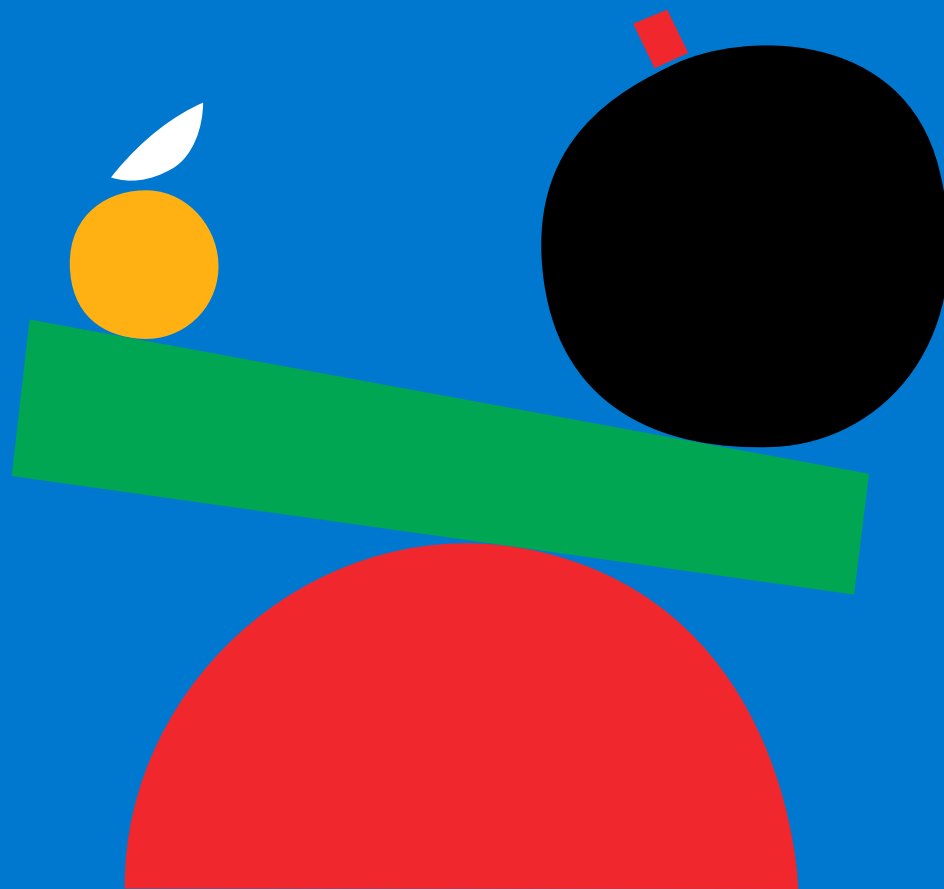


# IPACS SPORT GOVERNANCE BENCHMARK & GUIDELINES INTEGRITY

In case of any discrepancy between the online version and the PDF version of the IPACS Sport Governance Benchmark and Guidelines, please refer to the [online version](#).



# B INTEGRITY

- |  |   |
|--|---|
| <p><b>B1</b> The organisation recognises the IOC Code of Ethics and/or has its own Code of Ethics with designated responsibility for ensuring implementation</p>               | <p><b>B6</b> The organisation makes public all decisions regarding breaches of rules or codes including sanctions, as well as pending cases where permitted</p> |
| <p><b>B2</b> The organisation has anti-doping rules which comply with the World Anti-Doping Code and designated responsibility for ensuring implementation</p>                 | <p><b>B7</b> The organisation has programmes in place regarding safeguarding all persons in, or dealing with the organisation, from harassment and abuse</p>    |
| <p><b>B3</b> The organisation complies with the Olympic Movement Code on the Prevention of the Manipulation of Competitions (and/or national regulations where applicable)</p> | <p><b>B8</b> The organisation is compliant with applicable laws regarding data protection and takes measures to ensure IT security</p>                          |
| <p><b>B4</b> The organisation has confidential reporting mechanisms, including for “whistle-blowers” with a protection scheme for individuals coming forward</p>               | <p><b>B9</b> The governing body of the organisation has committed to a policy of zero tolerance for unethical behaviour</p>                                     |
| <p><b>B5</b> The organisation provides for appropriate investigation of incidents affecting sports integrity</p>   | <p><b>B10</b> The organisation has adopted an anti-corruption Code of Conduct or policy</p>   |

# B1

## THE ORGANISATION RECOGNISES THE IOC CODE OF ETHICS AND/OR HAS ITS OWN CODE OF ETHICS WITH DESIGNATED RESPONSIBILITY FOR ENSURING IMPLEMENTATION

IOC Code of Ethics — [www.olympic.org/code-of-ethics](http://www.olympic.org/code-of-ethics)  
(see latest version).

Code of Ethics — a document that typically sets out the organisation's ethical values and principles; within the Code or in separate, related documents (that may include Codes of Conduct) there will be rules and procedures to implement. Examples of topics to be covered in the document(s) are anti-corruption, standards of behaviour, obligation of loyalty, rules regarding gifts and invitations, conflicts of interest and more (see also Recommendation C8).

For ease of understanding, the reader should take into consideration the following information.

### Subtitles

The subtitles of each section of the Benchmark Guidelines have been shortened for visual purposes. The complete subtitles are listed below.

### Introduction and significance

*Introduction to this Benchmark and its significance*

### Commentary

*Commentary on the action to be taken*

### Investment

*Investment requirement*

### Guidance

*Guidance according to stage of organisation*

### Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

### Language

The French version is underway.

The organisation recognises the IOC Code of Ethics and/or has its own Code of Ethics with designated responsibility for ensuring implementation

## INTRODUCTION AND SIGNIFICANCE

A Code of Ethics, together with any related documents, helps people involved with the organisation understand the standard of behaviour expected from them and that they should expect from others.

A Code of Ethics and related documents provide a set of rules which will allow for a disciplinary case in the event of an alleged breach.

Having a Code of Ethics can help to position an organisation in a positive way with stakeholders.

### Commentary

Develop and formally adopt a Code of Ethics (and related documents for rules and procedures if they are separate) or recognise the IOC Code of Ethics within the organisation's regulations.

Clarify whether or not the Code of Ethics applies to staff as well as officials.

The organisation's Code should be published alongside other relevant regulations (refer to IPACS Recommendation A1).

Staff regulations may be handled separately.

Link the Code of Ethics with the anti-corruption Code of Conduct (see Recommendation B10).

In either the Code or associated rules the organisation should set out the process for the suspension and removal of persons in decision-making roles in the event of misconduct (including breach of duties or any rule).

There is designated responsibility for oversight, implementation, monitoring and sanctioning associated with the Code.

### Investment

Adoption of appropriate rules and procedures involves limited costs; more resources may be required for detecting possible breaches of the Code and conducting investigations.

### Guidance

#### 1. Early stage

The organisation has developed and adopted a Code of Ethics covering key topics and relevant procedures, which is published and clearly endorsed by senior management.

Alternatively, the organisation officially recognises the IOC Code of Ethics, for example in its Statutes or prominently on its website.

#### 2. Developing

Senior management either has designated responsibility for oversight and implementation of the Code, or an individual who reports directly to senior management.

The organisation dedicates adequate resources for detecting possible breaches of the Code and investigating.

The investigation process is handled independently.

#### 3. Advanced

The organisation carries out regular educational work with stakeholders about the Code, at least annually.

The organisation recognises the IOC Code of Ethics and/or has its own Code of Ethics with designated responsibility for ensuring implementation

## GOOD PRACTICE EXAMPLES

### International Federations

**FIG** — There is an Independent Gymnastics Ethics Foundation, which includes a dedicated Compliance Officer (Article 4.3 of the [GEF Operational Rules](#)).

**BWF** — There is an [Integrity Unit](#) and an [Ethics Hearing Panel](#) with rules and procedures published. The BWF integrity programme includes educational activities. [Outcomes of the Panel](#) are published, including an archive.

**UCI** — The Ethics Commission is elected by Congress — see [Code of Ethics](#), article 12. Evidence of activity included [report from the Chair to Congress](#).

**IBU** — [Biathlon Integrity Unit](#) is operationally independent.

**International Orienteering Federation** — [Independent Ethics Panel](#) established with rulings and minutes from meetings published. IOF Office co-ordinates with Ethics Panel. Code of Ethics, Cases and Reports to the General Assembly published.

### Overall standard among International Federations

All 31 members of ASOIF had a Code of Ethics or referenced the IOC Code of Ethics within their regulations. 30 members had a dedicated unit/officer in place to oversee and implement such codes.

This topic was one of 20 covered in the 2018-19 GAISF assessment for non-Olympic sports (compared to 50 topics for Olympic sports) as it was judged to be important and feasible for small organisations to achieve.

### National Olympic Committees

**Canadian Olympic Committee** — [Policy Statement on Conduct](#).

**Colombian Olympic Committee** — [Code of Ethics](#).

**Swiss Olympic Committee** — [Code of Ethics](#) and [Code of Conduct](#).

### National Federations

**Singapore Table Tennis Association** — [Codes of Conduct](#) for people in different roles.

The organisation recognises the IOC Code of Ethics and/or has its own Code of Ethics with designated responsibility for ensuring implementation

## SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 3.1.

[SIGGS](#) — Principle 1 (Integrity), Indicator 1: How would you define the code of conduct of your organisation.

[SIGGS](#) — See Roadmap Principle 1, Headline 1.1: Personal Integrity.

[European Commission Expert Group on Good Governance, “Principles of good governance in sport”](#):

Principle 1.b: Goals and principles.

Principle 2.a: Development of a code of ethics.

Principle 2.b: Basic rules on the content and enforcement of the code.

Principle 4.e (5): Minimum democratic principles for appointment to decision making bodies — The enforcement of a code of conduct or by-law which includes an express obligation for decision makers to:

- Adopt the highest ethical practices;
- Act independently in the interests of the sports body as a whole;
- Not make decisions in which they have a business or personal interest;
- To declare conflicts of interest.

Principle 6.a (4): Requirements for the board — Board members should act independently in the best interests of the sports body as a whole and in accordance with their legal and fiduciary duties.

Principle 7.b: Need for a separate judicial/disciplinary framework.

Parliamentary Assembly of the Council of Europe, [Addendum to the report “Working towards a framework for modern sports governance”](#).

Criterion 3.2: Ethics/Integrity Code for all members and officials.

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Principle 39: The organisation takes steps to ensure that applicable rules of conduct are adequately checked and that transgressors face consequences

Develop, adapt and implement ethical principles and IOC’s [“Consolidated Minimum Requirements for Implementation of the Basic Principles of Good Governance for NOCs”](#):

Theme 3.6: Code of Ethics and ethical issues, Principles 1–3:

- Develop, adapt and implement ethical principles and rules
- Ethical rules should refer to and be inspired by the IOC Code of Ethics
- Monitor the implementation of ethical principles and rules

Document EPAS(2018)47rev3 — “Optimising the processes of compliance with good governance principles to mitigate the risk of corruption”:

Paragraph 3: Conflict of interest:

- Indicator 3.5: An independent unit or a body is identified and in charge of ensuring the application of the rules on conflicts of interest, to advise members of the bodies, to initiate investigations proactively and to propose sanctions

ASOIF indicator 3.1 — Scoring definitions used in 2019-20 assessment

0. No.

1. A designated staff member/unit has responsibility for keeping the Code of Ethics updated.
2. Designated responsibility and a defined process for dealing with breaches of the Code of Ethics.
3. Designated responsibility and a defined process and resources for investigating breaches, evidence of implementation.
4. State of the art Ethics/Integrity unit with defined process, education, resources for dealing with breaches, outcomes published.

# B2

## THE ORGANISATION HAS ANTI-DOPING RULES WHICH COMPLY WITH THE WORLD ANTI-DOPING CODE AND DESIGNATED RESPONSIBILITY FOR ENSURING IMPLEMENTATION

World Anti-Doping Code (WADC) — [The World Anti-Doping Code](#) as published by the World Anti-Doping Agency (WADA).

For ease of understanding, the reader should take into consideration the following information.

### Subtitles

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#### Introduction and significance

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*Investment requirement*

#### Guidance

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### Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

### Language

The French version is underway.

The organisation has anti-doping rules which comply with the World Anti-Doping Code and designated responsibility for ensuring implementation

## INTRODUCTION AND SIGNIFICANCE

Doping is one of the biggest risks to the credibility and integrity of sport.

Anti-doping programmes seek to protect the health of athletes and to provide the opportunity for athletes to pursue human excellence without the use of prohibited substances and methods.

Anti-doping programmes seek to maintain the integrity of sport in terms of respect for rules, other competitors, fair competition, a level playing field and the value of clean sport to the world.

Organisations in the Olympic Movement are required to adopt and implement the WADC.

### Commentary

The organisation should adopt and publish its anti-doping rules and policy plus associated activity, ideally on a dedicated section of its website.

Governments should ratify the UNESCO International Convention against doping in sport and give it effect.

The organisation's rules should comply with applicable standards, such as domestic legislation (where it exists), the WADC and the international standards complementing the WADC.

For national level organisations, the rules should also align with the relevant regulations of the government, National Anti-Doping Organisation (NADO) and International Federation/National Federation.

The organisation should undertake anti-doping prevention and education activities aimed at athletes, coaches, officials and other relevant stakeholders, in line with applicable standards.

For organisations that are signatories to the WADC, compliance with the world anti-doping programme as set out by WADA is required.

### Investment

Significant investment may be required, proportionate to the specific nature of the organisation and sport.



The organisation has anti-doping rules which comply with the World Anti-Doping Code and designated responsibility for ensuring implementation

## Guidance

### 1. Early stage

The organisation has rules in place that are compliant with the WADC and applicable NADO regulations, including the Articles of the [WADC](#) which must be implemented without substantive changes (see Article 23.2.2.) and any other applicable regulations.

[Model rules](#) are available for different types of organisations.

The organisation implements the required standards, especially testing, results management and therapeutic use exemptions by itself or outsources it to a delegated third-party.

### 2. Developing

The organisation designates responsibility for ensuring compliance with the relevant rules.

The organisation implements the relevant rules and sets up necessary independent expert committees or outsources all or part of its anti-doping programme to a delegated third party.

The organisation publishes details of anti-doping activity, including testing statistics, prevention and educational programmes and other relevant work at least annually (e.g. summary in the annual report).

The organisation publishes the outcome of any anti-doping disciplinary cases.

In the case of International Federations, the organisation implements and funds an independent anti-doping programme.

### 3. Advanced

Critical functions are ensured by entities whose independence is guaranteed by internal rules or outsourced, for instance to the International Testing Agency (ITA), to an external unit or to any other credible delegated third party with relevant expertise.

The organisation has anti-doping rules which comply with the World Anti-Doping Code and designated responsibility for ensuring implementation

## GOOD PRACTICE EXAMPLES

### International Federations

**World Taekwondo** — Anti-doping programme [partnered with the ITA](#) and [table of suspensions](#).

**FIG** — Anti-doping programme [outsourced to the ITA](#) and [anti-doping sanctions](#).

**World Athletics** — The anti-doping programme is managed by the independent Athletics Integrity Unit. [Procedures are explained](#) and there is an [annual report](#). — [Sanctions are published](#).

### Overall standard among International Federations

All 31 members of ASOIF had anti-doping rules published with 30 publishing some form of testing statistics.

### Continental Bodies

**European Athletics** — [Anti-Doping overseen by Competition Department and Medical and Anti-Doping Commission](#).

### National Olympic Committees / National Anti-Doping Organisations

**USOPC** — [All doping-related rules published](#).

**Anti-Doping Agency of Kenya** — [Full anti-doping rules and information published](#).

**Norwegian Sports Confederation and Olympic and Paralympic Committee (NIF)** — [Anti-doping rules published](#) and [summary of disciplinary decisions, including anti-doping rule violations](#).

### National Federations

**Turkish Athletic Federation** — [Full anti-doping rules and information published](#).

The organisation has anti-doping rules which comply with the World Anti-Doping Code and designated responsibility for ensuring implementation

## SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 3.2.

WADA — [World Anti-Doping Code](#).

WADA — [Model Rules](#).

WADA — Anti-Doping Education and Learning Platform ([ADEL](#)).

[International Testing Agency](#) — International applicable legal standards from [UNESCO](#) and [Council of Europe](#).

[SIGGS](#): Principle 1 (Integrity), Indicator 10: “How do you deal with the threat of doping?” and Indicator 11: “Who within the organisation is responsible for anti-doping matters?”

[SIGGS](#): See Roadmap Principle 1, Headline 4: Integrity of sport competitions: Fight against doping.

European Commission Expert Group on Good Governance  
— [“Principles of Good Governance in Sport”](#), Principle 1.b: Goals and Principles — All sports bodies should, in any event, formally commit to the fight against doping and discrimination, the maintenance of sporting integrity and the adoption of ethical practices.

Parliamentary Assembly of the Council of Europe  
— [Addendum to the report “Working towards a framework for modern sports governance”](#), Criterion 3.2: Ethical and disciplinary control — Fight against doping and adoption of World Anti-Doping Code.

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Principle 47: The organisation implements an anti-doping policy.

IOC’s [“Consolidated Minimum Requirements for Implementation of the Basic Principles of Good Governance for NOCs”](#)

Theme 6.4 “Fight against doping”:

- Sports organisations shall fight against doping and uphold antidoping policy;
- Zero tolerance in the fight against doping should be encouraged in all sports organisations at all levels.
- Sports organisations shall protect the athletes from doping in particular through prevention and education.

ASOIF indicator 3.2 — Scoring definitions used in 2019-20 assessment

0. No.

1. A designated individual staff member/officer has responsibility for World Anti-Doping Code compliance.
2. Anti-doping team and officials in place with appropriate expertise and resources.
3. Anti-doping team and officials in place with appropriate expertise and resources, outcomes published.
4. State of the art independent anti-doping programme.

# B3

## THE ORGANISATION COMPLIES WITH THE OLYMPIC MOVEMENT CODE ON THE PREVENTION OF THE MANIPULATION OF COMPETITIONS (AND/OR NATIONAL REGULATIONS WHERE APPLICABLE)

[Olympic Movement Code on the Prevention of the Manipulation  
of Competitions](#) (OMCPMC) — The Code published by the IOC.

For ease of understanding, the reader should take into consideration the following information.

### Subtitles

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#### Introduction and significance

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#### Commentary

*Commentary on the action to be taken*

#### Investment

*Investment requirement*

#### Guidance

*Guidance according to stage of organisation*

### Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

### Language

The French version is underway.

The organisation complies with the Olympic Movement Code on the Prevention of the Manipulation of Competitions (and/or national regulations where applicable)

## INTRODUCTION AND SIGNIFICANCE

The manipulation of competitions, whether related to gambling or other motivations, is one of the biggest threats to the credibility and integrity of sport.

International Federations and National Federations in the Olympic Movement are required to adopt and implement the Code with responsibilities also for National Olympic Committees.

There are related domestic laws and regulations in some countries, such as criminal and gambling legislation.

### Commentary

The organisation should adopt dedicated rules or policies on the prevention of manipulation of competitions which are compliant with applicable standards, such as the OMCPMC and relevant domestic laws and regulations (where they exist); rules and policies should be reviewed at regular intervals.

The organisation should take steps to repress potential manipulation, for example by considering the impact of marketing strategy decisions.

The organisation's rules should be published alongside other relevant regulations (refer to IPACS Recommendation A1).

### Investment

The level of investment should be based on a risk assessment; limited resources are needed to adopt appropriate rules. The Olympic Movement Unit on the Prevention of the Manipulation of Competitions (IOC) provides free support for the adoption of appropriate rules at international level as well as to governments for the adoption of national legislation.

### Guidance

#### 1. Early stage

The organisation adopts rules and policies that are compliant with the OMCPMC and/or domestic laws and regulations, as applicable, and reviews them regularly.

The organisation co-operates with public authorities where appropriate.

#### 2. Developing

The organisation implements the rules appropriately by putting in place practical measures to facilitate compliance (for example, conducting risk assessments, exchanging information with relevant stakeholders, reporting to public authorities when necessary).

The organisation takes steps to repress potential manipulation, for example by considering the impact of marketing strategy decisions.

#### 3. Advanced

The organisation dedicates appropriate expertise and resources to compliance, which includes education work and investigative capacity

The organisation publishes the outcomes of any cases following the disciplinary process.

The organisation complies with the Olympic Movement Code on the Prevention of the Manipulation of Competitions (and/or national regulations where applicable)

## GOOD PRACTICE EXAMPLES

### International Federations

**BWF** — [Code of Conduct in Relation to Betting, Wagering and Irregular Match Results](#). The [anti-match fixing programme](#) falls within the Integrity Unit's scope of work.

**FEI** — [FEI Code on the prevention of the manipulation of competitions](#)  
—Appendix G. [Details of a case](#) have been published.

**World Athletics** — Rules on the Manipulation of Sports Competition are published — see [Book D4.2](#). The topic is also referenced in Rule 3.3.4 of the [Book D1.1](#).  
[Integrity Code of Conduct](#).

**IIHF** — [Integrity Hub](#).

### Overall standard among International Federations

All 31 members of ASOIF have rules published aligned with the Olympic Movement Code on the Prevention of the Manipulation of Competitions.

### Continental Bodies

**International Committee of the Mediterranean Games** — [specific regulations relating to sport betting](#).

**Olympic Council of Asia** — [rules to protect against competition manipulation](#).

### National Olympic Committees

[Denmark Match-Fixing rules](#) — covering multiple stakeholders.

### National Federations

**Zimbabwe Cricket** — [anti-corruption code](#).

The organisation complies with the Olympic Movement Code on the Prevention of the Manipulation of Competitions (and/or national regulations where applicable)

## SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 3.3.

[Council of Europe Convention on the Manipulation of Sports Competitions](#) (2014)

[Olympic Movement Code on the Prevention of the Manipulation of Competitions](#) (compliant with the Council of Europe Convention, specifically Article 7 on the obligations of sport organisations)

[SIGGS](#) — Principle 1, Indicator 12: How do you deal with the threat of competition manipulation or match-fixing?

[SIGGS](#) — See Roadmap Principle 1, Headline 5: Integrity of sport competitions: Fight against competition manipulation.

European Commission Expert Group on Good Governance, [“Principles of Good Governance in Sport”](#) — Principle 1.b: Goals and Principles — All sports bodies should, in any event, formally commit to the fight against doping and discrimination, the maintenance of sporting integrity and the adoption of ethical practices.

Parliamentary Assembly of the Council of Europe, [Addendum to the report “Working towards a framework for modern sports governance”](#), Criterion 3.2: Ethical and disciplinary control — Fight against match-fixing.

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Principle 51: The organisation implements a policy to combat match-fixing.

IOC’s [“Consolidated Minimum Requirements for Implementation of the Basic Principles of Good Governance for NOCs”](#)

Theme 6.6 “Fairness and fair play”, Principle 4:

- The undue influence of betting shall be avoided
- The NOC must be heavily involved in educating its members, athletes, coaches and other members of the Olympic Movement in the country against illegal betting and competition manipulation/fixing

ASOIF indicator 3.3 — Scoring definitions used in 2019-20 assessment

0. No.

1. Recognition and implementation of the Code to a certain degree but limited compliance (e.g. rules not fully Code compliant and no/limited education or investigative capacity).
2. Resources dedicated to complying with the Code (e.g. rules fully compliant, member of IBIS, some evidence of education).
3. Appropriate expertise and resources dedicated to complying with the Code which includes education and investigative capacity.
4. State of the art compliance with the Code which includes publication of case outcomes.

# B4

## THE ORGANISATION HAS CONFIDENTIAL REPORTING MECHANISMS, INCLUDING FOR “WHISTLE-BLOWERS” WITH A PROTECTION SCHEME FOR INDIVIDUALS COMING FORWARD

Confidential reporting mechanism — a secure method for individuals to report any wrongdoing or activity that appears to violate the law or the organisation’s regulations, policies and procedures.

Whistle-blower — an individual who reports certain types of wrongdoing relating to an organisation, group or individual; definitions may vary depending on national legislation.

Protection scheme — protective measures that can be put in place; while more advanced protection requires action from public authorities and/or other stakeholders, a sports organisation should ensure confidentiality/anonymity (as appropriate) of the individual who reports and/or the victim and prohibit retaliation.

For ease of understanding, the reader should take into consideration the following information.

### Subtitles

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*Commentary on the action to be taken*

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*Investment requirement*

#### Guidance

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### Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

### Language

The French version is underway.



The organisation has confidential reporting mechanisms, including for “whistle-blowers” with a protection scheme for individuals coming forward

INTRODUCTION AND SIGNIFICANCE

It is important that people who are aware of or suspect wrongdoing are able to report it in a safe, secure manner with the option to remain anonymous in order to protect their identity.

Whistle-blowing is believed to be an effective tool to detect and combat wrongdoing of various types.

**Commentary**

A whistle-blowing or confidential reporting policy should be developed.

A procedure should be in place to investigate reports received, with protection measures for the person who makes the report and for any victim (if they are another person), including from retaliation.

The organisation’s rules should be published alongside other relevant regulations (refer to IPACS Recommendation A1).

**Investment**

The level of investment should be proportionate to the specific nature of the organisation and the sport(s).

The organisation has confidential reporting mechanisms, including for “whistle-blowers” with a protection scheme for individuals coming forward

## Guidance

### 1. Early stage

The organisation has a link on its website to one or more credible external reporting platforms (e.g. IOC and WADA).

### 2. Developing

The organisation has a confidential reporting policy and a basic reporting mechanism (e.g. a form on the website or a dedicated e-mail address) with confidentiality and security for the individual and other parties assured.

The policy sets out the procedure for processing and investigating reports and designates responsibility.

The investigation process is handled independently. The organisation takes steps to protect and support any individuals who report and the victim (if they are a different person), including from retaliation.

The organisation takes action based on credible reports, which can include referral to the relevant public authorities.

### 3. Advanced

The organisation has a robust, easily accessible and confidential reporting mechanism, which may operate through an external supplier.

The organisation carries out educational work to ensure that all stakeholders, whether internal or external, are aware of the reporting mechanisms available to them.

The organisation monitors the quality and effectiveness of its reporting system through the implementation of indicators (such as number of reports received, shelved or processed; processing times, problems raised) and improves its procedures accordingly.

The organisation informs individuals who report, where they can be identified, how their reports were processed.

The organisation provides support and guidance to whistle-blowers and victims.

The organisation has a duty to report in place for individuals who become aware of or suspect wrongdoing.

The organisation takes disciplinary action against acts of retaliation.

The organisation allows for individuals who report and victims to seek remedy.

The organisation has confidential reporting mechanisms, including for “whistle-blowers” with a protection scheme for individuals coming forward

## GOOD PRACTICE EXAMPLES

### International Federations

**ITF** — [A whistle-blowing policy](#) is published and various [reporting mechanisms](#) are in place, depending on the topic.

**FIFA** — Information about reporting mechanisms is published on fifa.com. FIFA Compliance Pocket Guide on Raising Concerns is a document that explains what, why, who and how to raise a concern, which includes a non-retaliation policy. An external supplier manages the reporting mechanism. The [Annual Governance Report](#) has a section on reporting tools and a brief summary on activity — see pages 26–27.

**World Rugby** — The [confidential reporting policy](#) is published with a dedicated e-mail address.

**World Athletics** — The independent [Athletics Integrity Unit](#) has a reporting mechanism.

### Overall standard among International Federations

26 out of 31 members of ASOIF had developed their own reporting mechanism.

### Continental Bodies

**European Athletics** — [Integrity Platform](#).

### National Olympic Committees

**U.S. Olympic and Paralympic Committee** [reporting platform](#).

### National Federations

**Badminton Association of Malaysia** — [Whistleblower Policy](#).

The organisation has confidential reporting mechanisms, including for “whistle-blowers” with a protection scheme for individuals coming forward

## SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 3.5.

[SIGGS](#) — See Roadmap Principle 1, Headline 4: Integrity of sport competitions: Fight against doping (Section on Anti-doping policy: hotline/confidential reporting system).

[SIGGS](#) — See Roadmap Principle 1, Headline 5: Integrity of sport competitions: Fight against competition manipulation (Section on: Competition Manipulation policy: hotline/confidential reporting system).

UNODC — IOC — [Reporting Mechanisms in Sport — A Practical Guide for Development and Implementation](#).

[Council of Europe Recommendation on the Protection of Whistleblowers in the Context of the Fight Against Doping in Sport](#).

Parliamentary Assembly of the Council of Europe, [Addendum to the report “Working towards a framework for modern sports governance”](#), Criterion 3.2: Ethical and disciplinary control — Mechanisms for whistle-blower protection

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations, Principle 41: The organisation establishes procedures that ensure whistleblower protection

[G20 High-Level Principles for the Effective Protection of Whistleblowers](#).

Document EPAS(2018)47rev3 — “Optimising the processes of compliance with good governance principles to mitigate the risk of corruption”:

Paragraph 3: Conflict of interest

- Indicator 3.5: Due diligence reporting mechanisms are established for stakeholders and confidential reporting allows to manage comments and allegations by whistle-blowers

ASOIF indicator 3.5 — Scoring definitions used in 2019-20 assessment

0. No.

1. Some evidence of a response to comments and allegations.
2. A confidential reporting mechanism is in place for whistle-blowers.
3. A confidential reporting mechanism is in place for whistle-blowers with evidence of action taken.
4. State of the art reporting mechanism with evidence of action taken, externally verified and some form of protection scheme for individuals coming forward.

# B5

## THE ORGANISATION PROVIDES FOR APPROPRIATE INVESTIGATION OF INCIDENTS AFFECTING SPORTS INTEGRITY

Sports integrity — moral and ethical principles underpinning sport, covering integrity of people, competitions and organisations; issues affecting sports integrity are those that make people doubt that sport is a true, fair and safe contest or that it is ethical; threats to sports integrity include abuse of function, cheating, match manipulation (gambling-related or other), doping and bullying and harassment, among others.

For ease of understanding, the reader should take into consideration the following information.

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### Updates

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### Language

The French version is underway.

The organisation provides for appropriate investigation of incidents affecting sports integrity

# INTRODUCTION AND SIGNIFICANCE

It is important that sporting competitions are believed to be a true, fair and safe contest between participants; if sports integrity is threatened, there are fundamental risks that confidence and trust will be lost by stakeholders in the sports movement.

While it is important to have the necessary rules in place, adequate resources should also be made available to investigate alleged breaches of the organisation’s rules in relation to sports integrity.

## Commentary

The procedure for investigations should be set out within the relevant rules (see also Recommendations B1 on the Code of Ethics, B2 on anti-doping, B3 on match manipulation and B7 on safeguarding).

The organisation should allow for victims to seek remedy.

The organisation’s rules should be published alongside other relevant regulations (refer to IPACS Recommendation A1).

Appropriate resources should be made available.

## Investment

The level of investment should be proportionate to the specific nature of the organisation and the sport(s).

The organisation provides for appropriate investigation of incidents affecting sports integrity

## Guidance

### 1. Early stage

The organisation makes reference in its rules to the procedure for investigations (e.g. an ad hoc person or panel is designated to conduct the investigation within specific parameters).

The organisation co-operates with public authorities when there is suspicion of a criminal offence.

### 2. Developing

The organisation has a defined process and appropriate resources for investigating threats to sports integrity, such as a designated individual or commission with sufficient expertise.

The investigation process is handled independently.

The rules allow for victims to seek remedy.

The overall approach is shaped by an assessment of risk and legal obligations.

### 3. Advanced

The organisation has a state-of-the-art intelligence-gathering and investigation process, which includes the use of external services where applicable.

The organisation can show evidence of implementation of the procedures.

The organisation monitors the effectiveness of its procedures and improves them according to lessons learned through practical implementation.

The organisation publishes details of cases/ investigations, protecting personal data in accordance with applicable standards, working with public authorities where necessary.

The organisation provides for appropriate investigation of incidents affecting sports integrity

## GOOD PRACTICE EXAMPLES

### International Federations

**FEI** — There is a dedicated [Equestrian Community Integrity Unit](#), which investigates cases and reports to the General Assembly —see paragraph 32 in the [2018 minutes](#).  
[Guidelines for the evidence gathering process](#).

**ITF** — There is an [International Tennis Integrity Agency](#).

**World Athletics** — The [rules](#) and [processes](#) for investigations are clearly explained.

**FIS** — [Investigations are outsourced to a specialist supplier](#).

### Overall standard among International Federations

30 out of 31 members of ASOIF had clear processes and rules for investigations, including participation in the IOC's Integrity Betting Intelligence System (IBIS).

### National Olympic Committees

**Moroccan Olympic Committee (CNOM)** — [Independent arbitration chamber](#).

**German Olympic Sports Confederation (DOSB)** — [Ombudsman to investigation alleged breaches of rules](#).

### National Federations

[Sport Dispute Solutions Ireland](#) — independent dispute resolution service for Irish sport.



The organisation provides for appropriate investigation of incidents affecting sports integrity

## SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 3.6.

Council of Europe, Enlarged Partial Agreement on Sport  
— [Guidelines on sport integrity](#).

Parliamentary Assembly of the Council of Europe, [Addendum to the report  
“Working towards a framework for modern sports governance”](#)  
— Principle 3.2: Ethical and disciplinary control.

ASOIF indicator 3.6 — Scoring definitions used in 2019-20 assessment

0. No.
1. Some reference to investigation of threats to sports integrity in official documents.
2. Defined investigation process for threats to sports integrity (e.g. through participation in IBIS).
3. Dedicated resources and process for threats to sports integrity, evidence of implementation.
4. State of the art intelligence gathering and investigation process for threats to sports integrity, evidence of implementation (e.g. case management system, cases investigated in accordance with due process).

# B6

## THE ORGANISATION MAKES PUBLIC ALL DECISIONS REGARDING BREACHES OF RULES OR CODES INCLUDING SANCTIONS, AS WELL AS PENDING CASES WHERE PERMITTED

Decisions regarding breaches of rules or codes — the current status or decisions reached regarding cases where one or more individuals or organisations are charged with breaching the organisation's rules (for example, a disciplinary process resulting in a suspension).

For ease of understanding, the reader should take into consideration the following information.

### Subtitles

The subtitles of each section of the Benchmark Guidelines have been shortened for visual purposes. The complete subtitles are listed below.

### Introduction and significance

*Introduction to this Benchmark and its significance*

### Commentary

*Commentary on the action to be taken*

### Investment

*Investment requirement*

### Guidance

*Guidance according to stage of organisation*

### Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

### Language

The French version is underway.

The organisation makes public all decisions regarding breaches of rules or codes including sanctions, as well as pending cases where permitted

## INTRODUCTION AND SIGNIFICANCE

It is important that the organisation shows that the rules and codes are enforced and that breaches result in appropriate action being taken.

Publishing such decisions and information about the process, in accordance with applicable privacy/data protection rules, can help increase trust in the organisation among stakeholders, both internally and externally.

### Commentary

Decisions and/or pending cases should be published on a specific section of the website.

The list of decisions published should show active sanctions (such as suspensions); it is possible that suspensions or other historic sanctions may be removed from a published list once they are no longer in force.

If there are no such decisions or current sanctions, it may be helpful to note this on the website to demonstrate that information would be provided in the event of a case.

Legal advice may be needed as privacy rules can vary around the world; particular care is needed if there is associated law enforcement action.

Protection of the rights of victims should be considered at all times in decisions about the publication of disciplinary decisions.

### Investment

#### Limited

Publication of existing information; legal advice may be needed on occasion.

### Guidance

#### 1. Early stage

The organisation publishes on its website a summary of decisions/sanctions in force with basic details, such as a summary table showing individuals or organisations who are suspended with the rule breach listed.

The organisation complies with applicable privacy laws (which may restrict the information that can be published, in some cases).

#### 2. Developing

The organisation publishes the decisions/sanctions currently in force, with further detail on the cases.

The organisation publishes full details of at least one case, such as the report from a disciplinary commission.

#### 3. Advanced

The organisation publishes full details of every decision, in an appropriate manner, according to relevant regulations.

The organisation publishes pending cases, where permitted by regulations.

The organisation publishes an archive of previous decisions/sanctions.

The organisation makes public all decisions regarding breaches of rules or codes including sanctions, as well as pending cases where permitted

## GOOD PRACTICE EXAMPLES

### International Federations

**World Triathlon** — [Tribunal cases are published](#), including full, reasoned decisions.

[Anti-doping cases](#) identify the basic facts and the period of ineligibility.

**UWW** — [All disciplinary decisions](#) are published on a specific section of the website.

**World Rugby** — [Full judicial decisions are published](#) on a designated section of the website and there are associated news stories.

**ISU** — [Disciplinary decisions](#) are published in full.

### Overall standard among International Federations

All 31 members of ASOIF published at least some form of summary decisions of cases.

### National Olympic Committees

**International Olympic Committee** — [Ethics Commission decisions published](#).

### National Federations

**Anti-Doping Authority of Portugal (ADOP)** — [List of sanctions for anti-doping rule violations](#).

**Sport Integrity Australia** — [Disciplinary sanctions published](#).

**Aruba Olympic Committee** — [Publication of sanctions for anti-doping rule violations](#).

The organisation makes public all decisions regarding breaches of rules or codes including sanctions, as well as pending cases where permitted

## SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 3.7.

[SIGGS](#) — Principle 1, Indicator 5: How would you define your organisation's sanctions system for dealing with cases of misconduct?

Parliamentary Assembly of the Council of Europe, [Addendum to the report "Working towards a framework for modern sports governance"](#). Principle 3.2: Ethical and disciplinary control — Make public all decisions of disciplinary bodies and related sanctions

ASOIF indicator 3.7 — Scoring definitions used in 2019-20 assessment

0. No.
1. Some information about decisions of disciplinary bodies and related sanctions published.
2. All decisions of disciplinary bodies and related sanctions published.
3. Full decisions of disciplinary bodies and related sanctions published.
4. Full decisions of disciplinary bodies and related sanctions published promptly with appropriate details and extra info (e.g. mutual recognition of decisions, disciplinary process).

# B7

## THE ORGANISATION HAS PROGRAMMES IN PLACE REGARDING SAFEGUARDING ALL PERSONS IN, OR DEALING WITH THE ORGANISATION, FROM HARASSMENT AND ABUSE

Safeguarding — action to prevent persons involved in the activities of the organisation suffering from all forms of harm, harassment, bullying, abuse and neglect.

For ease of understanding, the reader should take into consideration the following information.

### Subtitles

The subtitles of each section of the Benchmark Guidelines have been shortened for visual purposes. The complete subtitles are listed below.

#### Introduction and significance

*Introduction to this Benchmark and its significance*

#### Commentary

*Commentary on the action to be taken*

#### Investment

*Investment requirement*

#### Guidance

*Guidance according to stage of organisation*

### Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

### Language

The French version is underway.

The organisation has programmes in place regarding safeguarding all persons in, or dealing with the organisation, from harassment and abuse

## INTRODUCTION AND SIGNIFICANCE

People involved in sports organisations have a right to be safe and to feel safe.

The organisation has a duty of care towards people involved in its activities.

Abuse impedes the protection and promotion of human rights.

It is important that stakeholders both inside and outside the organisation have confidence that there is appropriate protection for people involved, whether as participants, volunteers, staff, coaches, referees, parents or in other roles. It should be possible for victims to seek remedy.

High-profile and tragic cases in sport across the world in recent years have demonstrated that sports organisations face safeguarding risks, as do organisations of many other types.

There has been an increase in the number of cases of harassment and abuse being reported in sport as in other sectors, perhaps partly linked to changes in societal attitudes and increased availability of reporting mechanisms.

### Commentary

The organisation should have rules and procedures in place to protect against the risk of harassment and abuse.

Rules and procedures should be aligned to relevant national legislation/guidelines and international standards, such as the [IOC Safeguarding Toolkit](#).

The organisation should co-operate with public authorities, when necessary.

The organisation should allow for victims to seek remedy.

The organisation's rules should be published alongside other relevant regulations (refer to IPACS Recommendation A1).

### Investment

Limited resources are required to put appropriate rules in place, using guidance available from multiple sources; implementing procedures will require some investment.

The organisation has programmes in place regarding safeguarding all persons in, or dealing with the organisation, from harassment and abuse

## Guidance

### 1. Early stage

The organisation formally adopts appropriate standards, such as national guidelines or the IOC Toolkit for IFs and NOCs.

The organisation respects the rights of the victim.

The organisation co-operates with public authorities, where necessary.

### 2. Developing

The organisation has its own safeguarding policy aligned to appropriate standards.

The organisation has a designated and suitably qualified individual or group who leads on safeguarding issues.

The investigation process is handled independently, meaning by an individual or group who is free from any close connection to the organisation and from holding any interest that could interfere with their duties.

The organisation can demonstrate that action has been taken on safeguarding matters.

The organisation communicates publicly about safeguarding issues, while respecting the rights of victims, including their confidentiality.

The organisation allows for victims to seek remedy.

### 3. Advanced

The organisation provides mandatory education on safeguarding for people involved with its activities.

The organisation can demonstrate that action has been taken in an effective and timely manner.

The organisation, led by the governing body, updates the safeguarding policy based on lessons learned from experience, consulting with victims where applicable.

The organisation offers appropriate support for any individual who suffers harassment or abuse while involved in the organisation or dealing with it.

The governing body takes account of safeguarding in its decision-making.



The organisation has programmes in place regarding safeguarding all persons in, or dealing with the organisation, from harassment and abuse

## GOOD PRACTICE EXAMPLES

### International Federations (from June 2020)

**FIE** — There is a detailed safeguarding policy in place — see [chapter 13 of statutes](#) and [chapter 14 of administrative rules](#).

**FEI** — There is a Safeguarding Policy against Harassment and Abuse — see appendix I of the [FEI General Regulations](#). Reporting form published. Also see [article 2.3 of Statutes](#). An external supplier conducts safeguarding training for FEI staff, the legal department and FEI Tribunal.

**World Rowing** — There is a [safeguarding policy](#) and detailed information on the website. There is an [incident reporting form](#) and a list of event safeguarding officers at events.

### Overall standard among International Federations

26 out of 31 ASOIF members had a safeguarding policy in place or linked to the IOC Guidelines, with the remaining 5 IFs in the process of developing a policy.

### National Olympic Committees

**Brazilian Olympic Committee** — [Preventive course and education activity](#).

**Swiss Olympic** — [Guidance document on reducing risks of abuse](#).

**South African Sports Confederation and Olympic Committee (SASCOC)** — [Safeguarding Policy](#).

### National Federations

**Centre for Ethics in Sport, Flanders, Belgium** — [Guidance on risk of abuse](#).

The organisation has programmes in place regarding safeguarding all persons in, or dealing with the organisation, from harassment and abuse

## SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 3.9.

[SIGGS](#) — Principle 1, Indicator 4: How does your organisation deal with integrity issues related to harassment?

[SIGGS](#) — See Roadmap Principle 1 Headline 1.1: Personal Integrity (refer to section on Safeguarding Policy).

[UNODC Global Report on Corruption in Sport, Chapter 7: Corruption and Abuse in Sport](#).

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations. Principle 46: The organisation implements a policy on combating sexual harassment in sport.

IOC's "Consolidated Minimum requirements for Implementation of the Basic Principles of Good Governance for NOCs": Theme 6.2 "Protection of athletes",

- "It is the responsibility of each NOC to establish and govern safeguarding policies and to implement procedures and mechanisms to ensure a safe and supportive environment for athletes to practise their sport in the best conditions. It is recommended that such a safeguarding policy address the following:
- Specification of what constitutes harassment and abuse in sport
- Reporting procedure in response to an alleged incident
- Investigation procedure in response to an alleged incident
- Mechanisms for decision-making"

Council of Europe ["Start to Talk" project](#)

NSPCC — [Child Protection in Sport Unit \(UK\)](#)

World Players Association: [Declaration on Safeguarding the Rights of Child Athletes](#)

ASOIF indicator 3.9 — Scoring definitions used in 2019-20 assessment

0. No.
1. Some evidence of activity.
2. Policies in place which includes reference to "IOC Guidelines for IFs and NOCs related to creating and implementing a policy to safeguard athletes from harassment and abuse in sport".
3. Policies in place consistent with IOC Guidelines, appropriate resources dedicated (including providing resources for members), plus evidence of implementation.
4. State of the art policies and procedures in place, evidence of implementation, outcomes published.

# B8

## THE ORGANISATION IS COMPLIANT WITH APPLICABLE LAWS REGARDING DATA PROTECTION AND TAKES MEASURES TO ENSURE IT SECURITY

Data protection laws — the legislation applicable to data protection that is in place in particular jurisdictions, such as General Data Protection Regulation in the European Union and the application of the Council of Europe Convention 108.

IT security — mitigating the risks for computer systems and information relating to accidental or unauthorised access, disclosure, modification, disruption, loss, use or deletion of data.

For ease of understanding, the reader should take into consideration the following information.

### Subtitles

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#### Introduction and significance

*Introduction to this Benchmark and its significance*

#### Commentary

*Commentary on the action to be taken*

#### Investment

*Investment requirement*

#### Guidance

*Guidance according to stage of organisation*

### Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

### Language

The French version is underway.

The organisation is compliant with applicable laws regarding data protection and takes measures to ensure IT security

## INTRODUCTION AND SIGNIFICANCE

Sports organisations must comply with the law, even if this requires significant modification to previous practices that were carried out before specific legislation was enacted.

Along with other sectors, sports organisations need to protect individuals' personal data and against ongoing threats to IT security.

Demonstrating a competent and responsible approach to data protection and IT security and compliance with the applicable legal frameworks can help increase trust in the organisation among stakeholders, both internally and externally.

### Commentary

The organisation should ensure that it complies with the applicable laws regarding data protection and IT security; in the case of an organisation which is international in scope, multiple laws may apply, international treaties (such as the Council of Europe Convention 108) could be a point of reference for multi-jurisdictional cases.

Related policies should be made available, and where appropriate published on the website.

Data protection should be supported by design and by default approaches.

Recommendations from reviews and audits of IT security should be acted upon.

### Investment

Some initial investment is required to ensure procedures are compliant and to mitigate risks; the ongoing need for investment may be more limited.

### Guidance

#### 1. Early stage

The organisation maps the data processing it undertakes, applies privacy by design and conducts a privacy impact assessment where needed, drawing up a risk mitigating strategy.

The organisation publishes a basic privacy policy on its website.

#### 2. Developing

The organisation's policies are published and compliance with applicable data protection laws, such as the General Data Protection Regulation (GDPR) in the European Union, is ensured.

The organisation conducts regular reviews of IT security measures.

#### 3. Advanced

The organisation conducts additional activities in relation to data protection and IT security, such as training for staff/officials.

The organisation takes action following reviews or audits to mitigate risks identified.

The organisation is compliant with applicable laws regarding data protection and takes measures to ensure IT security

## GOOD PRACTICE EXAMPLES

### International Federations

**World Triathlon** — A variety of policies relating to [GDPR](#) are published. [https://www.triathlon.org/privacy\\_notice](https://www.triathlon.org/privacy_notice).

**FIFA** — [FIFA Data Protection Regulations](#) are issued and applicable to all member associations, as well as their members. FIFA held a [Data Protection Summit](#) for a wide range of stakeholders.

**UCI** — UCI staff are regularly informed of risks and best practices in relation to data protection and IT security. Security measures are in place and the UCI ensures that relevant rules are complied with by contracting partners. GDPR is referenced in the [Data Protection Policy](#).

### Overall standard among International Federations

26 out of 31 ASOIF members had published a form of privacy policy or data protection policy on its website.

### Continental Bodies

**European Olympic Committees** — [Privacy policy](#) published.

### National Olympic Committees

**British Olympic Association** — [Privacy policy](#) published.

**Korean Sport and Olympic Committee** — [Open data procedure](#).

**Indian Olympic Association** — [Document retention policy](#).

### National Federations

**Sportbund Rheinland, Germany** — [GDPR guidance for sport organisations in Germany](#).

The organisation is compliant with applicable laws regarding data protection and takes measures to ensure IT security

## SELECTED REFERENCES

[ASOIF GTF Questionnaire 2019-20](#) — Indicator 3.10.

European Commission Expert Group on Good Governance, “Principles of Good Governance in Sport”:

- Principle 10.c: Internal control measures.
- “Sports bodies should adopt proportionate, fit for purpose internal controls, reporting requirements, data protection policies and financial management strategies to at least the level required by applicable laws. Such policies should include clear financial authorisation limits and formalisation of agreements in legally enforceable form”.

[Council of Europe Data Protection Website](#) — Convention 108.

[Overview of data protection laws around the world](#).

[European Union General Data Protection Regulation](#).

Brazil — [General Law for the Protection of Personal Data](#).

[Council of Europe Convention on the Manipulation of Sports Competitions](#) (2014) — Articles 12 to 14 on exchanging information and data protection.

ASOIF indicator 3.10 — Scoring definitions used in 2019-20 assessment

0. No.
1. Some evidence of action taken regarding data protection issues.
2. IF is compliant with applicable data protection laws, such as GDPR, and undertakes IT security measures.
3. IF is compliant with applicable data protection laws and provides training for staff members, undertakes regular risk reviews of its security of IT systems with actions taken to mitigate risks.
4. State of the art policies and procedures in place.

# B9

## THE GOVERNING BODY OF THE ORGANISATION HAS COMMITTED TO A POLICY OF ZERO TOLERANCE FOR UNETHICAL BEHAVIOUR

Unethical behaviour — behaviour that violates accepted moral norms, which may be defined or described in the organisation's Code of Ethics (see Recommendation B1) and/or Anti-Corruption Code of conduct or policy (Recommendation B10).

Policy of zero tolerance — a commitment that no conduct which falls below accepted standards will be tolerated, implying that action will always be taken.

For ease of understanding, the reader should take into consideration the following information.

### Subtitles

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### Introduction and significance

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### Investment

*Investment requirement*

### Guidance

*Guidance according to stage of organisation*

### Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

### Language

The French version is underway.

The governing body of the organisation has committed to a policy of zero tolerance for unethical behaviour

## INTRODUCTION AND SIGNIFICANCE

Making a commitment to zero tolerance for unethical behaviour demonstrates to stakeholders, both internally and externally, that the organisation is taking a strong stand and serious about the importance of values and their consistent application at all levels.

Having the commitment in place helps people involved with the organisation to understand the standard of behaviour expected from them and that they should expect from others.

### Commentary

The governing body develops and formally adopts a policy of zero tolerance for unethical behaviour.

The organisation's policy should be published alongside other relevant regulations (refer to IPACS Recommendation A1).

The policy may be included within the organisation's Code of Ethics/Conduct or equivalent.

Members of the governing body should set the tone from the top in their ethical behaviour.

See also B2 (anti-doping rules), B3 (competition manipulation rules) and B7 (safeguarding).

### Investment

The costs of putting in place appropriate rules are low; beyond that, the level of investment should be proportionate to the specific nature of the organisation and the sport(s).



The governing body of the organisation has committed to a policy of zero tolerance for unethical behaviour

## Guidance

### 1. Early stage

The organisation's Code of Ethics includes references to expected behaviour that aligns with moral norms, clearly endorsed by the governing body and applicable at all levels (see also Recommendation B1 — Code of Ethics and C8 — Conflicts of Interest).

The governing body has formally adopted a policy of zero tolerance for unethical behaviour.

Members of the governing body and senior management set an example in their ethical behaviour.

### 2. Developing

The organisation has appropriate rules and procedures to take action in the event of an incident of alleged unethical behaviour (such as a Code of Ethics — see Recommendation B1).

The governing body allocates appropriate resources to the implementation of anti-corruption measures, proportionate to the organisation's risk profile.

### 3. Advanced

The organisation can demonstrate that effective action has been taken following allegations of unethical behaviour (see Recommendation B6 — publication of disciplinary decisions). The governing body is personally responsible for designing, implementing and monitoring the organisation's anti-corruption policy; any staff member with delegated authority is able to report directly to the governing body.

The governing body or senior management communicates about its anti-corruption policy, both internally and externally, and highlights its own unwavering commitment to ethics and integrity.

The governing body of the organisation has committed to a policy of zero tolerance for unethical behaviour

## GOOD PRACTICE EXAMPLES

### International Federations

**FIA** — [Code of Ethics](#) sets a zero tolerance policy for unethical behaviour (article 1.3).

**FIFA** — [Code of Ethics 2020 Edition](#)

- Preamble: “FIFA is constantly striving to protect the image of football, and especially that of FIFA, from jeopardy or harm as a result of illegal, immoral or unethical methods and practices. In this connection, the following Code reflects the principles of the FIFA Code of Conduct, which defines the most important core values for behaviour and conduct within FIFA as well as with external parties”
- Scope of applicability: “This Code shall apply to any conduct, other than those specifically provided by other regulations and connected to the field of play that damages the integrity and reputation of football and in particular to illegal, immoral and unethical behaviour of the persons covered under art. 2 of this Code”. [Compliance Pocket Guide — Anti-Bribery and Corruption](#): reference to FIFA’s zero tolerance policy for corruption and bribery

**ICC** — [Code of Ethics](#) — Article 1.1 Introduction, Article 2 Obligations.

### Overall standard among International Federations

Not included directly in the ASOIF study.

### National Federations

**French Athletics Federation (FFA)** — [Code of Ethics](#) with clauses on anti-corruption

The governing body of the organisation has committed to a policy of zero tolerance for unethical behaviour

## SELECTED REFERENCES

[SIGGS](#): Principle 1, Indicators 1, 2 and 5

[SIGGS](#): See Roadmap Principle 1 Headline 1, Personal Integrity

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations

- Principle 26: The board establishes procedures regarding the premature resignation of board members
- Principle 30: The organisation has an internal financial or audit committee
- Principle 31: The organisation regularly conducts a corruption risks assessment
- Principle 32: The organisation implements a financial control system
- Principle 37: The organisation has or recognises a code of conduct applicable to the members of the board, management, and personnel
- Principle 38: The organisation establishes clear conflict of interest procedures that apply to the members of the board
- Principle 39: The organisation takes steps to ensure that applicable rules of conduct are adequately checked and that transgressors face consequences
- Principle 40: The organisation establishes procedures for the processing of complaints about violations of applicable rules of conduct
- Principle 41: The organisation establishes procedures that ensure whistle-blower protection

Agence Française Anticorruption — [Guidelines](#)

# B10 THE ORGANISATION HAS ADOPTED AN ANTI-CORRUPTION CODE OF CONDUCT OR POLICY

Corruption — corruption is a term referring to a number of offences which may be explicitly defined in some jurisdictions; examples of offences relating to corruption can include bribery, extortion, embezzlement, trading in influence, abuse of functions, fraud, money-laundering, collusion and “sextortion” (an individual extorting money or sexual favours under threat in exchange for something within their power to grant or withhold), among others.

Anticorruption refers to activity designed to prevent, detect and combat corruption.

Code of Conduct — a document (or section of a document such as the Code of Ethics) that sets out the expected behaviour of individuals involved in the organisation.

Policy — a statement of intent adopted by a governing body and to which the governing body commits itself.

For ease of understanding, the reader should take into consideration the following information.

## Subtitles

The subtitles of each section of the Benchmark Guidelines have been shortened for visual purposes. The complete subtitles are listed below.

### Introduction and significance

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*Investment requirement*

### Guidance

*Guidance according to stage of organisation*

## Updates

The links provided within the section **Good practice examples** of the Guidelines may be subject to change, as the document will be updated on a regular basis.

## Language

The French version is underway.

The organisation has adopted an anti-corruption Code of Conduct or policy

## INTRODUCTION AND SIGNIFICANCE

An anticorruption Code of Conduct defines and illustrates the various types of prohibited behaviours that could constitute corruption, and provides a set of binding rules which allow for a disciplinary case in the event of an alleged breach.

Having an anticorruption Code of Conduct can help to position an organisation in a positive way with stakeholders; awareness or suspicion of corruption severely damages trust in an organisation and can entail significant economic costs.

There are domestic laws related to corruption, which can expose organisations to legal proceedings.

### Commentary

Develop and formally adopt an anticorruption Code of Conduct or policy, that is clear, straightforward and unequivocal.

The organisation's policy may be published alongside other relevant regulations (refer to IPACS Recommendation A1), although practice varies from one country to another.

### Investment

The costs of putting in place appropriate rules are low; beyond that, the level of investment should be proportionate to the specific nature of the organisation and the sport(s).

### Guidance

#### 1. Early stage

The organisation has adopted a specific anticorruption Code of Conduct or policy, which is linked to the Code of Ethics or similar (see Recommendation B1) and the Conflicts of Interest policy (see Recommendation C8).

#### 2. Developing

The anticorruption Code of Conduct and the related procedures and policies constitute a coherent whole that is easily accessible for the organisation's internal stakeholders; it may be communicated to third parties (with appropriate procedures to protect any confidential information that it contains). There is evidence of implementation (e.g. all staff/officials must sign the Code).

#### 3. Advanced

The anticorruption Code of Conduct or policy is tailored to

the organisation's corruption risks and provides practical guidance, illustrated by concrete examples, on how to address these risks; examples may include specific policies on gifts, sponsorship, lobbying, managing conflicts of interest, entertainment expenses, holding multiple jobs, or any other procedures contributing to the fight against corruption.

The organisation carries out additional activities such as mandatory training on corruption risks, such as bribery, and on good practices for managing risks.

The organisation conducts regular risk assessments related to corruption and acts on the findings (see also Recommendation E4 — risk assessment); the anticorruption Code of Conduct is clearly based on these findings and is improved accordingly.

The organisation has adopted an anti-corruption Code of Conduct or policy

## GOOD PRACTICE EXAMPLES

### International Federations

**World Sailing** — [Betting and Anti-Corruption Code](#) and [Anti-Bribery Policy](#) published.

**IGF** — [Betting and Anti-Corruption Policy](#).

**FIA** — Article 2.1 of the [Code of Ethics](#) on Corruption and Bribery.

**FIS** — Detailed [Code of Ethics](#) in place, covering topics including gifts and other benefits.

**FIFA** — [Code of Conduct for Third Parties](#) and [Compliance Pocket Guide — Anti-Bribery and Corruption](#).

### Overall standard among International Federations

Not included directly in the ASOIF study.

### Continental Bodies

**UEFA** — [Disciplinary Regulations](#) cover topics including bribery and corruption.

### National Federations

**Lawn Tennis Association (UK)** — [Disciplinary Code](#) Appendix 3 covers match fixing, financial speculation and betting.

The organisation has adopted an anti-corruption Code of Conduct or policy

## SELECTED REFERENCES

Geeraert, A. (2018). [Sports Governance Observer 2018](#). An assessment of good governance in five international sports federations.

- Principle 37: The organisation has or recognises a code of conduct applicable to the members of the board, management, and personnel.

Agence Française Anticorruption — [Guidelines](#).

IOC's "[Consolidated Minimum Requirements for Implementation of the Basic Principles of Good Governance for NOCs](#)": Theme 3.6 "Code of Ethics and ethical issues", Principles 1–3:

- Develop, adapt and implement ethical principles and rules.
- The NOC Code of Ethics or ethical rules should comply with the IOC Code of Ethics' fundamental principles, as well as its rules on:
  - Integrity of conduct (including corruption and conflicts of interests, see also item 2.8);
  - Integrity of competitions (including compliance with the Olympic Movement Code on the Prevention of the Manipulation of Competitions);
  - Use of resources (including Olympic resources);
  - Obligation to report.
- Ethical rules should refer to and be inspired by the IOC Code of Ethics.
- Monitor the implementation of ethical principles and rules.

Transparency International: [What is Corruption?](#)

- World Bank: [Combating Corruption](#).
- [OECD Convention on Combating Bribery](#).
- United Nations [Convention against Corruption](#).
- African Union [Convention on Preventing and Combating Corruption](#).
- Council of Europe — [Criminal Law Convention on Corruption](#).
- League of Arab States — [Arab Anti-Corruption Convention](#).

Organization of American States - [Inter-American Convention against Corruption](#).

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