



ASOIF GTF International Federation Governance Project Examples of Good Governance Practice 2023-24

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Introduction

This document lists a number of examples of good governance practice among the International Federations (IFs) which are Members of the Association of Summer Olympic International Federations (ASOIF). The examples have been identified during the Fifth Review of IF Governance conducted by the ASOIF Governance Task Force in 2023-24.

About the good practice examples

The examples below all relate directly to one of the 60 questions in the [2023-24 edition of the questionnaire](#) and are numbered accordingly.

In order to be included, the IF usually demonstrated that it fulfilled the criteria of the specific question in a “state of the art” way. An objective in compiling the list was to provide examples from a wide variety of IFs. The selected examples should therefore not be regarded as definitively the best in each category, nor should the omission of a particular IF example be understood as any kind of criticism – for most of the questions there were too many good examples to include them all. As previous sets of good examples have been published for reviews in earlier years, an attempt has been made to “rotate” to avoid citing the same examples repeatedly.

It is the responsibility of any IF seeking to learn from or follow the lead of a good practice example in the list to determine whether, and to what extent, the method adopted by another IF is applicable to them. It is recognised that replicating a few of the structures and processes identified in the list would require disproportionate resources for some IFs.

Note that the four examples cited for each indicator are not in any particular order. The different examples often demonstrate slightly different ways of addressing the topic which are appropriate to the size or specific characteristics of the organisation concerned.

As governance is an evolving process, it is likely that some of the web pages and documents referred to will be updated or replaced fairly soon and links may cease to work. However, the relevant information may well remain available via the relevant IF website.

List of good practice examples

Indicator	Topic	IF	Section - Transparency
2.1	Publication of statutes	FIBA	Statutes 2021: https://www.fiba.basketball/documents/fiba-general-statutes.pdf . Example of a marked-up rules document: https://www.fiba.basketball/documents/official-basketball-rules-interpretations/2022.pdf A wide range of documents are available
2.1	Publication of statutes	UCI	Constitution published. Example of marked-up rules: https://assets.ctfassets.net/76117gh5x5an/23kUPENbxnnXJ2fpTlyksw/c18cefceda90664e327eb59dd6f4a4d9/1-GEN-20240101_E_amendments_on_01.01.2024.pdf
2.1	Publication of statutes	World Aquatics	A full range of documents are available, including mark-ups for the Constitution: https://resources.fina.org/fina/document/2024/01/09/fc5c1bf2-6e2f-43c0-9456-4528b9af7541/World-Aquatics-Constitution-Valid-from-30.01.2023-Mark-up-to-previous-version-.pdf By-laws: https://www.worldaquatics.com/rules/by-laws
2.1	Publication of statutes	IJF	2023 Statutes: https://78884ca60822a34fb0e6-082b8fd5551e97bc65e327988b444396.ssl.cf3.rackcdn.com/up/2023/05/IJF_Statutes_Hungarian_Associa-1684932344.pdf . There is a summary of changes on the final page.
2.2	Organisational structure	World Rowing	Governance structure document published: https://worldrowing.com/wp-content/uploads/2022/02/Governance_Structure-170222.pdf . Staff organisational chart: https://worldrowing.com/wp-content/uploads/2024/01/ORG-CHART-AS-OF-23-Jan-2024.pdf
2.2	Organisational structure	UIPM	Organisational structure published https://www.uipmworld.org/organizational-structure Executive and staff structures also published: https://www.uipmworld.org/executive-board https://www.uipmworld.org/uipm-headquarters-and-staff-team
2.2	Organisational structure	UWW	Organisational structure and chart published: https://uww.org/structure-functioning https://uww.org/about-uww/bureau-members
2.2	Organisational structure	FIVB	Description of the structure of the organisation: https://www.fivb.com/inside-fivb/fivb/structure/ Statutes 2.4 to 2.10 cover the different functions
2.3	Vision, mission, strategy	UCI	Agenda 2030 has measurable targets: https://www.uci.org/2030-cyclings-agenda/6lvT7HIQybfVcb2kZczQAQ
2.3	Vision, mission, strategy	World Athletics	World Plan includes objectives https://acrobat.adobe.com/id/urn:aaid:sc:EU:e5b59565-26c3-4f13-8310-a97562685849
2.3	Vision, mission, strategy	World Rugby	There is a strategic plan with targets: https://www.world.rugby/organisation/strategic-plan Report on impact of the strategic plan published in Oct 2023: https://www.world.rugby/news/885796
2.3	Vision, mission, strategy	WBSC	Strategy available via Inside the WBSC webpage: https://www.wbsc.org/en/organisation Strategy aligned with IOC Agenda 2020+5:

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			https://static.wbsc.org/assets/cms/documents/8eae5618-0c54-c101-3e33-3feb7aae2806.pdf The strategic plan is in place, which includes a range of objectives. There is evidence of tracking progress towards targets, including through an internal KPIs document
2.4	Details of members	ISA	Membership directory available with basic information published: https://isasurf.org/become-a-member/member-directory/
2.4	Details of members	World Archery	Full directory of members, including extra information, available on website: https://extranet.worldarchery.sport/documents/index.php/Members/World_Archery_Member_Directory.pdf
2.4	Details of members	FIG	List of all Unions and Federations including status, contact details, names of authorities, disciplines and website published: https://www.gymnastics.sport/administration/federationsview.php?page=w&type=C#directory
2.4	Details of members	IGF	Basic information about National Federations is published and includes hyperlinks: https://igfdigital.com/national-members
2.5	Details of elected officials	BWF	Biographical info with mandate years and additional information published: https://corporate.bwfbadminton.com/about/council/
2.5	Details of elected officials	ITF	Biographies published and mandate years listed https://www.itftennis.com/en/about-us/organisation/company-structure/
2.5	Details of elected officials	FEI	Mandate years published for Board members: https://inside.fei.org/fei/about-fei/structure/fei-board/board-hon-board
2.5	Details of elected officials	World Taekwondo	Profiles are published including mandate years: http://www.worldtaekwondo.org/about-wt/council.html
2.6	Annual report	ITTF	Annual reports dating back to 2018 published: https://documents.itf.sport/document?field_document_category_target_id=1243&field_document_type_target_id=All&field_place_value=&items_per_page=50
2.6	Annual report	UCI	Annual report archive to 2013. 2022 Annual Report: https://acrobat.adobe.com/id/urn:aaid:sc:EU:e7dcf6eb-e1a8-4cb2-83c0-ee1e9fb7b436
2.6	Annual report	World Athletics	Annual reports available for several years: https://worldathletics.org/about-iaaf/documents/strategic-plans-and-reports
2.6	Annual report	FEI	2022 Annual report published: https://inside.fei.org/fei/about-fei/publications/fei-annual-report/2022/ Archive available
2.7	Audit standard	BWF	2022 financial audit (Page 2 confirms IFRS standard): https://extranet.bwf.sport/docs/document-system/81/82/4176/BWF%20Audited%20Financial%20Statements%202023.pdf.pdf
2.7	Audit standard	FIVB	Audit includes a comprehensive report conducted to IFRS: https://acrobat.adobe.com/id/urn:aaid:sc:EU:9c57ebd2-e37e-46cc-b790-746bc4900e83
2.7	Audit standard	World Sailing	GAAP standard adopted: https://d7qh6ksdplczd.cloudfront.net/sailing/wp-content/uploads/2023/05/17094153/World-Sailing-UK-Limited-2022.pdf

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2.7	Audit standard	UCI	Annual financial report published and conducted in accordance with GAAP (Pages 160-161): https://downloads.ctfassets.net/76117gh5x5an/fiirgSRTI6fSESBZgvSIE/f02482bdb24005916f01e531697eba2b/2022_UCI_RAPPORT-ANNUEL_EN_web.pdf
2.8	Publishing accounts	IFSC	Archive of accounts published, including management letter: https://www.ifsc-climbing.org/resources/finances https://images.ifsc-climbing.org/ifsc/image/private/t_q_good/prd/b7wk3bcwoq5custwkmki.pdf
2.8	Publishing accounts	World Skate	Catalogue of audited accounts date back to 2010: https://www.worldskate.org/about/documents/category/718-financial-reports.html
2.8	Publishing accounts	FIG	Last five years of accounts available, up to 2022: https://www.gymnastics.sport/site/pages/governance-financial.php
2.8	Publishing accounts	FIH	Archive is available for accounts from 2014-2022: https://www.fih.hockey/about-fih/governance/audited-accounts Management letters included.
2.9	Allowances and benefits	UCI	Lines in accounts for personnel costs, travel expenses, Presidency and governing bodies: https://downloads.ctfassets.net/76117gh5x5an/fiirgSRTI6fSESBZgvSIE/f02482bdb24005916f01e531697eba2b/2022_UCI_RAPPORT-ANNUEL_EN_web.pdf
2.9	Allowances and benefits	World Aquatics	Travel and expenses policy: https://resources.fina.org/fina/document/2023/10/25/f7654257-432d-45fa-becb-aa3f947201c4/AQUA-Travel-and-Expenses-Policy-for-publication.pdf Travel reimbursement rules and per diems are explained. 2022 Financial Statements include a breakdown of travel and per diem expenditure
2.9	Allowances and benefits	ISSF	Policy published: https://www.issf-sports.org/getfile.aspx?mod=docf&pane=1&inst=584&file=Indemnity-and-Travel-Expenses-Guidelines.pdf Line on travel expenses in financial report: https://www.issf-sports.org/getfile.aspx?mod=docf&pane=1&inst=341&iist=76&file=2022-Financial-report-EN.pdf
2.9	Allowances and benefits	UWW	Travel, accommodation and per diem payments published: https://uww.org/governance/finance
2.10	General Assembly documents	ITTF	AGM 2022 minutes and 2023 draft minutes published. Archive of minutes also available: https://documents.itf.sport/document?field_document_category_target_id=154&field_document_type_target_id=155&field_place_value=&items_per_page=50
2.10	General Assembly documents	FIG	2022 Minutes and Agenda reproduced as part of bulletin. Previous Congress documents are also available. 2021 Congress: https://www.gymnastics.sport/publicdir/bulletin/Bulletin254/html5.html
2.10	General Assembly documents	IFSC	2023 Extraordinary General Assembly Agenda: https://images.ifsc-climbing.org/ifsc/image/private/t_q_good/prd/hmofiihwglwucmnqujk.pdf Major decisions published: https://images.ifsc-climbing.org/ifsc/image/private/t_q_good/prd/k511htbjrauhvb4w8ut8.pdf Agenda and major decisions published for previous GAs

Indicator	Topic	IF	Section - Transparency
2.10	General Assembly documents	ISA	2022 AGM minutes published: https://isasurf.org/wp-content/uploads/2023/11/2022-AGM-Minutes-FINAL.pdf Full documents available. Archive published dating back to 2017
2.11	Summary of meeting decisions	ITF	Board meeting summaries available. Example of November 2023: https://www.itftennis.com/media/11455/itf-board-of-directors-meeting-summary-november-2023.pdf
2.11	Summary of meeting decisions	ITTF	Extensive archive is available: https://documents.itf.sport/document?field_document_category_target_id=All&field_document_type_target_id=1249&field_place_value=&items_per_page=50 Extra details published in news articles: https://www.itf.com/2023/03/19/itf-executive-board-announces-new-initiatives-meeting-singapore/
2.11	Summary of meeting decisions	World Sailing	Board and commission minutes contain decisions: https://www.sailing.org/inside-world-sailing/organisation/governance/conferences/past-conferences/previous-conference-papers/ Archive available.
2.11	Summary of meeting decisions	World Skate	Useful 'Recap' documents outline decisions taken by the Executive Board: https://www.worldskate.org/about/documents/category/830-recaps.html Resolutions and regular news articles relating to Executive Board decisions also published: https://www.worldskate.org/news/112-world-skate-statement/3576-report-on-world-skate-executive-board-held-on-january-10th-2024.html
2.12	Disciplinary Decisions	BWF	Decisions published: https://corporate.bwfbadminton.com/integrity/hearing-panel-decisions/ https://corporate.bwfbadminton.com/players/barred-players/
2.12	Disciplinary Decisions	FIBA	Disciplinary sanctions: https://www.fiba.basketball/en/sanctions-violations# tab=element_2_2 . Example of a full decision: https://www.fiba.basketball/en/Module/85132837-66aa-4ff3-a063-8cdf44ea14d/2a32ccf7-5e38-46b7-936c-7778a1304ba2
2.12	Disciplinary Decisions	FIG	Disciplinary decisions homepage: https://www.gymnastics.sport/site/pages/governance-disc-decisions.php Example: https://www.gymnastics.sport/site/news/displaynews.php?urlNews=377710
2.12	Disciplinary Decisions	ITTF	Disciplinary decisions published: https://documents.itf.sport/document?field_document_category_target_id=1157&field_document_type_target_id=All&field_place_value=&items_per_page=50 ITTF Tribunal decisions published https://documents.itf.sport/document?field_document_category_target_id=1262&field_document_type_target_id=1249&field_place_value=&items_per_page=50

Indicator	Topic	IF	Section - Integrity
3.1	Implementation of Code of Ethics	World Rugby	<p>Integrity Code in place: https://resources.world.rugby/worldrugby/document/2022/01/12/99f24b4b-1fee-4df6-83a6-c800cda80873/World-Rugby-Integrity-Code-Final-effective-12-May-2021-.pdf.</p> <p>Schedule 5 - Ethics Officer is responsible for investigating. Appointment of Neil Hallett: https://www.world.rugby/news/735463.</p> <p>Ethics Officer has a role in vetting. Example of a case referred to Ethics Officer: https://www.world.rugby/news/778293</p>
3.1	Implementation of Code of Ethics	FIFA	<p>Code of Ethics published: https://digitalhub.fifa.com/m/4f048486c1f7293c/original/FIFA-Code-of-Ethics-2023.pdf</p> <p>31.1 Ethics Committee investigates Ethics Report: https://digitalhub.fifa.com/m/5217a61a5cd2290/original/FIFA-Disciplinary-and-Ethics-Report-2022-2023.pdf</p>
3.1	Implementation of Code of Ethics	World Aquatics	<p>World Aquatics Integrity Code: https://aquaticintegrty.com/wp-content/uploads/2023/04/World-Aquatics-Integrity-Code-2-Approved-12-12-2022.pdf.</p> <p>Para 17 - AQIU has responsibility for enforcement. There is educational activity. Outcomes of cases are published</p>
3.1	Implementation of Code of Ethics	World Skate	<p>Code of Conduct and Code of Ethics Article 5 - DELA Department is the body in charge to investigate an alleged violation of the Code. https://acrobat.adobe.com/id/urn:aaid:sc:EU:6a3e2912-08e8-4387-b742-e01d4237dc87</p> <p>Disciplinary, Ethics and Legal Affairs (DELA) Department members listed under Legal Department: https://www.worldskate.org/about/contact-us/legal-department.html</p>
3.2	Implementation of Anti-Corruption code/policy	ITF	<p>Anti-corruption appears in ITF Code of Ethics (e.g. 2.3 – separate from competition manipulation): https://www.itftennis.com/media/7246/2023-itf-code-of-ethics-english.pdf</p> <p>Evidence of ITF Board members undergoing training on the Code of Ethics provided</p>
3.2	Implementation of Anti-Corruption code/policy	World Aquatics	<p>The anti-corruption policy of World Aquatics (formerly known as the FINA Code of Conduct) has been reviewed and improved in 2023 and incorporated into a new Integrity Code: https://aquaticintegrty.com/wp-content/uploads/2024/03/World-Aquatics-Integrity-Code.pdf</p> <p>There have been examples of disciplinary cases on related matters.</p>

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3.2	Implementation of Anti-Corruption code/policy	World Rugby	Anti-corruption process and regulation in place: https://www.world.rugby/organisation/governance/regulations/reg-6 Integrity Code includes a number of anti-corruption provisions and is tailored to identified risks, such as event bidding: https://resources.world.rugby/worldrugby/document/2022/01/12/99f24b4b-1fee-4df6-83a6-c800cda80873/World-Rugby-Integrity-Code-Final-effective-12-May-2021-.pdf
3.2	Implementation of Anti-Corruption code/policy	BWF	BWF Council members receive anti-corruption training and are required to sign a declaration form: https://extranet.bwf.sport/docs/document-system/81/82/3141/Council%20Member%20Declaration%20-%20Council%20Approved%20March%202019.pdf
3.3	Implementation of Anti-Doping Code	ITF	International Tennis Integrity Agency has responsibility: https://www.itia.tennis/tadp/ Policies published: https://www.itia.tennis/tadp/policies/ Sanctions: https://www.itia.tennis/sanctions/
3.3	Implementation of Anti-Doping Code	IWF	IWF anti-doping programme is handled by the ITA, and the contract was renewed in July 2023: https://iwf.sport/2023/07/04/iwf-celebrates-the-itas-fifth-anniversary-and-renews-partnership/ All details of the partnership can be found here: https://ita.sport/partner/international-weightlifting-federation-iwf/
3.3	Implementation of Anti-Doping Code	World Triathlon	ITA agreement in place. Cases published: https://www.triathlon.org/anti-doping/doping_violations/
3.3	Implementation of Anti-Doping Code	World Archery	ITA website confirms full delegation of services: https://ita.sport/partner/world-archery-wa/ Activity report published on the WA website: https://ita.sport/wa-anti-doping-activities/
3.4	Implementation of Code on Manipulation	BWF	Code on Prevention of the Manipulation of Competitions - 3 Offences: https://extranet.bwf.sport/docs/document-system/81/1466/1468/2.4%20PMC.pdf Outcomes published: https://extranet.bwf.sport/docs/document-system/81/210/382/BWF%20v%204%20CHN%20Athletes%20-%20Li%20-%20Liu%20-%20He%20-%20Tan%20-%20Reasoned%20Decision%20-%2025%20January%202022.pdf
3.4	Implementation of Code on Manipulation	FIH	FIH Integrity Code: https://www.fih.hockey/static-assets/pdf/fih-integrity-code-note-that-effective-date-is-18th-march-2022.pdf . Report of alleged integrity breaches: https://www.fih.hockey/static-assets/pdf/integrity-unit-report-congress-2022.pdf Sportradar partnership in place since 2021. Education and prevention workshops also provided to FIH Officials: http://www.fih.ch/news/fih-appoints-sportradar-as-exclusive-betting-data-rights-partner-through-2030/ Prevention of Competition Manipulation education activity, including the athletes and officials during the 2023 FIH Hockey Women's Junior World Cup

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			in Chile: https://www.instagram.com/p/C0Y-HuyslpV/?utm_source=ig_web_copy_link&igshid=MzRIODBINWFIZA%3D%3D&img_index=1
3.4	Implementation of Code on Manipulation	IJF	IBIS signatory. Referee Commission has access to all decisions in real time to monitor decisions: https://tagger.ijf.org/dashboard There is a dedicated platform where allegations about competition manipulation can be submitted: https://reportintegrity.judobase.org/form
3.4	Implementation of Code on Manipulation	FEI	General regulations - Appendix G: https://inside.fei.org/sites/default/files/FEI%20General%20Regulations%20Effective%201January2024-%20clean_0.pdf There is some training available: https://inside.fei.org/fei/cleansport/be-true
3.5	Implementation of conflict of interest policy	WBSC	Conflict of Interest Policy published: https://static.wbsec.org/assets/cms/documents/04fecf1-03a1-d02a-fd96-34f42b2c90c4.pdf Declaration of Interest Form: https://static.wbsec.org/assets/cms/documents/883e858b-0cd5-891b-e214-70944e83c0a2.pdf There is an Internal Registry of Interest
3.5	Implementation of conflict of interest policy	World Skate	Code of Ethics Article 6.C - Conflict of Interest Policy requires written disclosure or declaration of actual or potential conflicts in meetings. Evidence of implementation at EB Ruling session: https://acrobat.adobe.com/id/urn:aaid:sc:EU:15860255-e29f-4cb6-9cfd-237170f9d7ba
3.5	Implementation of conflict of interest policy	UIPM	Conflict of interest defined in Code of Ethics (2.2-2.7). Evidence of conflict of interest policy implementation provided: https://www.uipmworld.org/sites/default/files/uipm_2022_eb_meeting_-_online_28_feb.pdf
3.5	Implementation of conflict of interest policy	World Triathlon	Conflict of interest policy is in place and declarations are signed by Board members and checked against a register: https://www.triathlon.org/uploads/docs/World_Triathlon_Code_of_Ethics_Conflict_of_Interest_Policy2.pdf
3.6	Whistle-blower system	World Skate	Whistleblower policy published: https://acrobat.adobe.com/id/urn:aaid:sc:EU:9d08006f-642d-409d-bf50-25ee8f8fb8a0 New platform linked to ITA allows for anonymous reporting: https://www.worldskate.org/clean-sport/category/41-results-management-sanctions.html
3.6	Whistle-blower system	World Aquatics	Confidential reporting system available through AQIU: https://aquaticsintegrity.com/make-a-report/

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3.6	Whistle-blower system	FIBA	Confidential reporting mechanism via FIBA website and in direct collaboration with the IOC and WADA: https://www.fiba.basketball/integrity
3.6	Whistle-blower system	FEI	Confidential reporting system: https://inside.fei.org/fei/about-fei/governance/eciu Summary information on reports received published: https://inside.fei.org/fei/about-fei/publications/fei-annual-report/2022/governancehighlights/equestrian-community-integrity-unit/
3.7	Integrity investigations	World Athletics	Integrity Code of Conduct - 7 Investigations and Prosecutions: https://acrobat.adobe.com/id/urn:aaid:sc:eu:982f89fe-a1e7-4ac0-b9fa-771868bf6d26 Manipulation of Sports Competition policy covers Betting and Manipulation of Competitions: https://acrobat.adobe.com/id/urn:aaid:sc:EU:56087ca0-467d-480c-8e67-962907081b8f Integrity Unit has investigatory powers. Evidence of implementation https://worldathletics.org/news/press-releases/competition-manipulation-watch-list
3.7	Integrity investigations	IHF	IBIS signatory. Sportradar partnership in place: https://www.ihf.info/media-center/news/international-handball-federation-partners-sportradar-integrity-services
3.7	Integrity investigations	WBSC	Rules published: https://static.wbsc.org/uploads/federations/0/cms/documents/97e24e9b-096b-8852-8d32-e7e282e79dc3.pdf Sportradar agreement in place: https://www.wbsc.org/en/news/wbsc-enters-into-agreement-with-sportradar-to-help-safeguard-the-integrity-of-the-game Independent Disciplinary Panel in place with regular reporting: https://www.wbsc.org/en/organisation/integrity-unit/meet-the-team https://www.wbsc.org/en/organisation/integrity-unit/reports-decisions
3.7	Integrity investigations	FIG	Gymnastics Ethics Foundation, an independent body, has investigatory responsibilities: https://www.gymnasticsethicsfoundation.org/reporting
3.8	Gender Balance	FEI	Of 21 members of the FEI Board listed on web page nine are women: https://inside.fei.org/fei/about-fei/structure/fei-board/board-hon-board . Of 7 members of Executive Board listed on website four are women: https://inside.fei.org/fei/about-fei/structure/executive-board/executive-board

Indicator	Topic	IF	Section - Integrity
3.8	Gender Balance	World Athletics	13 out of 26 Council members are women https://worldathletics.org/about-iaaf/structure/council
3.8	Gender Balance	World Rowing	12 women out of 27 members of the Council: https://worldrowing.com/about/organisation/governance/council/
3.8	Gender Balance	World Sailing	4 women out of 9 Board members: https://www.sailing.org/board-of-directors
3.9	Gender Equality policy/strategy	FIH	Gender equality linked to Empowerment and Engagement strategy: https://www.fih.hockey/news/fih-launches-first-of-a-kind-empowerment-and-engagement-strategy Sustainability strategy includes gender equality targets: https://www.fih.hockey/about-fih/sustainability
3.9	Gender Equality policy/strategy	FIBA	Gender equality features in the strategic objectives 2023-27: https://www.fiba.basketball/strategy/2023-2027 There is a wide range of activity, including use of quotas and leadership development programmes. Example of Global Women in Leadership Forum: https://www.fiba.basketball/news/exciting-future-ahead-after-global-women-in-leadership-forum
3.9	Gender Equality policy/strategy	UCI	UCI has EDGE Move certification for gender equity. There were gender equality targets in previous strategy that appear to have been met: https://assets.ctfassets.net/76117gh5x5an/6RrOHTU0QlyN80MDJ7vJm3/cf54c913960a66a71baaac379ef12b88/2022_UCI_AGENDA2030_web_EN.pdf Continued efforts on development of professional women's cycling: https://www.uci.org/pressrelease/the-uci-takes-decisions-in-favour-of-the-professionalisation-of-womens/3v6b9Jot77gDWpCSaFqpd0 Promotion of women's cycling at grassroots through toolkit for National Federations: https://assets.ctfassets.net/76117gh5x5an/40B287PoxV8Oaf15Qa7IWf/d049897a0b80062581b94e8ca492debf/2019-uci-women-toolkit-eng-web.pdf Support for women sport directors through subsidies: https://www.uci.org/article/uci-sport-director-diploma-thirteen-women-participants-in-2022/1FUac1geR4MPst5o5VC6fL
3.9	Gender Equality policy/strategy	World Taekwondo	The Sustainability Strategy has specific actions to work towards gender equality in relation to leadership and other roles: http://www.worldtaekwondo.org/att_file/documents/Gender_Equality_Report_2023.pdf http://www.worldtaekwondo.org/att_file/documents/World%20Taekwondo%20Sustainability%20Strategy.pdf
3.10	Diversity at Board/ Committee level	World Rowing	The GEDI Commission's remit includes championing diversity and advising on/supporting relevant initiatives Persons seeking to enter a Commission have to fill in a nomination form (download): https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2023/09/20165103/Commission-

Indicator	Topic	IF	Section - Integrity
			<p>Member-Nomination-Form-2023.docx. The candidates are evaluated by the Commission chair and the Council with background, experience and diversity being considered. Candidates seeking to be elected to the Council have to fill in a nomination form which is added to the Congress agenda papers (download): https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2024/01/23155339/Council-Nomination-Form-2023-Congress.docx) For appointments of the Continental Representatives, a committee is appointed to interview and assess candidates; the committee presents their findings to the EC or Council as appropriate, prior to the appointment decision.</p>
3.10	Diversity at Board/ Committee level	FIH	<p>The FIH committee appointment guidelines prioritise diversity and inclusion, including a balance of experience, continental representation and gender equality. Nominations are made through continental federations to ensure diversity. The Executive Board follows similar principles: http://fih.ch/media/13414980/2-fih-eb-member-job-description-and-role-of-board.pdf</p>
3.10	Diversity at Board/ Committee level	World Rugby	<p>World Rugby is increasing female representation on committees to at least 40%, with recent governance changes reflecting this commitment. The Nominations Committee ensures gender diversity, relevant skills, and regional representation in appointments. Currently, 35% of committee members are female, with a target of 40%. Nominations Committee's terms of reference: https://resources.world.rugby/worldrugby/document/2023/03/31/593812d4-7a91-4f15-8b24-2584b6a1224b/World-Rugby-Terms-of-Reference.pdf</p>
3.10	Diversity at Board/ Committee level	FEI	<p>Internal Regulations - 6.1 has detail on role of nominations committee. Each regional group represented on the Board: https://inside.fei.org/fei/about-fei/structure/fei-board/board-hon-board</p>
3.11	Diversity Monitoring	WBSC	<p>WBSC emphasises diversity and inclusivity, with efforts focusing on gender equality, disability inclusion and continental representation. Key documents and commissions ensure these objectives are met, with a particular focus on athlete representation and development. Relevant sections can be found in the Strategic Plan 2022-28 and various by-laws and reports: https://static.wbcs.org/assets/cms/documents/8eae5618-0c54-c101-3e33-3feb7aae2806.pdf)</p>

Indicator	Topic	IF	Section - Integrity
3.11	Diversity Monitoring	World Taekwondo	World Taekwondo is committed to enhancing diversity, as outlined in its Sustainability Strategy. The strategy includes targets and detailed activities for promoting diversity, with evidence provided in the Gender Equality Report and the Development Programmes 2023 report: https://acrobat.adobe.com/id/urn:aaid:sc:EU:6837e65c-0270-491c-a699-306179cfb708 http://www.worldtaekwondo.org/att_file/documents/World%20Taekwondo%20Sustainability%20Strategy.pdf
3.11	Diversity Monitoring	World Rowing	World Rowing aims for gender equality and diversity, focusing on athlete, coach, and umpire diversity, with increased training at the continental level. More national federations are participating in key events, championships, and training programs, with active monitoring and reporting on progress: https://worldrowing.com/technical/development/development-programme-events/ https://acrobat.adobe.com/id/urn:aaid:sc:EU:ee63afe4-748b-40fb-b925-7fd6227ca9cc
3.11	Diversity Monitoring	World Sailing	Several programmes in place to promote diversity in sailing. Magenta project (gender equality): https://d7qh6ksdplczd.cloudfront.net/sailing/wp-content/uploads/2024/04/11155425/TMP-Empowering-Women-Leaders.pdf Youth Emerging Nations Programme (development focus): https://www.sailing.org/inside-world-sailing/activities-services/training-development/elite-sailor-programmes/youth-emerging-nations-programme/ Case study as evidence of reporting: https://www.sailing.org/tools/documents/TDCaseStudy2MagentaProjectAW-[27542].pdf
3.12	Safeguarding	IJF	IJF ensures athlete safety through its safeguarding policy, including platforms for reporting harassment, abuse, and match-fixing. Safeguarding officers handle reported cases, with awareness training provided and specific modules in the IJF Academy courses: https://www.ijf.org/ijf/documents/3 https://78884ca60822a34fb0e6-082b8fd5551e97bc65e327988b444396.ssl.cf3.rackcdn.com/up/2021/12/IJF_Safeguarding_policy_GB-163-1639058349.pdf
3.12	Safeguarding	World Athletics	Safeguarding Policy and Rules published: https://acrobat.adobe.com/id/urn:aaid:sc:EU:32cdce3d-0e13-4319-acce-9896461e582f https://acrobat.adobe.com/id/urn:aaid:sc:EU:01faf202-9fc8-477f-b07d-b64bca6cfd20 Dedicated webpage with resources for member federations: https://worldathletics.org/athletics-better-world/safeguarding https://worldathletics.org/about-iaaf/documents/member-federation-resource-centre Training via e-learning platform:

Indicator	Topic	IF	Section - Integrity
			https://worldathletics.org/athletics-better-world/safeguarding Evidence of research: https://worldathletics.org/news/press-releases/online-abuse-study-world-athletics-championships-oregon22?_gl=1*1ghcl95*_ga*MTE0MzUzNjU2My4xNzA3NzM0ODk3*_ga_7FE9YV46NW*MTcwNzg5ODQxMS44LjEuMTcwNzg5ODcwOC4wLjAuMA .
3.12	Safeguarding	FIVB	Mandatory safeguarding e-learning course in place: https://www.fivb.com/en/about/news/fivb-launches-new-safeguarding-e-learning-course?id=101203 Disciplinary Regulations outline Safeguarding procedure: https://acrobat.adobe.com/id/urn:aaid:sc:EU:78bb9097-feca-485a-9cc5-92aa59d3d7dc
3.12	Safeguarding	FIE	Policies in place and there is good activity. Safe sport webinars: https://fie.org/articles/1238 Safeguarding webinars: https://fie.org/articles/1232

Indicator	Topic	IF	Section - Democracy
4.1	Elections	FIFA	<p>Election of the FIFA President and the members of the Council in accordance with Article 27 of the statutes: https://digitalhub.fifa.com/m/3815fa68bd9f4ad8/original/FIFA_Statutes_2022-EN.pdf</p> <p>Article 10 of the Standing Orders of the Congress (see statutes) and Article 38-74 of the FIFA Governance Regulations: https://digitalhub.fifa.com/m/381ee2ffb41f05ad/original/FIFA-Governance-Regulations-2022.pdf</p> <p>Scrutineers appointed for all votes and elections at the FIFA Congress (cf. art. 3 of the Standing Orders of the Congress and art. 54 of the FIFA Governance Regulations).</p> <p>Elections of members of the Council at confederation congresses are monitored by persons appointed by the FIFA Governance, Audit and Compliance Committee (article 73 of the FIFA Governance Regulations).</p>
4.1	Elections	FIH	<p>FIH Elections Manual & Statutes (art. 6 - 8) outline all procedures for elections for president and executive board members: https://www.fih.hockey/static-assets/pdf/2022-fih-elections-manual.pdf</p> <p>Electronic voting system used in FIH Congresses (since 2018). Voting numbers published in news articles.</p>
4.1	Elections	UCI	<p>Constitution - Article 48.2: https://assets.ctfassets.net/76117gh5x5an/2uOSbE8gAbYJWGF6Zdb0c/83ce4e80c45d61ff20adcc23b43d382d/2021_UCI_CONSTITUTION_CONGRESS_EN.pdf President elected by Congress. Electronic voting covered by articles 3 and 9. Voting numbers published in 2023 Congress minutes: https://assets.ctfassets.net/76117gh5x5an/1QNWbMWSqOxkrGpky9yFwO/275a5b079cfa88f718035f849115feea/Provisional_Minutes_192_UCI_2023_Congress_-_Glasgow.pdf</p>
4.1	Elections	UWW	<p>Constitution - article 11.2: President and Bureau members are elected. External scrutiny and electronic voting used. Full voting numbers published in 2022 Congress minutes: https://cdn.uww.org/2023-11/220929_minutes_congress_2022_final_signed_eng.pdf</p>
4.2	Campaign Rules	FIH	<p>Candidates presented to Congress - article 14: https://www.fih.hockey/static-assets/pdf/fih-congress-minutes-5-november-2022-final_signed.pdf</p> <p>Appendix 1 of Election manual covers rules regarding promotion of candidacies: https://acrobat.adobe.com/id/urn:aaid:sc:EU:7f8d3e9f-ae1f-4022-84aa-0af18d88c907</p>
4.2	Campaign Rules	UIPM	<p>Article 3.2 and article 6 of campaigning rules outline nomination regulations and disclosure of financing: https://www.uipmworld.org/sites/default/files/election_rules_uipm_2022_clean.pdf</p>
4.2	Campaign Rules	ITTF	<p>Campaigning rules published. Article 10.14 covers funding: https://www.itf.com/statutes/</p>
4.2	Campaign Rules	ITF	<p>Code of Ethics - Appendix 4 has rules for candidates, which includes financial rules. Candidates must also</p>

Indicator	Topic	IF	Section - Democracy
			be compliant with Appendix 3. Rules are included in election pack, which details timetable for candidates: https://www.itftennis.com/media/9682/itf-election-pack-2023-eng.pdf
4.3	Election process with secret ballot	ITF	Constitution - Article 18.t: https://www.itftennis.com/media/2431/the-constitution-of-the-itf-2024.pdf Announcement on how elections work, including reference to electronic voting published: https://www.itftennis.com/en/news-and-media/articles/itf-elections-how-do-they-work/
4.3	Election process with secret ballot	World Sailing	Regulations - Article 4: https://www.sailing.org/inside-world-sailing/rules-regulations/constitution-regulations/ All voting is by secret ballot. (Regulation 4.4) Voting procedures cover various scenarios. (Regulation 4.2 and 4.3)
4.3	Election process with secret ballot	World Triathlon	Constitution - Article 30.3 ensures a secret ballot: https://www.triathlon.org/uploads/docs/Constitution_2024_v1.pdf Election Rules and Procedures 18: protests to be considered by the Credentials Committee.
4.3	Election process with secret ballot	UIPM	Electronic voting in place with secret ballot covered in Election rules - Article 7.3. Protest regulations also available under Article 11: https://www.uipmworld.org/sites/default/files/election_rules_uipm_2022_clean.pdf
4.4	Make public open positions	UWW	Role descriptions for President and Bureau members are detailed and include time requirements: https://acrobat.adobe.com/id/urn:aaid:sc:EU:04b0a9aa-25cb-4ce3-8f38-b69bbd2f5c6d
4.4	Make public open positions	World Athletics	Vacancies, role descriptions, requirements and assessment method for all candidates published: https://worldathletics.org/about-iaaf/documents/2023-elections-appointments
4.4	Make public open positions	World Archery	Roles and responsibilities published: https://acrobat.adobe.com/id/urn:aaid:sc:EU:c6c20c6e-4e0e-4db3-b2f7-1d43c167339d Invitation to congress for National Federations covers elections and role descriptions: https://extranet.worldarchery.sport/documents/index.php/Events/Congress/2023_Berlin/00_Invitation_letter.pdf
4.4	Make public open positions	ICF	Skillssets document is published for committees: https://www.canoeicf.com/sites/default/files/skillssets_for_technical_committee_members.pdf
4.5	Election candidate eligibility rules	IHF	Statutes - Article 13.7 includes some criteria. 14.3.6 has provision for assessment of candidates: https://www.ihf.info/sites/default/files/2024-02/01%20-%20Statutes_E.pdf Electoral Working Group was in place for electoral congress in 2021.
4.5	Election candidate eligibility rules	WDSF	Statutes Article 13 (bis) outlines eligibility criteria: https://dancesport.app.box.com/s/d5kpg6uhiqph8utrnho108wazr106ljf Nominations Committee is independent according to terms of reference. It evaluates candidates and has responsibility for disputes.

Indicator	Topic	IF	Section - Democracy
			https://www.worlddancesport.org/WDSF/Commission/Nomination-Committee
4.5	Election candidate eligibility rules	ISSF	Eligibility rules are determined by the Constitution. Nominations Committee Guidelines detail composition, which includes one member from Statutes and Eligibility Committee: https://www.issf-sports.org/getfile.aspx?mod=docf&pane=1&inst=452&file=ISSF%20Constitution%20ENGLISH.pdf https://acrobat.adobe.com/id/urn:aaid:sc:EU:670c80de-6b15-4dd3-8684-34b99574bad4
4.5	Election candidate eligibility rules	BWF	Independent vetting panel oversees vetting rules: https://corporate.bwfbadminton.com/about-vetting/ Dispute mechanism handled through CAS - Constitution Appendix 2, Article 7.3.4-7.3.7: https://acrobat.adobe.com/id/urn:aaid:sc:EU:9428aa54-93ed-4358-8cb2-f184baf2ec13
4.6	Term Limits	FEI	Statutes 19.6: A Board member may serve a maximum of three full terms before a compulsory break of at least four years. Maximum of three terms for President: https://inside.fei.org/sites/default/files/FEI%20STATUTES%202023_CLEAN.pdf
4.6	Term Limits	World Rugby	Term limits are set out in the World Rugby Byelaws 9 and 10: https://resources.worldrugby-rims.pulselive.com/worldrugby/document/2023/06/08/9df50e75-25f9-485c-b66d-588874dac6c5/Bye-laws-9_Bye-Law-10-with-effect-from-Interim-Meeting-2024.pdf Chair can serve a maximum of 2 x 4 year terms. Executive Board limit of 3 x 4 years unless elected Chair, in which case 16 years in total is possible.
4.6	Term Limits	IWF	Constitution 21.4 - maximum of 12 years on Executive Board even if elected president: https://iwf.sport/wp-content/uploads/downloads/2023/09/2023-09-12-IWF-CONSTITUTION.pdf
4.6	Term Limits	ITF	Term limits set out in Constitution at: https://acrobat.adobe.com/id/urn:aaid:sc:EU:e96972ce-3e94-4dce-b65b-dd718aff3363 Maximum of 12 years (3 x 4) as President (Article 20.e) Maximum of 12 years (3 x 4 years) as member of Board (Article 21.c)

Indicator	Topic	IF	Section - Democracy
4.7	Athletes' Commission	IWF	IWF Constitution: Rule 16.2 (g): three representatives of the Athletes Commission, including the Chairperson are on the Executive Board. Current Executive Board: https://iwf.sport/focus-on-iwf/executive-board/ https://iwf.sport/2023/01/13/athletes-elected-to-international-weightlifting-federatioid-iwf-executive-board/ Members of the Athletes Commission are elected by their peers: https://iwf.sport/2022/12/17/iwf-announces-results-of-historic-athletes-commission-elections/
4.7	Athletes' Commission	World Athletics	Constitution - Article 41.d: https://www.worldathletics.org/download/download?filename=e912df83-c582-4ecf-b7d5-f0d7a9fe1698.pdf&urlslug=2017%20IAAF%20Constitution&gl=1*lbdk4p*_ga*MTU0NTYyMjg3MC4xNzE2OTAzNjI0*_ga_7FE9YV46NW*MTcxODYyMTM4NS42LjEuMTcxODYyMTQzMj4wLjAuMA . Athlete Commission chair and one other member sits on the council: https://worldathletics.org/about-iaaf/structure/council
4.7	Athletes' Commission	BWF	Constitution Section 1.1. Article 17: https://corporate.bwfbadminton.com/statutes/ Council includes representation from the Chairs of the Athletes Commission and Para Badminton Athletes Commission, appointed by the athlete commission.
4.7	Athletes' Commission	World Aquatics	Constitution - Article 14.5: The chair of the Athletes' Committee is a World Aquatics Bureau Member with full voting rights: https://resources.fina.org/fina/document/2023/03/06/37510867-d297-4f0c-a993-909aed3be87c/World-Aquatics-Constitution-Approved-2023.01.30_clean.pdf As per Article 13.7 of the World Aquatics Constitution, each of the 20 elected members of the Athletes' Committee shall have one vote at a Congress
4.8	Athlete rights	World Rowing	Statutes - Appendix S11a describes the Athletes' Rights and Responsibilities Declaration, developed by athletes through a worldwide consultation process: https://worldrowing.com/technical/rules/2021-rule-book/ Declaration aligns with the IOC Athletes' Rights and Responsibilities Declaration and includes the right to access education on sports-related matters, work or study while training and competing, and freedom of expression.
4.8	Athlete rights	World Taekwondo	Statutes Addendum 1.3: http://www.worldtaekwondo.org/viewer_pdf/external/pdfjs-2.1.266-dist/web/viewer.html?file=http://www.worldtaekwondo.org/att_file/documents/STATUTES%20(December%2015,%202023).pdf IOC Athletes Rights and Responsibilities Declaration: http://www.worldtaekwondo.org/viewer_pdf/external/p

Indicator	Topic	IF	Section - Democracy
			dfjs-2.1.266-dist/web/viewer.html?file=http://www.worldtaekwondo.org/att_file/documents/Athletes-Rights-and-Responsibilities-Declaration.pdf
4.8	Athlete rights	ICF	Declaration was formally adopted at 2022 Congress: https://www.canoeicf.com/news/athlete-rights-charter-embraced-icf-congress
4.8	Athlete rights	ISSF	Athletes' Handbook is a detailed resource offering education and guidelines: https://www.issf-sports.org/media/athletes/ISSF%20Athletes%20Handbook.pdf Statutes 1.14.1 - 6 of 10 members of Athletes' Committee are elected. Committee members: https://www.issf-sports.org/theissf/organisation/committees/issf_athletes_committee.ashx
4.9	Governance support for members	ITTF	Proactive measures to provide tailored support through questionnaires: https://www.ittf.com/2023/11/14/ittf-launches-2024-development-program-activation-process-shaping-the-future-and-empowering-member-associations/
4.9	Governance support for members	FIFA	Tailored support to MAs: https://www.fifa.com/about-fifa/associations/media-releases/normalisation-committee-appointed-in-congo-dr https://www.fifa.com/about-fifa/associations/news/bureau-of-the-fifa-council-lifts-suspension-of-zimbabwe-football-association
4.9	Governance support for members	UCI	Dedicated webpage with relevant information for National Federations: https://www.uci.org/federations/28BogNv1Y3vtxJPkq7vgFs Series of Webinars for National Federations launched in 2023. Topics are linked to governance: https://www.uci.org/2023-uci-webinars/11A1UD5jXIC2TQike2YdjL Standard Statutes for National Federations: https://assets.ctfassets.net/76117gh5x5an/leH5KhWFypjBmhb59psHs/e2f157c5e2e91b904508c4df7ed3618b/Standard_Statutes_-_A_Guide_for_National_Federations_EN.pdf
4.9	Governance support for members	World Aquatics	Questionnaire shows that support is available on various relevant topics, including several which are governance-related: https://www.surveymonkey.com/r/Preview/?sm=CrYv_r0J_2F0WC74_2BS2yJxZlfXxW7jtQcR_2BU9EQ_2BiVUk9FApc2YwXdNyJ_2Fql6blyecq
4.10	Actively monitor member governance compliance	WBSC	Rules on requirements of membership are in place. Statutes - Article 6.2: https://static.wbsec.org/uploads/federations/0/cms/documents/48ebb7c0-0aad-df45-c502-28ebec82dbab.pdf There have been assessments of Continental Associations: https://static.wbsec.org/uploads/federations/0/cms/documents/bf6d262f-00a6-4102-ccb7-d7dbdadd79f8.pdf

Indicator	Topic	IF	Section - Democracy
			Member federations have faced sanctions for breaches of regulations
4.10	Actively monitor member governance compliance	FIH	State of the Game survey monitors income, expenditure and marketing: https://academy.fih.hockey/sotg
4.10	Actively monitor member governance compliance	World Athletics	Active monitoring and reporting of compliance of MF governance: https://acrobat.adobe.com/id/urn:aaid:sc:eu:62b77f77-81b3-4974-a9c9-c6963ea96f51
4.10	Actively monitor member governance compliance	World Rowing	Example of a disciplinary case involving a member federation: https://worldrowing.com/2024/02/22/world-rowing-reinstalls-serbian-rowing-federation-upon-settlement-of-financial-debts/
4.11	Equal opportunity for General Assembly participation	BWF	Hybrid AGM delivered in 2022. Evidence of a test vote and online training: https://corporate.bwfbadminton.com/virtual_participation/ https://corporate.bwfbadminton.com/delegates_briefing/
4.11	Equal opportunity for General Assembly participation	World Taekwondo	Notice for online training notice before the General Assembly: https://tinyurl.com/39phs8mb
4.11	Equal opportunity for General Assembly participation	World Triathlon	Travel expenses' policy references the Congress: https://www.triathlon.org/uploads/docs/Travel_Expenses_Policy_online_version.pdf All Congresses now hybrid
4.11	Equal opportunity for General Assembly participation	FIVB	Financial Regulations 2.6.2 - FIVB continues to pay for travel and accommodation of 1 delegate for category 1 and 2 National Federations: https://acrobat.adobe.com/id/urn:aaid:sc:EU:43b39b95-bf25-48b1-ad06-b1b51b971dbf
4.12	Clarity of decision-making authority	FEI	Internal Regulations include retained powers of the Board - Chapter 3; Roles of the Board Members and Executive Board - Chapter 4; Delegations of Responsibilities to the Secretary General - Article 5.1; Functions and Roles of the Standing Committees - Chapter 6: https://inside.fei.org/sites/default/files/FEI%20General%20Regulations%20-Effective%201January2024-%20clean_0.pdf
4.12	Clarity of decision-making authority	IGF	Role descriptions for each of the key leadership positions: https://www.igfgolf.org/about/official-documents IGF Charters for all the committees outlining their respective roles and delegation of power through the Federation (pages 105 - 135); https://gsites.brightspotcdn.com/05/27/b3145d3c4d99bbfdd83feea2e163/igf-policies-charters-december-2023.pdf

Indicator	Topic	IF	Section - Democracy
4.12	Clarity of decision-making authority	UCI	Terms of reference published for commissions. Example of medical: https://assets.ctfassets.net/76117gh5x5an/t6FLMUsFBkxnUfZEtnOW1/f97c11c64a16db88e889ddf349a77c3b/03.00j_Terms_of_reference_UCI_Medical_Commission.pdf
4.12	Clarity of decision-making authority	WDSF	Article 16 (bis) and 16 (ter) have details on the role of staff and the managing committee. Detailed terms of reference are published for some committees: https://dancesport.app.box.com/file/999651382670?s=d5kpg6uhiqph8utrnh0108wazr106ljf

Indicator	Topic	IF	Section – Development and Sustainability
5.1	Development policy/process	UCI	Development focusses on education, equipment, special projects and athletes' development Guidelines document has detail on application at 3.5. Budgets need to be submitted for special projects: https://assets.ctfassets.net/76117gh5x5an/2HaSyoN2lqlzb5JlnOD3fQ/be47cec0934a954a510f014113bba02d/2024_UCI_Solidarity_Programme_Guidelines_ENG.pdf
5.1	Development policy/process	WBSC	Development Programmes 2022-24 includes information about technical and financial assistance available, including eligibility, the application process and decision-making. Programmes are linked to the overall strategy. There are criteria for determining support for Continental Associations. https://static.wbse.org/assets/cms/documents/1085294b-9d51-81f4-7db3-7fa8d048e1aa.pdf
5.1	Development policy/process	World Taekwondo	2024 Development Programme guidelines: http://www.worldtaekwondo.org/att_file_up/development/2024/Guidelines%20for%20WT%20Development%20Programme%202024.pdf Information is included for each strand of development on objectives, eligibility, how to apply and level of support available. Example of an application form: http://www.worldtaekwondo.org/att_file_up/development/2024/2024%20Application%20Form%20of%20MNA%20Equipment%20Support.pdf
5.1	Development policy/process	IHF	Explanation of how a member can apply for equipment support: https://www.ihf.info/about/programmes/procedure Application form published: https://www.ihf.info/sites/default/files/2023-07/Development%20Aid%20Application%20Form%202023.docx
5.2	Development financial transparency	BWF	Members supported directly through Membership Grants programme. Annual report 2022 and audited financial statement include total figure of redistributed funds Annual Report 2022: https://annualreport.bwf.sport/2022/ Audited Financial Accounts: https://extranet.bwf.sport/docs/document-system/81/82/4176/BWF%20Audited%20Financial%20Statements%202023.pdf.pdf Development website section: https://development.bwfbadminton.com/
5.2	Development financial transparency	FIFA	Impact Map has financial detail including total spend, budget remaining and number of projects per country and confederation: https://www.fifa.com/football-development/fifa-forward/impact-map
5.2	Development financial transparency	World Athletics	Figures are published on development support in the 2022 Annual Council Report: https://worldathletics.org/about-iaaf/documents/member-federation-resource-centre

Indicator	Topic	IF	Section – Development and Sustainability
5.2	Development financial transparency	World Taekwondo	2023 Development Programme report provides details of applications, funding and statistics about support provided. There is also detail in the 2022-23 Annual Report. Continental Union agreements are published. Development Program: http://www.worldtaekwondo.org/documents-wt/docu.html?cd1=05 2023 Development Report: http://www.worldtaekwondo.org/att_file/mrd_rpt/Development Program Report 2023_240112151750.pdf
5.3	Monitoring Development Funds	FIVB	Independent attestation report for distributed funds published: https://acrobat.adobe.com/id/urn:aaid:sc:EU:d5708181-2973-4781-8ed5-fde744000d5d
5.3	Monitoring Development Funds	World Sailing	Development and Regions committee TOR's published: https://www.sailing.org/development-regions-committee/
5.3	Monitoring Development Funds	UCI	Solidarity Programme 2024 Guidelines which requires beneficiaries to fill in Activity Report Form to enable monitoring of use of funds: https://unioncyclisteinternationale.formstack.com/forms/2024_uci_solidarity_activity_report_eng All solidarity projects are disclosed annually within the UCI Annual report under the UCI Solidarity section (page 118-125): https://downloads.ctfassets.net/76117gh5x5an/fiirgSRTI6fSESBZqvSIE/f02482bdb24005916f01e531697eba2b/2022_UCI_RAPPORT-ANNUEL_EN_web.pdf
5.3	Monitoring Development Funds	BWF	Finance committee responsible for monitoring funds and ensure audit is undertaken as per Section 1.2.2 Federation Rules and Regulations Article 8: https://corporate.bwfbadminton.com/statutes/#1513732591524-c522d2ef-fae8
5.4	Sustainable Development	FEI	Sustainability Handbook recommends 144 unique initiatives linked to one or more of 11 of the 17 UN SDGs; along with supporting actions, recommendation on person responsible for action, and what data to collect: https://inside.fei.org/system/files/FEI%20Sustainability%20Handbook%20-%20For%20Event%20Organisers_2023.pdf
5.4	Sustainable Development	FIH	Sustainability Strategy published following the UNSDGs and IOC Sustainability Strategy principles, focused on People, Planet and Prosperity. More than 20 case studies of existing sustainability projects: https://www.fih.hockey/about-fih/sustainability
5.4	Sustainable Development	IJF	Sustainability policy, linked to UN SDG, which also details the various activities and measures applied: https://78884ca60822a34fb0e6-082b8fd5551e97bc65e327988b444396.ssl.cf3.rackcdn.com/up/2024/01/IJF_Sustainability_Policy_-_08-1705916979.pdf Judo for a Sustainable World: https://78884ca60822a34fb0e6-082b8fd5551e97bc65e327988b444396.ssl.cf3.rackcdn.com/up/2024/01/Judo_for_a_Sustainable_World-1-1705395863.pdf

Indicator	Topic	IF	Section – Development and Sustainability
5.4	Sustainable Development	World Rowing	Sustainability page: https://worldrowing.com/responsibility/sustainability/ There are several areas of focus, including clean/healthy water. There is a commitment to reducing emissions through signing up to UNFCCC: https://worldrowing.com/responsibility/sustainability/climate-action/
5.5	Environmental monitoring	World Rugby	There has been reporting on carbon emissions, including for Rugby World Cup 2023: https://www.rugbyworldcup.com/2023/sustainability
5.5	Environmental monitoring	WBSC	Carbon audit published from 2022: https://www.wbsc.org/en/organisation/integrity-unit/sustainability/reports-decisions Offsetting project in progress: https://greenfutureproject.com/company/wbsc
5.5	Environmental monitoring	UCI	Sustainability report includes footprint analysis and breakdown into Scopes 1 & 2: https://www.uci.org/pressrelease/the-uci-publishes-its-first-sustainability-report-two-thirds-of-2021-goals/5U6Qiw8rnX5AZnHutcmd44 UCI Sustainability Impact Tracker: https://uci-sustainability-impact-tracker.com/en/
5.5	Environmental monitoring	FIBA	Emissions monitoring at 2022 Women's World Cup with offsetting: https://www.fiba.basketball/womensbasketballworldcup/2022/news/fiba-womens-basketball-world-cup-2022-delivers-a-carbon-neutral-event ISO certification of 3x3 events
5.6	Social responsibility	FEI	FEI Solidarity Relief Fund for Ukraine: https://inside.fei.org/fei/solidarity/resources-library/ukraine-fund Retired racehorses program: https://www.fei.org/stories/fei-solidarity/bright-future-ex-racehorses
5.6	Social responsibility	WBSC	Legacy Club is a social responsibility initiative. Annual report is published: https://static.wbsc.org/uploads/federations/0/cms/documents/1b3d3b67-7795-4368-ff30-a214545c35cc.pdf Project linking up with World Taekwondo: https://www.wbsc.org/en/news/world-taekwondo-taekwondo-humanitarian-foundation-and-world-baseball-softball-confederation-sign-mou
5.6	Social responsibility	World Aquatics	Swim for All courses organised in a number of countries with an analysis report, which should help to raise standards in future: https://www.worldaquatics.com/news/2650036/fina-and-myrrha-pools-collaborate-on-finans-pools-for-all-programme https://www.worldaquatics.com/news/3531385/continental-spotlight-world-aquatics-panam-development-aquatic-sports-america-2023
5.6	Social responsibility	World Sailing	Detailed Sustainability Agenda linked to UN SDGs, which covers social responsibility: https://www.sailing.org/tools/documents/SustainabilityAgenda2030-%5B23247%5D.pdf
5.7	Adopting human rights policies	World Rowing	There is collaboration with the Centre for Sport and Human Rights: https://worldrowing.com/2023/08/10/world-rowing-

Indicator	Topic	IF	Section – Development and Sustainability
			and-centre-for-sport-and-human-rights-join-forces-to-advance-responsible-sport/
5.7	Adopting human rights policies	BWF	Strategic implementation plan includes reference to engagement and inclusion of humanitarian work: https://extranet.bwf.sport/docs/document-system/81/82/93/BWF%20Strategic%20Plan%202020-2024.pdf
5.7	Adopting human rights policies	FIBA	Programmes and initiatives in place to promote inclusivity and player rights: https://www.fiba.basketball/playershub/off-court-guide https://www.fiba.basketball/news/more-participants-join-fiba-players-mentorship-program-in-new-edition https://www.fiba.basketball/news/global-spoc-meeting-in-athens-underlines-fiba-s-commitment-to-integrity Whistleblower Protection Mechanism encourages reporting of human rights violations.
5.7	Adopting human rights policies	FIH	Sustainability Strategy (p19) has targets related to human rights: https://www.fih.hockey/static-assets/pdf/fih-sustainability-strategy-for-hockey.pdf Transgender task force set up: https://www.hockey.org.au/integrity/trans-and-gender-diverse-guidelines/ Updates to tournament regulations: https://www.englishhockey.co.uk/media/news/fih-announce-updated-kit-regulations
5.8	Education programmes	FIH	FIH Academy platform: https://academy.fih.hockey/ Wide range of courses on offer
5.8	Education programmes	IJF	Academy Report to 2023 Congress includes an overview and some statistics: https://78884ca60822a34fb0e6-082b8fd5551e97bc65e327988b444396.ssl.cf3.rackcdn.com/up/2023/07/8_6_Academy-1689774461-1689774461.pdf
5.8	Education programmes	FIE	Course for Epee coaches in Pan America supported by the FIE: https://fie.org/articles/1340 Fencing weapons repair course in Johannesburg: https://fie.org/articles/1325
5.8	Education programmes	FIG	Education Platform: https://www.gymnastics.sport/site/education.php Judges Education: https://www.gymnastics.sport/site/pages/judges-education.php
5.9	Integrity education	World Rowing	Extensive education work on safeguarding. There is regular anti-doping training. In-person education at 2023 World Championships: https://worldrowing.com/responsibility/safeguarding/
5.9	Integrity education	World Skate	Anti-doping education programmes and resources available: https://www.worldskate.org/athlete-resources/anti-doping-education.html Previous webinar on competition manipulation: http://www.worldskate.org/news/17-world-skate/3360-preventing-competition-manipulation-free-online-webinar.html

Indicator	Topic	IF	Section – Development and Sustainability
5.9	Integrity education	UIPM	Evidence of mandatory anti-doping education for athletes: https://www.uipmworld.org/news/anti-doping-update-mandatory-e-learning-all-athletes-participating-paris-2024-olympic
5.9	Integrity education	World Aquatics	Athletes participating in the World Aquatics World Swimming Championships and the World Aquatics World Championships are required to complete an e-learning course beforehand: https://aquaticsintegrity.com/wp-content/uploads/2023/09/World-Aquatics-Doping-Control-Rules.pdf
5.10	Event legacy support	BWF	Major Event Bid Document covers legacy outcomes for BWF major events and is included in Selection Criteria 11.2: https://system.bwfbadminton.com/documents/folder_1_81/folder_1_140/folder_1_164/2.%20BWF%20Major%20Events%20-%20Bid%20Document.pdf Evidence of monitoring of outcomes in 2022 Annual Report - Malaysia Legacy Project (page 80 of 108): https://annualreport.bwf.sport/2022/
5.10	Event legacy support	IJF	Legacy Project and Observer Programme document lists some ideas for legacy work for event hosts: https://78884ca60822a34fb0e6-082b8fd5551e97bc65e327988b444396.ssl.cf3.rackcdn.com/up/2021/12/IJF_Event_Legacy_Project_and_O-1639651181.pdf
5.10	Event legacy support	FIBA	Significant legacy activity related to the World Cups in 2022 and 2023: https://www.fiba.basketball/news/fiba-women%E2%80%99s-world-cup-2022-legacy-program-supports-indigenous-basketballers https://www.fiba.basketball/basketballworldcup/2023/news/indonesia-s-revamp-my-court-world-cup-legacy-program-unveiled-in-jakarta
5.10	Event legacy support	UCI	Bike City Label guide explains process and criteria: https://assets.ctfassets.net/76117gh5x5an/5eaUGztb1WloFHYSRbpNQ9/a73be4db6eeb79a104317d5cf402c547/2024_UCI_CITY-LABEL_GUIDE_EN.pdf
5.11	Anti-discrimination	FIG	Gymnastics Ethics Foundation dealt with five cases relating to various forms of discrimination. Decisions published on the FIG website: https://www.gymnastics.sport/site/pages/governance-disc-decisions.php
5.11	Anti-discrimination	FIVB	Constitution - Article 1.5.4 (download): https://www.fivb.com/wp-content/uploads/2024/03/FIVB-2022-Constitution_clean-version_website_24102022.pdf Code of Ethics - Article 9.2.4 (download): https://www.fivb.com/wp-content/uploads/2024/03/FIVB-CODE-OF-ETHICS_clean-version_website_26042022.pdf Evidence of implementation: https://www.fivb.com/en/media/news_pressrelease/fivb-disciplinary-panel-sub-committee-issues-decision-on?id=93752

Indicator	Topic	IF	Section – Development and Sustainability
5.11	Anti-discrimination	UCI	Example of implementation of anti-discrimination rules by the Disciplinary Commission: https://www.uci.org/pressrelease/uci-statement-on-the-incident-involving-madis-mihkels-and-gerben-thijssen-at/3hStHLgKQZ4s79Q2NIFuK Page on UCI website: https://www.uci.org/diversity-and-inclusion/3o8vLG6wbzkWIVQz1ocnXI
5.11	Anti-discrimination	World Rowing	Code of ethics explicitly refers to non-discrimination: https://worldrowing.com/wp-content/uploads/2021/03/2021-World-Rowing-Code-of-Ethics.pdf As does the position statement and strategy on GEDI (Gender equality, diversity and inclusion): https://d2cx26qpfwuhvu.cloudfront.net/worldrowing/wp-content/uploads/2021/10/14101015/GEDI-Comm-MF-Presentation-061021F.pdf
5.12	Paralympic /disability disciplines	ITF	Wheelchair tennis remains fully integrated into ITF: https://www.itftennis.com/en/itf-tours/uniglo-wheelchair-tennis-tour/
5.12	Paralympic /disability disciplines	ITTF	World Para Table Tennis Championships Granada 2022 were praised by IPC President, Andrew Parsons, at the IPC General Assembly: https://www.insidethegames.biz/articles/1130326/andrew-parsons-table-tennis ITTF worked with Spanish TTA: https://www.ittf.com/2022/11/12/curtain-falls-best-ever-world-para-table-tennis-championships/
5.12	Paralympic /disability disciplines	World Rowing	Para-Rowing is fully integrated: https://worldrowing.com/events/rowing-and-para-rowing/
5.12	Paralympic /disability disciplines	World Triathlon	World Triathlon has a department, as can be seen from the organigram: https://www.triathlon.org/about/itu_organigram Para Triathlon Committee: https://triathlon.org/about/committees/paratriathlon_committee

Indicator	Topic	IF	Section – Control mechanisms
6.1	Ethics Committee	IWF	Ethics and Disciplinary Members are listed and are independent: https://iwf.sport/focus-on-iwf/commissions/
6.1	Ethics Committee	ITF	Ethics Commission is independent: https://www.itftennis.com/en/about-us/governance/ethics/
6.1	Ethics Committee	World Aquatics	The Aquatics Integrity Unit has a clear remit and operational independence. Homepage: https://aquaticsiintegrity.com/ Structure: https://aquaticsiintegrity.com/who-we-are/
6.1	Ethics Committee	FIG	Gymnastics Ethics Foundation has responsibility and is independent. Cases are published: https://www.gymnasticsethicsfoundation.org/decisions
6.2	Audit committee	ITTF	Internal audit function in place with evidence of activity: https://documents.itf.sport/sites/default/files/public/2024-02/2023_Finance_and_Audit_Committee_Meeting_Minutes.pdf
6.2	Audit committee	World Sailing	Independent audit committee in place with terms of reference published: https://www.sailing.org/audit-committee/ Regulations 5.1 outlines independence: https://d7qh6ksdplczd.cloudfront.net/sailing/wp-content/uploads/2024/01/04142800/Regulations-Nov-2023-18122023.pdf
6.2	Audit committee	World Triathlon	Archive of minutes for Audit, Risk and Integrity Committee: https://triathlon.org/about/downloads/category/audit_committee
6.2	Audit committee	IHF	Internal audit committee in place with two independent members listed: https://www.ihf.info/about/adjudicating-body Internal auditors' report is published (agenda item 9): https://www.ihf.info/sites/default/files/2024-01/Agenda%20items%209-13_E.pdf
6.3	Internal Controls	BWF	Federation Rules and Procedures: https://corporate.bwfbadminton.com/statutes/#1513732591524-c522d2ef-fae8 Audited Financial Statements: https://extranet.bwf.sport/docs/document-system/81/82/4176/BWF%20Audited%20Financial%20Statements%202023.pdf.pdf
6.3	Internal Controls	IFSC	Financial procedures and internal control provisions detailed in financial regulations: https://images.ifsc-climbing.org/ifsc/image/private/t_q_good/prd/jrpgfv5nwonfnagl0njin.pdf
6.3	Internal Controls	FIVB	Constitution Article 3.8 outlines some internal control procedures: https://www.fivb.com/inside-fivb/legal/constitution-and-regulations/ 2022 Audit Report conducted by Deloitte confirms internal controls exist: https://acrobat.adobe.com/id/urn:aaid:sc:EU:9c57ebd2-e37e-46cc-b790-746bc4900e83
6.3	Internal Controls	IGF	The IGF maintains an Audit and Risk Committee tasked with managing the internal financial control systems, corporate governance and the oversight of financial strategies and integrity. https://gsites.brightspotcdn.com/05/27/b3145d3c4d99bb

Indicator	Topic	IF	Section – Control mechanisms
			fdd83efea2e163/igf-policies-charters-december-2023.pdf
6.4	Remuneration policy and process	BWF	Commission oversees remuneration policy. Section 1.2.2 - Federation Rules and Procedures (page 47): https://extranet.bwf.sport/docs/document-system/81/1466/1467/1.2.1%20Guidelines%20for%20Council%20and%20EB%20Procedures%20-%20V1.3%20-%2020240110.pdf Remuneration policy outlined in General Regulations. Section 1.2.1 - Article 21.5: https://extranet.bwf.sport/docs/document-system/81/1466/1467/1.2.1%20Guidelines%20for%20Council%20and%20EB%20Procedures%20-%20V1.3%20-%2020240110.pdf
6.4	Remuneration policy and process	World Athletics	Remuneration Committee in place (download): https://worldathletics.org/download/download?filename=32-D-WA-EBCommittee-Remuneration-PositionDescription2023-Final.pdf&urlslug=World%20Athletics%20Executive%20Board%20Remuneration%20Committee%20-%20position%20description#:~:text=In%20summary%2C%20the%20responsibilities%20of%20the%20Committee%20are%3A&text=To%20keep%20the%20remuneration%20policy,within%20its%20role%20and%20responsibilities Committee's primary role is to review and advise the Executive Board on the remuneration and expense policies applicable to the President, Vice-Presidents, Executive Board Members, Council Members, members of Commissions and Working Groups and the Chief Executive Officer
6.4	Remuneration policy and process	World Archery	Remuneration committee is assisted by the AISTS salary survey: https://www.worldarchery.sport/about-us/organisation/committees
6.4	Remuneration policy and process	World Aquatics	World Aquatics has a designated remuneration committee as defined by section 7.4 of the World Aquatics By-Laws: https://resources.fina.org/fina/document/2022/12/22/7bf7f283-efdc-41a5-8ed8-986ba076685e/World-Aquatics-By-laws-Approved-12-12-2022-Formatted.pdf Proper disclosure of total allowances and financial benefits of the President and of the elected officials and senior executives is available on Note 9 to the Financial Statement: https://resources.fina.org/fina/document/2023/06/23/73e99383-46ee-4349-844e-10d5a94cc2fc/World-Aquatics-2022-Financial-report-final-signed-.pdf
6.5	Risk management	IGF	IGF Policies and Charters defines the associated responsibilities for the IGF's risk management process: https://gsites.brightspotcdn.com/b0/d5/9f48e58d4b89baef33a4cd38a377/igf-policies-charters-december-2023-current-master-doc.pdf
6.5	Risk management	World Rowing	There is a formal risk management process. Risks related to sustainability are acknowledged, for example on the sustainability page: https://worldrowing.com/responsibility/sustainability/

Indicator	Topic	IF	Section – Control mechanisms
6.5	Risk management	FIFA	Risk management function: https://publications.fifa.com/en/final-sustainability-report/governance/compliance-anti-bribery-and-anti-corruption/compliance-management/ Financial risk management: https://publications.fifa.com/en/annual-report-2021/2021-financials-and-2023-budget/2021-financial-statements/notes/29-financial-risk-management/
6.5	Risk management	ITF	See 'Principle risks and uncertainties' in Strategic Report of 2022 Report and Accounts: http://itf.uberflip.com/i/1503947-2022-itf-annual-report-and-financial-statements/5?
6.6	Competition law compliance	UWW	Guidelines for the Recognition of Third-Party Events: https://cdn.uww.org/2019-09/guidelines_recognition_third_party_events_eng_final.pdf
6.6	Competition law compliance	World Sailing	Anti-trust policy published: https://d7qh6ksdplczd.cloudfront.net/sailing/wp-content/uploads/2018/01/27014017/Anti-Trust-Policy.pdf World Sailing and Sail GP have charity partnership: https://sailgp.com/news/sailgp-inspire-partners-with-world-sailing-trust/
6.6	Competition law compliance	World Triathlon	World Triathlon does not implement any sanction to athletes competing in non-sanction/recognised events. MOUs signed with PTO, Powerman, Iron Man, and Super League: https://triathlon.org/news/article/itu_ironman_agree_to_historic_partnership
6.6	Competition law compliance	World Rugby	Regulations 8 set out eligibility procedures: www.world.rugby/organisation/governance/regulations/reg-8 . Remains compliant with the IOC Code and competition law Eligibility cases and appeals are published: https://www.world.rugby/news/340527 Regulation 16 sets out events sanctioning procedures: www.world.rugby/organisation/governance/regulations/reg-16
6.7	Open tenders	UIPM	Tenders page provides substantial information including closed tenders: https://www.uipmworld.org/tenders Tender document example: https://www.uipmworld.org/sites/default/files/uipm_obstacle_competition_kit_tender.pdf Grading of bid proposals (example chosen at random): https://www.uipmworld.org/sites/default/files/obstacle_training_kit_comparison.pdf Announcement of tender: https://www.uipmworld.org/news/uipm-seeks-tv-digital-production-and-distribution-partner-2022-2024
6.7	Open tenders	ITF	Procurement policy: https://www.itftennis.com/media/2479/itf-procurement-policy.pdf Data rights tender appointment: https://www.itftennis.com/en/news-and-media/articles/infront-to-become-itf-official-data-partner/
6.7	Open tenders	World Archery	Tenders page: https://www.worldarchery.sport/about-us/corporate/tenders
6.7	Open tenders	World Aquatics	Example of open tender for apparel partner: https://resources.fina.org/fina/document/2023/02/13/861

Indicator	Topic	IF	Section – Control mechanisms
			aa6e8-50ac-4951-bb3c-1a44ade5c0ca/2023.02.10-World-Aquatics-RFP-Apparel-Copy.pdf Pool partner: https://www.worldaquatics.com/news/2190890/pr-41-fina-opens-bidding-process-for-2022-2025-pool-partner Bid document: https://resources.fina.org/fina/document/2021/07/16/458f7322-c5f1-45da-881e-c35d999ba80d/Pool-Partner-Bidding-Document-16.7.21.pdf
6.8	Due diligence of third parties	World Rugby	There is a detailed due diligence process for suppliers, including credit referencing. Processes are also in place for other third parties. Example of Supplier On Boarding form: https://app.smartsheet.com/b/form/4794d413be3b44d88d20ef2e76f5a77c
6.8	Due diligence of third parties	BWF	Volleyball World Compliance policy includes due diligence (download): https://images.volleyballworld.com/image/upload/fl_attachment/fivb-prd/i2y8zrpii5x2sqqpnsra.pdf?_gl=1*_yl1zhv*_gcl_au*MTc4Njc2NTkzOC4xNzAyOTc4NjYz*_ga*MTU1OTY2NzUzNS4xNjYxNzExMzM2*_ga_R215V1S3VM*MTcwNTE3MzMzNi45Mi4xLjE3MDUxNzM2NzcuNjAuMC4w
6.8	Due diligence of third parties	IGF	There is a detailed Supplier Code, covering a range of topics including anti-corruption: https://gsites.brightspotcdn.com/05/27/b3145d3c4d99bbfdd83efea2e163/igf-policies-charters-december-2023.pdf
6.8	Due diligence of third parties	World Sailing	Extensive due diligence assessment for all third parties in place https://acrobat.adobe.com/id/urn:aaid:sc:EU:24c559dd-c351-4e19-9eb3-6ed1d1296c9f
6.9	Appeal process	BWF	BWF Judicial Procedures Section 3.1 - Article 7: Independent Hearing Panel with 4-year term hear appeal cases relating to Sport and Continental Federations (7.5.2 - 7.5.3) https://extranet.bwf.sport/docs/document-system/81/1466/1469/Judicial%20Procedures%20-%20V2.3%20-%20November%202023%20-%20FINAL.pdf
6.9	Appeal process	UIPM	The UIPM Code of Ethics in articles 7.1, 7.2.1, 7.3, and 7.4 defines the intern appeal mechanisms. https://www.uipmworld.org/sites/default/files/code_of_ethics_uipm_2021_clean.pdf The UIPM Court of Arbitration is the judicial body provided for by the UIPM legal framework. See Articles 8.1 and 8.2 of Rules of Internal Organisation: https://www.uipmworld.org/sites/default/files/rio_uipm_2023_clean_0.pdf Full decisions made by CAS and the UIPM Court of Arbitration are published at https://www.uipmworld.org/ethics-compliance
6.9	Appeal process	World Sailing	Appendix 6.35.8 – right of appeal: https://d7qh6ksdplczd.cloudfront.net/sailing/wp-content/uploads/2024/01/04142757/Appendix-6-Disciplinary-and-Ethics.pdf Internal appeal policy in place: https://www.sailing.org/tools/documents/JudicialBoardRu

Indicator	Topic	IF	Section – Control mechanisms
			lesofProcedureMNAandIndependentPanelAppealsPartE June2020-[26347].pdf
6.9	Appeal process	UWW	Disciplinary Procedure and Dispute Resolution Regulations include details on appeals process: https://www.org/sites/default/files/2019-09/disciplinary_proced_dispute_resolution_regulations_june2019_final_eng.pdf A CAS case has been published: https://jurisprudence.tas-cas.org/Shared%20Documents/ADD%2046.pdf
6.10	Bid assessment	IFSC	Site visits are possible and there is internal review of criteria from a designated panel which includes external expertise: https://ifscorg-my.sharepoint.com/:b:/g/personal/communications_ifsc-climbing_org/ER_1ofTFp_dCiDSB_nR6KjIB5enw4Z6pgV0JvoVmSlpEuQ?e=j4UCx4
6.10	Bid assessment	FIVB	Expression of interest process includes due diligence: https://acrobat.adobe.com/id/urn:aaid:sc:EU:79cc088b-b381-421e-8c8f-3c8569f65aba Independent assessment of bidding process through external sports consultancy firm ongoing: http://www.thesportsconsultancy.com/news/volleyball-world-launches-host-city-bidding-process-for-fivb-mens-and-womens-volleyball-world-championships-in-2025-and-2027/
6.10	Bid assessment	FEI	Bidding platform: https://inside.fei.org/bidding-platform/events Example of bid guide: https://inside.fei.org/sites/default/files/bidding/FEI%20European%20Championships%202025%20Bid%20Guide.pdf Evaluation Commission assesses bids.
6.10	Bid assessment	UCI	Example of bid guide for mountain bike events: https://assets.ctfassets.net/76117gh5x5an/5vfgNQ6Fu108U3X4FdUaSj/006e2664428b50fcedbf6d7860262eab/2024_UCI_MTB_GUIDE_CONTINENTAL_CHAMPS_EN.pdf
6.11	Bid allocation	FEI	Bid guides have details on the bid process. Outcomes are published: https://inside.fei.org/bidding-platform/events Evaluation Commission makes recommendation to the Board, which takes a vote.
6.11	Bid allocation	World Athletics	Event Bidding Rules published: https://acrobat.adobe.com/id/urn:aaid:sc:EU:a09ea9af-d2cc-43b9-b094-96470294e5b6 Allocation is based on transparent scoring criteria. Bid Evaluation Panel oversees process. Bidding process includes timeline of bidding process: https://worldathletics.org/hosting/calendar Event sustainability part of IF's strategy: https://worldathletics.org/athletics-better-world/sustainability
6.11	Bid allocation	IGF	Bidding Rules: https://gsites.brightspotcdn.com/38/26/1cf3f3dd4dd99e1

Indicator	Topic	IF	Section – Control mechanisms
			6d4a8a20b4c45/2025-watc-igf-event-bidding-rules.pdf Administrative Committee appoints an evaluation panel, which makes a recommendation to the Biennial Meeting, where members vote. Announcement of 2025/2027 host allocation: https://www.igfgolf.org/news/singapore-to-host-world-amateur-team-championships-in-2025-morocco-to-host-in-2027
6.11	Bid allocation	World Rowing	Event bidding homepage: https://worldrowing.com/events/event-bidding/ Example of an allocation announcement: https://worldrowing.com/2022/09/26/2022-world-rowing-congress-attributes-2025-world-rowing-championships-to-shanghai/
6.12	Data protection/IT security	World Athletics	Privacy Policies are published https://worldathletics.org/about-iaaf/documents/member-federation-resource-centre Data sharing agreements in place with event organisers which covers athletes.
6.12	Data protection/IT security	World Rugby	The privacy policy is detailed and includes sections on specific topics, such as anti-corruption and betting: https://www.world.rugby/privacy-policy/anti-corruption A Data Protection Officer has been appointed, training is given to staff and external security checks are conducted.
6.12	Data protection/IT security	UWW	Privacy policy: https://uww.org/privacy Terms of Service: https://uww.org/terms Cookies policy: https://uww.org/cookie-policy Consent form for Athletes-Coaches-Referees to collect, use, disclose, share data to fulfil UWW's objectives: https://uww.org/sites/default/files/2020-10/2020_2021_medical_certificate_and_declaration.pdf
6.12	Data protection/IT security	WBSC	Privacy policy: https://static.wbcs.org/uploads/federations/0/cms/documents/9cd679f3-800d-bf1e-98df-61edffe0fe25.pdf Anti-doping privacy notice: https://static.wbcs.org/assets/cms/documents/d86c52ec-280a-250d-d8cf-7691b5e9fb8f.pdf Anti-doping protection policy: https://static.wbcs.org/uploads/federations/0/cms/documents/5aab92cb-d68f-5ac0-0cf4-728c803a6b2f.pdf A specialist company is employed to ensure compliance with Swiss and European Data Protection. Operating Procedure for Data Breach document has been produced. Staff are trained.