



Minutes
SIGA General Assembly
31 January 2017, 9.00-13.00
Chartered Accountants' Hall, London, UK

In attendance:

For full list of attendees, please refer to Annex 1

1. Welcome and Introduction

Emanuel Macedo de Medeiros ("EMM"), SIGA Coordinator, welcomed all attendees and thanked ICAEW for hosting the General Assembly, as well as their continuous support to the development of the Sport Integrity Global Alliance ("SIGA").

EMM referred to SIGA's key milestones, commencing from the initial meeting held in the margins of the Securing Sport conference in November 2015 in New York to the current General Assembly, which he described as "a historical moment". During that time, EMM also presented the main activities carried out since the last General Assembly on 13 September in Cascais. EMM finally briefly explained the SIGA ad interim Council's proposals as to how the General Assembly will unfold in terms of main agenda items.

The agenda was approved as presented.

2. SIGA ad interim Council Report of Activities and Next Steps (January – July 2017)

EMM presented an update of the activities carried out by the SIGA a.i. Council and highlighted the upcoming priorities, proposing that the Members and Coordinator, appointed on 13 June 2016 (see Annex 2), remain in their roles until official elections are held at the next General Assembly, in July 2017, to ensure the efficient running of the organisation until such period. The General Assembly took note of the report given and approved the proposal. James H. Cottrell (JHC) from Deloitte asked if there was any other Member that wished to be part of the Council to say so. No feedback was received.

3. New Supporters of SIGA

EMM referred to the growing number of organisations and champions who are supporting SIGA. Within this context, he gave the floor to a sample of institutions, who introduced themselves and explained the reasons why they join the coalition, namely: Agence pour la Diffusion de l'Information Technologique ("ADIT"); the Cyprus Sport Organisation; Ethisphere; Federation of European Sporting Goods Industry (FESI); Government of the Republic of Greece; the National Olympic Committee of Kosovo.

The proposed organisations were all admitted, as Supporters of SIGA, by the General Assembly



4. SIGA Development Process

4.1 Incorporation

EMM reminded that the draft Statutes of SIGA were circulated prior to the General Meeting held on 13 September 2016, after which an inclusive consultation process was conducted in order to ensure the active engagement of all Supporters of SIGA and the collection of inputs. EMM made reference to the main features of the SIGA Statutes and asked the Members to vote.

In terms of next steps, EMM explained that, over the next few months, focus will be given to concluding SIGA's incorporation process, including the opening of a bank account, the application for tax exemption status, the launch of the registration procedure at the Swiss Registry of Commerce and the recruitment of a full time professional to strengthen the operational team.

Simon Greenberg ("SG") of Dow Jones Sport recommended that, in relation to the SIGA future seat office, consideration is given to other locations rather than just Geneva, for example the *Maison du Sport International (MSI)* in Lausanne. Karen Webb-Moss (hereafter "KWM") from ICSS shared this sentiment. EMM welcomed the suggestion and informed that an update report will be circulated in due time, containing a number of concrete office options and locations, to domicile the Association.

SG said that there was a need for an Independent Chairman of SIGA and suggested that the Statutes be changed accordingly.

The SIGA Statutes were approved by unanimity and acclamation by the General Assembly.

4.2 Interim Budget

EMM presented the proposed interim budget for the period from 1 January to 30 June 2017, previously agreed by the ad interim Council. He explained that the next steps should be the commitment of initial funds by all founding Members, the reaching of an agreement over the 2017-2018 budget, to be developed by the concerned task force, as well as on the funding model beyond this date.

On the issue of membership contributions, EMM specified that they revolved around three ideas: (i) financial contributions must be reasonable, proportionate and affordable; (ii) should follow a sliding scale of contributions depending on financial means of the Member organisations; and (iii) the respective amount and banding system should be approved at the General Assembly in July 2017. Moreover, EMM added that monetary contributions could be supplemented by value in-kind contributions by Members, donations and other possible sources, as foreseen in the Statutes.

The proposed budget for the period running until 30 June 2017, as well as the roadmap to take a decision on the longer-term financing of SIGA, were approved by the General Assembly by unanimity.



4.3 Communications / Media Strategy

Jonathan Tibbs (“JT”) from Jon Tibbs Associates (“JTA”) presented SIGA Communications Plan.

JT explained that the main objective was to build and protect the SIGA brand (notably the logo and general identity). As an illustration of this, he specified that upon its launch on 30 January, SIGA’s new website received over 100 hack attempts – whose sources they have managed to identify.

JT also emphasised that main elements of SIGA’s Communication Plan will be the registration of the SIGA logo to further secure the organisation’s brand identity, the development of a communications timeline, the identification of key editorial opportunities, the support of stakeholder outreach efforts and the preparation of media operations for SIGA’s next General Assembly, as well as the building of SIGA’s credibility.

SG commented that a new operational team should be recruited within the six-month interim budget and added that the current budget seemed too limited to allow for the appointment of a CEO of the highest calibre. SG said SIGA should try to recruit a CEO now rather than wait until the next SIGA General Assembly. SG suggested setting up a sort of nominations committee to facilitate the process related to both the CEO and Chairman.

EMM agreed that the current interim budget was too low to recruit a CEO and clarified that the idea behind the six-month interim budget was not to hire a CEO, but rather to recruit a professional with managerial skillset to strengthen the operational team and the comms team as part of the transition process into a fully operational SIGA administration. EMM also pointed out that the future CEO and Council, including the Chair and Vice-Chairs, will be appointed in July in accordance with the Statutes, and reiterated the invitation to the SIGA Members to second a staff members, if possible.

5. SIGA Universal Standards on Good Governance, Financial Integrity and Sports Betting Integrity

5.1 Consultation Process – Update

Eddie Marshbaum (“EM”) from QUEST confirmed that internal and external consultation had been on-going on the Universal Standards on Good Governance, Financial Integrity and Sports Betting Integrity. This consultation process has upheld the status of the Universal Standards as a “living document”. It has involved SIGA members, supporters as well as relevant stakeholders beyond these groups.

EM also stressed the key challenges of the consultation process, such as catering for different types of sports organisations (in terms of function, size, internal organisation, legal status, geographical scope, etc.), stressing the central role of compliance (first self-assessment but then independent monitoring and rating system, which is at the core of SIGA’s *raison d’être*) and encouraging organisations to aim for the highest standards in accordance with their means.



EM announced that the consultation is ongoing (notably within the sport & Olympic movement) and that, while the current version of the Standards is already available on SIGA's website, as a token of transparency and to encourage the widest possible consultation, the 2017 revised version of the Universal Standards will be published in July 2017.

The Universal Standards in their current form were acknowledged by the General Assembly.

5.2 Early Adopters and Implementation Plan

Katie Simmonds ("KS"), from ICSS EUROPE, presented the four targeted Early Adopters of the SIGA Universal Standards: (i) The Association of European Professional Football Leagues (EPFL); (ii) The Caribbean Association of National Olympic Committees (CANOC); (iii) The Esports Integrity Coalition (ESIC); and (iv) the Ligue Européenne de Natation (LEN). KS also informed that a training, education and capacity-building workshop on Good Governance and Final Integrity with CANOC members would take place to that end on 2 February 2017 in the margins of the CANOC Assembly General in Colombia.

6. Signing Ceremony of the SIGA Constitution by Founding Members

Representatives of SIGA Founding Members and Committed Supporters signed the approved Statutes of SIGA. The list of Founding Members and Founding Committed Supporters is attached as Annex 3 and Annex 4, which form an integral part of these minutes.

7. SIGA Task Forces - composition, objectives and road map

7.1 Training, Education, Capacity Building

EMM briefly outlined the main objective of the Task Force on Training, Education and Capacity Building and presented its plan of activities and roadmap:

- Definition of the appropriate educational tools – e.g. e-learning/workshops, etc.;
- Conduct of pilot projects to scope existing capacity within early adopter organisations;
- Transition to an e-learning platform in the medium and long term, including giving the early adopters sufficient time to implement the SIGA Universal Standards;
- Development of a two-year timeline including the point at which SIGA becomes a fully operational service organisation

Cindy McCain ("CM") from the McCain Institute then stressed the importance of pre-going and post-evaluation in training and how it should be at the centre of SIGA's capacity-building efforts.

The objectives and roadmap of the Task Force on Training, Education and Capacity Building were approved by the General Assembly.

7.2 Independent Rating System

EMM explained that the main objectives of the Task Force and summarised the main elements of the Task Force's roadmap:



- Analysing similar rating systems in different industries to draw comparisons;
- Agreeing methodology and typology for development of rating system;
- Finding consensus on self-assessment / 'name and fame' approach;
- Devising an implementation strategy;
- Planning a credibility-building strategy so that SIGA achieves mandate to rate
- Developing a certification model

The objectives and roadmap of the Task Force on Independent Assessment and Rating were approved by the General Assembly.

7.3 Governance Model

Michael Pedersen ("MP") from M-INC > Change the Game explained the main purposes of the Task Force. MP also explained that the Task Force will work in priority on incorporating the following key features into SIGA's model:

- Multi-stakeholder, collaborative nature;
- Voluntary membership based – founding members / committed supporters;
- Democratic appointments (election for Council & CEO);
- Council Set-up – Chair, Vice-Chairs, CEO (ex officio), strong emphasis on independence and diversity of membership;
- Eligibility, integrity and professional checks of persons in leadership positions;
- Rules on conflicts of interest, anti-bribery and anti-corruption;
- Procedures on gifts, travel and hospitality to persons in leadership positions;
- Procedures on the procurement of goods and services

The objectives and roadmap of the Task Force on the Governance Model were approved by the General Assembly.

7.4 Budget (Business Plan)

Richard Caborn OBE ("RC"), from QUEST, clarified the objective of the SIGA Budget Task Force, namely to develop a six-month interim budget, an annual budget for July 2017 – June 2018 and a sustainable long-term funding model that ensures independence and success of the organisation.

RC then recapped the main items of the Task Force's plan going ahead:

- Agreement on 6-month interim budget – which was approved earlier during the General Assembly;
- Development within the Task Force of an annual budget for July 2017 – June 2018;
- Development of a five-year operating budget;
- Canvassing of SIGA and its long-term sports integrity fund model to key stakeholders

In that framework, RC drew particular attention on SIGA Sports Integrity Fund a contribution to sports integrity. Reflecting on his experience in the establishment of the World Anti-Doping Agency (WADA) as former UK Minister for Sport, RC explained how the sports integrity fund was an innovative mechanism that would allow to protect SIGA from



the independence and integrity issues WADA has been subject to over the recent past due to its reliance on IOC funding.

The objectives and roadmap of the Task Force on the SIGA Budget and Business Plan were approved by the General Assembly.

8. Other Business

No other business

9. Next Steps

EMM recapped all the decisions that were approved during the General Assembly.

Ian Smith (“IS”) from ESIC paid tribute to EMM and the operational team at ICSS EUROPE and QUEST for their hard work and dedication. IS recognised that ICSS EUROPE has been instrumental in this effort and that the long hours and resources spent in terms of travel and working over weekends to reach this point meant that the success of the Forum and the GA could not have been achieved without them.

EMM also informed the attendees that the next SIGA General Assembly should take place in July 2017 at a precise date and venue to be confirmed in due course.



ANNEX 1

Attendance list

- AGUILAR, Teresa - CEO, Pivot Sport
- AIOLFI, Gemma - Head of Compliance and Corporate Governance / Collective Action, Basel Institute of Governance
- ALMEIDA, João Paulo - Director General, National Olympic Committee of Portugal
- ANASTASIOS, Pantazidis - President, Hellenic Federation of Modern Pentathlon
- BERNAL, Esperanza - La Liga
- BICHI, Alberto - Secretary-General, European Sporting Goods Industry (FESI)
- BISTRICKAITE, Ramune - Sports Lawyer
- BONOLI, Paolo - Professor, Catholic University of Milan
- BOULTON, John - Technical Manager, ICAEW
- BROWN, Kerrith - President, IMMAF
- BUSINARO, Luca - President, European Sporting Goods Industry (FESI)
- CABORN, Richard - Senior Advisor, QUEST
- CAMERON, Jeannie - Managing Director, JCIC International
- CARDENAL, Miguel - Former Secretary of State of Sport for Spain, Government of Spain
- CARVALHO, Jorge - Director of Sport, Portuguese Sport Institute
- ÇIVILER, Ali - Project Director, Turkic Council
- COTTRELL, James H. - Global Chief Ethics Officer, Deloitte
- COURTEAUT, Kajsza - Consultant Business Ethics, ADIT
- EVANGELISTA, David - President, Special Olympics
- VEIGA GOMES, Fernando – President of the Sports Law Commission, UIA
- FLANAGAN, Sir Ronnie - Chair of the Anti-Corruption Unit, International Cricket Council
- FRANCIS, Ty - Executive Vice President & Group Publisher, Ethisphere
- FRISCHKNET, Paulo - Executive Director, European Aquatics
- FULLER, Jaimie - Executive Chairman, SKINS
- GEORGIADES, Klenathis - Chairman, Cyprus Sport Organisation
- GRANT, Chris - Board Member, Sport England
- GREENBERG, Simon - Head of Global Rights, NewsCorp
- GUIA, Diogo - Director, ICSS EUROPE
- HANZAB, Mohammed - President, ICSS
- HASANI, Besim - President, National Olympic Committee of Kosovo
- HASANOV, Ramil - Secretary General, Ambassador, Turkic Council
- HASSON, Oren - CEO, Israeli Professional Football Leagues
- HERSHMAN, Michael - Group CEO, ICSS
- HOGBERG, Curt - Member of Executive Board, Swedish Athletics
- JAY, Patrick - Former Director of Trading, Hong Kong Jockey Club
- JOSEPH, Keith - President, National Olympic Committee of St. Vincent and The Grenadines
- KAZANDJIAN, Danny - General Manager, Rugby League European Federation
- KILLY, Rhadames - Partner, DE GAULLE FLEURANCE & ASSOCIÉS
- KOUTSIOUNDAS, Vassos - Head of Finance, Cyprus Sport Organisation
- LATCOVICH, Meghan - Strategic Advisor, McCain Institute
- LEWIS, Brian - President, CANOC
- LIMA, José Carlos - Coordinator, National Plan for Ethics in Sport of Portugal



- LORENZO, Alfredo - Integrity and Security Director, La Liga
- MACEDO DE MEDEIROS, Emanuel - CEO, ICSS EUROPE & LATIN AMERICA
- MACHADO, Pedro - Partner, PwC *
- MARCOLINO, Paulo - Director-General, Portuguese Sport Foundation
- MARHSBAUM, Eddie - Director, QUEST
- McCAIN, Cindy - Founder, McCain Institute
- McDONELL, Rick - Executive Secretary, ACAMS
- MIGGIANI, Kristina - Intellectual Services Provider, OECD
- MOLINA, David - Vice President Sponsorship Europe, MasterCard
- MOYERSOEN, Patricia - President, AIAF
- NABAIS, Diogo – Deputy Secretary of State of Youth and Sport, Government of Portugal
- O'LEARY, Erica - QUEST
- OLSSON, Lars-Christer - Chairman, EPFL
- PEDERSEN, Michael - Founder, M INC – CHANGE THE GAME
- PIARULLI, Robert - Director General, World Taekwondo Federation
- PUJOL, Thierry - Chief Executive, FDJ
- RAHMAN, Babar - Senior Manager Global Sponsorship, Qatar Airways
- RUSSELL, Sophie - Business Manager, Dow Jones
- SERAFEIM, Ioanna - Head of Office, Government of Greece
- SHELLEY, Andrew - Chief Executive, World Squash
- SIMMONDS, Katie, Director of Sports Governance and Financial Integrity, ICSS EUROPE
- SMITH, Ian – Founder and Commissioner, ESIC
- SOTO, Dani - General Counsel Adviser, Euroleague Basketball
- SPELLER, Paulo - Secretary General, OEI *
- STEVENS, Lord John - Chairman, QUEST
- THIRY, Frédéric - Senior Vice President Business Ethics, ADIT
- TIBBS, Jon - Founder, JTA
- VASSILIADIS, George - Deputy Minister of Culture and Sports, Government of Greece
- VIDAL, Laurent - Professor, Sorbonne
- VILOTTE, Jean-François - Partner, DE GAULLE FLEURANCE & ASSOCIÉS
- WEBB-MOSS Karen - Executive Director Communications, ICSS
- WHITE, Densign - CEO, IMMAF
- YURDAKUL, Emre - Chief of Protocol, Turkic Council

*Participation via conference call



ANNEX 2

SIGA ad interim Council and Coordinator (January – July 2017)

Ad interim – with members by category

From SPORT:

- Lars-Christer Olsson, Chairman, European Professional Football Leagues (EPFL)
- Jason Ferguson, Chairman, World Professional Billiards and Snooker Association
- Brian Lewis, President, Trinidad and Tobago Olympic Committee and Member of the Executive Board of the Caribbean Association of National Olympic Committees (CANOC)

From GOVERNMENTS:

Formerly:

- Shellie Pfohl, Former Executive Director, United States President's Council on Fitness, Sports & Nutrition
 - Miguel Cardenal, Former Secretary of State for Sport of Spain
- Appointments pending

From INTERNATIONAL ORGANISATIONS:

- Leonard McCarthy, Vice President Integrity, World Bank
- David Luna, Chairman, OECD Task Force on Countering Illicit Trade
- Rick McDonell, Executive Director, Association of Chartered Anti-Money Laundering Specialists (ACAMS)

From COMMERCIAL PARTNERS:

- Michael Robichaud, Senior Vice President, Global Sponsorship, MasterCard
- Salam Al Shawa, Senior Vice President Marketing and Corporate Communications, Qatar Airways
- Simon Greenberg, Head of Dow Jones Sport and Global Head of Rights, News Corp

From NGOs:

Mohammed Hanzab, President, International Centre for Sport Security
Mark Pieth, Chairman, Basel Governance Institute
Laurent Vidal, Professor of Law, University Pantheon 1 Paris – Sorbonne

From PRIVATE SERVICES INDUSTRY:

James Cottrell, Global Chief Ethics and Compliance Officer, Deloitte Advisory Services
Pedro Machado, Partner, Financial Services Risk and Regulation Advisory, PwC



ANNEX 3

Founding Members

- ADIT, Represented by: Mr Frédéric Thiry, Senior Vice President Business Ethics
- BASEL INSTITUTE ON GOOD GOVERNANCE, Represented by: Mrs Gemma Aiolfi, Head of Compliance and Corporate Governance / Collective Action
- CARRIBBEAN ASSOCIATION OF NATIONAL OLYMPIC COMMITTEES, Represented by: Mr Brian Lewis, President
- CYPRUS SPORT ORGANISATION, Represented by: Mr Kleanthis Georgiades, Chairman of the Board of Directors
- DELOITTE, Represented by: Mr James H. Cottrell, Global Chief Ethics Officer
- EUROPEAN AQUATICS, Represented by: Mr Paolo Frischknecht, Executive Director
- ESPORTS INTEGRITY COALITION, Represented by: Mr Ian Smith, Commissioner
- DOW JONES SPORT, Represented by: Mr Simon Greenberg, Head
- PLANO NACIONAL DE ÉTICA NO DESPORTO, Represented by: Mr. José Carlos Lima, National Coordinator
- FUNDAÇÃO DO DESPORTO, Represented by: Mr. Paulo Marcolino, Director General
- ICSS EUROPE, Represented by: Mr Mohammed Hanzab, Chairman and Dr. Emanuel Macedo de Medeiros, CEO
- McCAIN INSTITUTE, Represented by: Mrs Cindy McCain, Founder
- NATIONAL OLYMPIC COMMITTEE OF PORTUGAL, Represented by: Mr João Paulo Almeida
- NATIONAL OLYMPIC COMMITTEE OF ST VINCENT & THE GRENADINES, Represented by: Mr Keith Joseph
- NATIONAL OLYMPIC COMMITTEE OF TRINIDAD & TOBAGO, Represented by: Mr Brian Lewis, President
- PIVOT SPORT, Represented by: Mrs Teresa Aguilar, CEO
- QUEST, Represented by: Lord John Stevens, Chairman



- SPANISH FOOTBALL LEAGUE, Represented by: Mr Alfredo Lorenzo, Integrity and Security Director
- SPECIAL OLYMPICS, Represented by: Mr David Evangelista, Acting President and Managing Director
- SWEDISH FOOTBALL LEAGUE, Represented by: Mr. Lars-Christer Olsson, Chairman
- NATIONAL OLYMPIC COMMITTEE OF KOSOVO, Represented by: Mr. Besim Hasani
- ETHISPHERE, Represented by: Mr. Ty Francis
- TURKIC COUNCIL, Represented by: Ambassador Ramil Hasanov



ANNEX 4

Founding Committed Supporters

- ACAMS, Represented by: Mr Rick McDonell, Executive Secretary
- CASE WESTERN RESERVE UNIVERSITY SCHOOL OF LAW, Represented by: Mr Rick McDonell, Adjunct Professor and Chair of the Professional Advisory Committee of the Executive Master of Arts in Financial Integrity
- GOVERNMENT OF THE REPUBLIC OF GREECE, Represented by: Mr George Vassiliades, Deputy Minister of Culture and Sports
- INTERNATIONAL ASSOCIATION FOR SPORTS LAWYERS, Represented by: Ms Patricia Moyersone, President
- M CHANGE THE GAME, Represented by Mr Michael Pedersen, Founder
- UIA, Represented by Mr Fernando Veiga Gomes, President