution and measures to prevent reselling of tickets on the black market</li> </ul>
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9. The organisation shall ensure that a majority of members of disciplinary and appeal bodies and members of ethics, audit and refereeing committees are independent and impartial, and that they are appointed by the supreme body of the organisation, normally the Congress or General Assembly.

BRONZE	SILVER	GOLD
<ul style="list-style-type: none"> <li>- <b>Set up an Ethics Committee and an Audit &amp; Compliance Committee</b></li> <li>- <b>Have the Congress or General Assembly</b> appoint the members of the ethics and audit &amp; compliance committees, as well as the members of the refereeing committee</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Set up a nominations committee</b> responsible for setting up and appointing members of independent committees</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Set up an independent committee</b> to ensure that all appointments to Committees are fair and free from undue influence.</li> </ul>

10. The organisation shall adopt appropriate “whistle-blower” policies to encourage and protect those who come forward in respect of any breach of applicable laws, rules and regulations, as well as any breach of the SIGA Universal Standards.

BRONZE	SILVER	GOLD
<ul style="list-style-type: none"> <li>- <b>Offer an easily accessible channel for anyone to confidently and anonymously seek guidance or raise concern about potential breaches of the organisation’s rules</b> (whistle-blowing)</li> <li>- <b>Ensure effective protection and anonymity of those who</b> come forward to report on breaches of rules or integrity matters.</li> </ul>	<ul style="list-style-type: none"> <li>-<b>Designate a senior officer in the organisation or an independent person to be responsible for receiving and managing complaints; and establish an internal function to ensure any remedial action is taken.</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>Publicly account for the magnitude and nature of concerns raised in confidence</b> (channel for whistle-blowing) and how the concerns have been addressed</li> <li>- <b>Publish reporting and sanctioning procedures associated with breaches of the SIGA Universal Standards.</b></li> </ul>

11. The organisation shall advance the positive role of sport in society with a particular emphasis on the positive impact at the local level.

BRONZE	SILVER	GOLD
<p>- <b>Put in place policies and activities to address societal issues at play in sport</b>, for instance issues such as violence, discrimination, trafficking and abuse of children and young people in and through sport, and negative environmental impact.</p>	<p>- <b>Develop, support and scale activities that utilise the unique power of sport in generating positive societal change</b>, for instance activities that engage underprivileged children in educational sport with a view to helping them acquire life skills and/or address societal issues, such as crime, drugs, violence, integration, gender equality, etc.</p>	<p>- <b>Motivate athletes, coaches and referees to become societal role models of fair play and sportsmanship</b>, in and off the field of play, for instance by offering platforms for recognising their integrity leadership, such as establishing prestigious fair play prizes and awards</p> <p>- <b>Help build the socio-economic case for increased government support to sport</b> and help share it with relevant policy makers at all levels of government, for instance by documenting the positive contribution of sport in areas such as health, inclusion, gender equality, tourism/economic growth and development of life skills</p>

12. The organisation shall motivate ethical behaviour for directors, athletes, staff and volunteers through implementation of a Code of Conduct.

BRONZE	SILVER	GOLD
<p>- Put in place a Code of Conduct for directors, athletes, technical and administrative staff and volunteers – a means of measuring and rewarding outstanding ethical behaviour of employees and volunteers, for instance providing sportsmanship awards or other means of recognition for volunteers</p>	<p>- Hire staff based on merit, for instance based on:</p> <ul style="list-style-type: none"> <li>a) clear, objective criteria regarding skills, experience, expertise, network and qualities of character;</li> <li>b) detailed job descriptions;</li> <li>c) comprehensive advertising; and</li> <li>d) appropriate compensation</li> </ul> <p>- Carry out integrity training and education initiatives for directors, athletes, staff and volunteers</p>	<p>- Assess and reward staff along the lines of a mix of excellent performance and behaviour, for instance as a basis for making decisions on bonuses and promotions</p> <p>- Adopt a zero-tolerance approach to unethical behaviour by staff and volunteers</p> <p>- Exchange good management practices with other sport organisations on a regular basis, as regards effective means of supporting staff and volunteers perform well with integrity</p>

13. The organisation shall ensure that its members promote a fair and level playing field for athletes, encourage youth development and protection policies and facilitate social dialogue and sound industrial relations in line with international labour standards.

BRONZE	SILVER	GOLD
<p>- Encourage the establishment of social dialogue platforms in professional sport, as a means to promote sound working relations and contractual stability between the social partners at national and international level, i.e. structure that represent the interests of employers (such as leagues or unions of clubs) and athletes (such as the unions)</p> <p>- Establish a level playing field for athletes and appropriate development and protection policies for young athletes</p>	<p>- Establish and maintain a structured dialogue between social partners, for instance by organising regular meetings, creating permanent structures where employers' associations and employees' associations can voice their concerns and resolve their issues through dialogue and social engagement.</p> <p>- Establish minimum contractual requirements applicable to employer/employee agreements in player/athlete contracts</p> <p>- Make sure fair and fit for purpose dispute resolution mechanisms are in place for industrial disputes in each sport at national and international levels and in compliance with principles of independence, impartiality and respect of the parties' procedural rights</p>	<p>- Encourage social partners" enter into a collective bargaining agreement - Define mutually acceptable dispute resolution mechanisms to resolve conflicts relating to player/athlete employment contracts, for example ensuring that the dispute resolution body is comprised of at least one player and employer representative, as well as an independent chair</p> <p>- Devise a blueprint agreement between employers' organisations and athlete unions on minimum requirement for athletes' contracts.</p> <p>- Establish education programmes, assistance and career facilities (pension funds, dual career, etc.) for athletes, funded by the organisation</p> <p>- Offer social partners voting power in the decision-making bodies of the governing body in charge of their respective sport</p>



14. The organisation, recognising the importance of financial good governance and sports betting integrity, shall adhere to the SIGA Universal Standards on Financial Integrity and Sports Betting Integrity.

BRONZE	SILVER	GOLD
<p><b>- Demonstrate strong, explicit and visible support and commitment to the SIGA Core Principles and Universal standards on Financial Integrity and Sports Betting Integrity</b></p>	<p><b>- Publish evidence on the organisation’s website of strong, explicit and visible support and commitment to the SIGA standards on Financial Integrity and Sports Betting Integrity</b></p>	<p><b>- Publicly showcase examples</b> of promoting the importance of financial and betting integrity in sport</p>

15. The organisation shall follow all applicable local and national laws and regulations, including anti-corruption laws and relevant clauses in contracts with sponsors and others; and shall comply with international human rights standards.

BRONZE	SILVER	GOLD
<p><b>- Ensure compliance with relevant laws and regulations of the country where the organisation is based</b></p> <p><b>- Ensure compliance with international human rights standards</b></p> <p><b>- Certify that board members, staff, volunteers, athletes, and other relevant stakeholders are aware of the nature of the organisation’s policies and processes</b></p>	<p><b>- Offer an easily assessable channel for anyone to seek guidance or raise concern about potential breaches of the organisation’s rules (whistle-blowing)</b></p> <p><b>- Make public all decisions of disciplinary bodies and related sanctions</b>, as well as pending cases where and as applicable</p>	<p><b>- Publish details of any litigation or other existing legal matters</b> currently being dealt with by the organisation that are not subject to legal professional privilege</p>

16. The organisation shall establish an effective organisational risk management programme to ensure protection of data privacy and the security of its IT and operating systems.

BRONZE	SILVER	GOLD
<p>- <b>Certify that board members, staff and other relevant stakeholders are aware of the organisation’s policies and processes</b>, which they are to observe, for instance by carrying out documented training, making these policies and processes easily available and informing everybody, should be the policies and processes be subject to substantial changes</p>	<p>- <b>Assess material risks</b> at least once a year, for instance in terms of perceived likelihood than an issue is going to occur and its perceived impact on aspects such as trust, growth and performance</p> <p>- <b>Put in place an adequate data security mechanism</b> to ensure the security and integrity of all internal systems, including use of a document retention system</p>	<p>- <b>Conduct a certified annual review of data security and IT systems vulnerability</b> to ensure that all systems are safe and impenetrable</p>

## Part II: Board Governance and Oversight

Ensuring that Board and other oversight functions of the organisation are running properly is critical to achieving good governance. To this end, the following standards shall apply:

17. The organisation shall ensure the quality, professionalism, and independence of its board members by:

- a) practicing careful recruitment and conducting independent checks of all candidates to ensure proper fit and proper standing, in particular good repute and probity and relevant qualifications and professional experience;
- b) limiting number of terms and length of tenure of office;
- c) carrying out board training and skills development as well as regular evaluation of their performance with independent input.

BRONZE	SILVER	GOLD
<p>- <b>Carry out regular, independent evaluation of the performance of board members and decisions on appointment of new board members</b></p>	<p>- <b>Evaluate performance of the board and individual board members</b> at least once a year in a way that includes external input</p>	<p>- <b>Establish a set of incompatibilities and impediments applicable to board members and senior executives</b>, devising rules for the extent they are allowed</p>

<p><b>- Limit number of terms and length of tenure of office</b></p>	<p><b>- Integrate independent board members into the board based on merit</b>, for instance by establishing a nominations board committees, with at least one external, independent member and with a mandate to nominate the most qualified candidates for election or appointment, while taking into account the extent to which they would add diversity and complement experience and expertise of board members already in office</p>	<p>to assume roles in other sport organisations</p> <p><b>- Formalise training/induction programmes for board members</b>, to be carried out by independent experts and ensure best practice</p>
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18. The organisation shall review and modify board representation to ensure diversity of thought, broad and proper inclusion of all relevant stakeholders as well as a substantial proportion of independent director(s).

BRONZE	SILVER	GOLD
<p>- <b>Encourage diversity in the boardroom</b> to reflect that of society, for instance in terms of diversity in age, sex, religion, ethnicity, geographic representation, etc.</p> <p>- <b>Integrate independent board members into the board based on merit</b>, for instance by establishing a nominations committee with at least one external, independent member and with a mandate to nominate the most qualified candidates for election or appointment, while taking into account the extent to which they would add diversity and complement experience and expertise of board members already in office</p>	<p>- <b>Establish a board charter</b> or a board code of conduct, outlining board principles and practices</p> <p>- <b>Undertake a formal review of the independence and diversity credentials of the board of the organisation</b> at least once a year in a way that includes external input</p>	<p>- <b>Exchange good governance practices</b> with other boards on a regular basis, for instance in and across sports locally, nationally, regionally and/or internationally</p> <p>- <b>Implement a quota for minimum number of independent directors and diversity of directors</b> to ensure diversity and independence in the boardroom</p>

19. The organisation shall establish minimum requirements of the role of the directors, including terms of office and clear job descriptions.

BRONZE	SILVER	GOLD
<p>- <b>Define a role of the board vis-à-vis operational management without overlap</b>, taking into account that the role of the board ought to be to provide control and strategic direction rather than manage the organisation.</p> <p>- <b>Establish terms of office that make the boardroom fit for purpose</b>, for instance by designing structural requirements that support effective and efficient decision-making, including:</p> <ul style="list-style-type: none"> <li>a) number of board members;</li> <li>b) desired experience, expertise, skills, network and qualities of character in the board – for board members individually and collectively;</li> <li>c) proportion of board members to be subject to election or appointment every year; and</li> <li>d) maximum number of years for an individual to be able to stay in office</li> <li>e) minimum number of years a director can run for election again after he/she has completed the maximum term</li> </ul> <p>- <b>Develop detailed job descriptions</b> for key roles in the board, including areas of</p>	<p>- <b>Establish a board charter</b> or a board code of conduct, outlining board principles and practices</p> <p>- <b>Evaluate performance of the board and its members</b> at least once a year in a way that includes external input</p>	<p>- <b>Carry out a board skills audit</b> once a year</p> <p>- <b>Set up board members for high-performance</b>, for instance by ensuring proper induction, on-going self-education and training by international level professionals</p>

operational management oversight		
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20. The organisation shall ensure that a clear and auditable separation of functions is made between a) the governing, regulatory, and administrative roles of the organisation and; b) the execution of its commercial activities.

<b>BRONZE</b>	<b>SILVER</b>	<b>GOLD</b>
<p><b>- Separate the governing, regulatory and administrative functions of the organisation from the commercial arm by:</b></p> <p>a) creating a clear separation of departments and personnel on each side and~</p> <p>b) avoiding associated conflicts of interest</p> <p><b>- Put into place adequate procurement rules</b> to pre-empt and handle conflicts of interest, for instance by outlining a process for always purchasing goods and services of a certain value based on objective criteria for a documented evaluation of at least three competitive suppliers' price, quality and ability to deliver on time</p> <p>- Publish terms of reference for the board, or a list of matters reserved for the board</p>	<p><b>- Formally implement a 'Chinese Wall' between relevant departments</b> to ensure that this separation of function is absolute and protected</p> <p><b>- Conduct an annual audit to independently certify the adequate separation of the functions</b></p>	<p><b>- Ensure that the governing, regulatory and administrative functions of an organisation, and the execution of its commercial activities are carried out by different legal entities.</b></p>



## Part III: External Cooperation

SIGA sporting organisations benefit from engagement with a broad coalition of partners within the SIGA community, and beyond. The following universal standards shall guide the organisation’s efforts to support a deeper collaboration between and among other partners who share a similar commitment to the adoption of standards in the sport sector.

21. Through SIGA, the organisation shall work together with relevant governing bodies, international authorities and commercial partners to advance the adoption of SIGA Core Principles and Universal Standards worldwide.

BRONZE	SILVER	GOLD
<p>- <b>Coordinate activities with relevant sporting organisations, governments, international organisations and other relevant stakeholders</b> to advance the adoption of the SIGA Core Principles and Universal Standards</p>	<p>- <b>Cooperate and coordinate governance related activities with other sporting organisations, governments, international organisations and other relevant stakeholders</b> and relevant sport related organisations</p> <p>- <b>Encourage sponsors, broadcasters and other commercial organisations involved in the sports industry to make compliance with the SIGA Universal Standards a condition to entering into a commercial contract</b></p>	<p>- <b>Actively encourage, by making it a condition of collaboration, organisations, governments, international organisations and other relevant stakeholders</b> to advance the adoption of the SIGA Universal Standards</p> <p>- <b>Form strategic alliances with key stakeholder groups</b> to further fuel the successful implementation of the SIGA Core Principles and Universal Standards</p>



22. Through SIGA, the organisation shall strengthen cooperation with governments, inter-governmental organisations, law enforcement and relevant regulatory authorities to prevent and eradicate the influence of criminal practices, networks and organisations.

BRONZE	SILVER	GOLD
<p>- <b>Coordinate activities with relevant entities at all levels of government,</b> particularly at the level of law enforcement and anti-corruption regulation to eradicate the influence of criminal practices, networks and organisations</p> <p>- <b>Provide for appropriate investigation of threats to sports integrity</b></p> <p>- <b>Cooperate with relevant public authorities on integrity matters</b></p>	<p>- <b>Incorporate law enforcement and regulatory expertise</b> into the heart of the organisation, either by hiring an expert into a compliance or integrity team or unit, or through ad hoc sessions or seminars.</p> <p>- <b>Develop know-how on the importance of the impact of organised crime on sports integrity</b> through organisation of awareness seminars or programs</p>	<p>- <b>Employ a dedicated law enforcement and regulatory expert</b> to assess the threats and risks of criminal infiltration into the organisation and to educate staff about its dangers</p> <p>- <b>Encourage governments, international organisations and sporting organisations to regulate and discipline, each one in accordance with its sphere of competences, the conditions upon which access to sporting competitions, state aid and public grants, funding resulting from the commercial exploitation of sporting competitions and respective rights, as well as development and solidarity funds may be granted, suspended, refused and withheld from sporting organisations that do not comply with the SIGA Universal Standards and mandatory legislative norms</b></p>