

Headline 1.1 Personal Integrity

1. Definition

Personal Integrity can be defined as the integration of outward actions and inner values. A person with integrity does what they say they will do in accordance with their values, beliefs and principles. A person of integrity can be trusted, because he or she never veers from inner values, even when it might be expeditious to do so. A key to integrity, therefore, is consistency of actions that are viewed as honest and truthful to inner values. Personal Integrity is also related to the respect of values followed and promoted by the organisation to which the person belongs.

Upright in character, refraining from all incorrect behaviour that might give rise to the appearance or suspicion of improper conduct and facing life's circumstances with moral strength, honesty and incorruptibility.

In the field of sport, these values are mainly related to good sportsmanship (meaning the aspiration or ethos that a sport or activity will be enjoyed for its own sake, with proper consideration for fairness, ethics, respect, and a sense of fellowship with one's competitors), honesty, safety, fairness and inclusiveness. Adopting ethical principles and rules aligned with the IOC Code of Ethics can build the basis for setting up a Code of Conduct to manage the personal integrity of the athletes, volunteers, staff and/or Board members. This Code is a set of rules outlining the social norms, rules and responsibilities of, or proper practices for, an individual or organisation and can be further complemented by a conflict-of-interest policy and safeguarding policy. All in all, this Code of Conduct is part of a system to ensure integrity and proper conduct together with a sanction system (in case of non-compliance) and an appointed person or body to follow up on issues that may arise.

2. Ideal scenario

A Code of Conduct (or a similar standard based on a Code of Ethics setting out general principles of ethical behaviour) has been established and published by the organisation in line with international and national standards. This code sets the rules of the organisation for each specific role within the organisation (staff, Board member, coach, volunteers, etc.) and has been signed by each concerned individual to indicate their full understanding of obligations, commitment and expectations from the organisation. Prevention and educational activities should be an integral part of the activities to inform and raise awareness among these groups.

This Code must go alongside other specific integrity policies for issues such as mismanagement, safeguarding, harassment, prevention of fraud and conflicts of interest. These policies must cover all activities of the organisation and must be mandatory for all actors involved. A pre-defined, clear, specific and operational sanction system is in place, clearly linked to the codes of conduct, conflict of interest, and other similar policies. The sanctions are proportional, legitimate and appropriate to the situation. A disciplinary or ethics commission is established with the possibility of appeal. This commission applies predetermined mechanisms to forward the case to public authorities if needed.

3. Risks

- Fraud and corruption
- Conflicts of interest
- Unethical behaviour (e.g. discrimination)
- Harassment and abuse (e.g. sexualised violence)
- Mismanagement of dealing with cases of non-compliance
- Lack of awareness within the organisation regarding importance of ethics and ethical behaviour
- Increasing number of incidents involving unethical behaviour due to feeling of impunity
- Disproportionate sanctions leading to legal proceedings against the organisation
- Negative impact of cases on the reputation of the organisation
- Non-compliance with applicable national law

4. Instruments and key elements

<i>Instruments</i>	<i>Key elements</i>
Code of Ethics	<ul style="list-style-type: none"> • Clear definition of the values and principles of the organisation and publicly available. • Set of guidelines that establish ethical principles and standards of behaviour. • Endorsed at the highest organisational level and implemented throughout the entire organisation. • Compliance with the IOC Code of Ethics (or recognition of the IOC Code of Ethics within the organisation’s regulations) • Compliance with existing national framework. • Regular review to provide updates and to include new issues. • Designate the responsibility for oversight, implementation, monitoring and sanctioning linked to the Code. • Clarify whether it also applies to staff and officials; if not, rules for staff and officials should be handled separately.
Code of Conduct	<ul style="list-style-type: none"> • Clear definition of acceptable and expected behaviour, commitments and obligations. • Specific to each role in the organisation (e.g. staff, Board members, athletes, coaches, volunteers, etc.) with specific provisions and expectations for each position. • To be signed by each individual to whom these codes apply (e.g. staff, Board members, athletes, coaches, volunteers, etc.). • Link with the values of the organisation and the sport. • Link with code of sanctions (or listing of possible sanctions within the code) in case of misconduct and identify the person/body to decide on the sanction • Reporting and consultation mechanisms • Regular review to provide updates and to include new issues. • Compliance with existing national legal framework.

<p>Conflict of Interest Policy</p>	<ul style="list-style-type: none"> • Part of a transparent, honest and unbiased decision-making process within the organisation. • Clear definition of the concept of conflict of interest (for whom, which activities, gifts, events, proximity, etc.) prohibiting any situation of actual, potential and/or perceived conflict of interest. • Regulations and description of formal procedures on how to deal with conflicts of interest. • Clear procedures on how to prevent, detect, control and assess potential conflicts of interest. • Clear procedures to declare conflicts of interest (e.g. template declaration form or standard part of a meeting report). • Mechanism for conflict resolution.
<p>Safeguarding Policy</p>	<ul style="list-style-type: none"> • Clear definition of the types of harassment and safeguarding provisions. • Specific attention to the safeguarding of minors and youth. • Link with the codes of conduct of the organization. • Appointment of a responsible person (e.g. trustee) or body (e.g. safeguarding committee) and a clear definition of the role(s) of this person(s). • Regulations and description of formal procedures on how to deal with harassment issues (incl. reporting mechanisms, provisions on confidentiality and the mandate of the responsible persons within the organisation). • Clear procedures on how to prevent, identify, control and assess potential harassment situations. • Foreseen activities of prevention and raising awareness.
<p>Code of Sanctions</p>	<ul style="list-style-type: none"> • Clear definition and description of sanctions. • Clear description of disciplinary procedures for different cases. • Proportionality between offence and the sanctions. • To be communicated to all volunteers, staff, athletes and Board members. • Planned appeal procedure. • Alternative dispute resolution mechanism (e.g. arbitration).
<p>Disciplinary or Ethical Committee</p>	<ul style="list-style-type: none"> • Independence of the Committee from the governing bodies. • Publication of mission and composition of Ethics Commission. • Members of the Committee should have the right competence and skills with regard to disciplinary powers. • Appeal procedure. • Description of procedures on how to deal with different cases of mismanagement and fraud.

	<ul style="list-style-type: none"> • Communication towards the Board, members, athletes and staff (compliance with rules on public disclosure). • Compliance with the existing national legal framework on corruption, money laundering, tax evasion etc. • Application of sanctions.
Awareness raising programmes	<ul style="list-style-type: none"> • Robust prevention and education programmes shall be mandatory for the athletes, their entourages and all sports officials, including judges and referees. • Familiarisation with the Code of Ethics, Code of Conduct, Conflict of Interest Policy, and Code of Sanctions. • Education about reporting and appeals procedures.

5. Good practice examples

Example “Code of Conduct/Ethics” and “Ethics Committee”

Organisation: International Olympic Committee (IOC)

Description: The International Olympic Committee (IOC) has adopted a “code of ethics” applicable to all “*Olympic Parties*” including the IOC, NOCs, Olympic participants, International Federations, other Recognised Organisations and their officials, interested Parties to the Continuous and/or Targeted Dialogue for the election of Future Hosts of the Olympic Games and Youth Olympic Games, and Organising Committees for the Olympic Games and their officials.

The code, which is updated on a regular basis ([version 2023](#)), includes 20 articles and is divided in 8 sections: *fundamental principles, integrity of conduct, integrity of competitions, good governance and resources, candidatures, confidentiality, reporting obligation and implementation.*

Regarding the fundamental ethical principles, the code rejects “*discrimination of any kind*”, and rejects “*all forms of harassment and abuse*”, “*ensuring the participants’ conditions of safety, wellbeing and medical care favourable to their physical and mental equilibrium.*”

Regarding integrity of conduct, the code asserts that the “*Olympic parties must refrain from any act involving fraud or corruption*” and “*from placing themselves in any conflict of interests*”.

To oversee compliance with this code of ethics, the IOC has established an independent Ethics Commission, which is made up of nine members of whom four IOC Members, including a representative of the IOC Athletes’ Commission and five personalities, independent members, who are not active, honorary, honour or former IOC member and who have no direct link to the sports movement. This Commission is supported by the Ethics and Compliance Officer who is responsible for performing an initial compliance analysis in case of a (suspected) breach of the code of ethics and to refer the case to the Ethics Commission. The role and competence of the Ethics Commission and the Ethics and Compliance Officer including the “rules of procedure” are also included in the Code of Ethics.

Further information:

[IOC Code of Ethics - Olympic Principles and Rules of Conduct \(olympics.com\)](#)

[Olympic Ethics - IOC Ethics Commission Role & Activities \(olympics.com\)](#)

Example “Code of Ethics” and “Ethics Committee”

Organisation: The Association of Summer Olympic International Federations (ASOIF)

Description: The “Governance Support and Monitoring Unit” of ASOIF has developed a document with “Suggested Components for Codes of Ethics for International Federations” (2019) to help federations develop a Code of Ethics. Even though this document has been developed with a view to international federations, the structure, components and advice are equally applicable to other sport organisations at different levels.

The various components are categorised according to their specific heading (e.g. entering into force, scope of application, etc.). For each heading, the document indicates the respective source, a summary of the heading and the fact whether it is recommended or “if needed”.

Furthermore, the document also contains considerations for the implementation of the code, including the installation of an Ethics Commission. For the latter, specific provisions have been included in terms of: membership, appointment/election, terms of office, quorum and staff support.

Further information: [suggested components for codes of ethics for ifs.pdf \(asoif.com\)](https://asoif.com/suggested-components-for-codes-of-ethics-for-ifs.pdf)

Example “Integrity Code”

Organisation: European Aquatics

Description: In 2023, European Aquatics approved its Integrity Code which enters into force in January 2024. The Code aims to establish integrity standards for persons involved in the activities of European Aquatics. This concerns the health, safety and well-being of athletes, competition manipulation, conflict of interest, anti-corruption and good governance. Reporting duties, as well as confidentiality, sanctions and the right to appeal are also covered. In conjunction with the Integrity Code, European Aquatics also installs an Integrity Unit which is the means to achieve the highest standards of transparency, good governance and fairness within European Aquatics. The Unit is comprised of an Integrity Council, an Investigation Unit and an Adjudicatory Body. The Code is aligned with the World Aquatics Integrity Code and also clearly separates duties (i.e. anti-doping remains in the realms of World Aquatics).

Further information: [Integrity - European Aquatics® \(len.eu\)](https://len.eu/integrity)

Example “Code of Conduct”

Organisation: English Football Association (FA)

Description: The English Football Association (FA) has developed the Respect programme in partnership with Nationwide Building Society and was launched to encourage respect and positivity right across the game. The programme has developed several codes of conduct catered to men, women, adult players, coaches, officials, spectators/parents and youth players.

In these codes, the following elements have been included for each specific position:

- The expected behaviour (“I will...”) in general directly applicable to their role.
- The expected behaviour in particular situations (e.g. coaches when working with players).

- The actions that can be taken by the club or the federation in case of non-compliance with the code.
- These codes provide a clear framework in which the federation/club expects its stakeholders to act.

This ensures that all stakeholders are aware of the expected behaviour and the possible sanctions that they face in case of misbehaviour.

Further information:

[Respect | England Football](#)

<https://www.thefa.com/-/media/thefacom-new/files/get-involved/respect/efcom---respect-assets---september-2021/repect-codes-of-conduct.ashx?la=en>

Example “Code of Conduct/Ethics”, “Conflict of Interest Policy” and “Ethics Committee”

Organisation: International Ski Federation (FIS)

Description: The International Ski Federation (FIS) has adopted a clear “code of ethics” which is reviewed on a bi-annual basis by its Council (Section 6 “Review”). The code sets out the five fundamental principles that define the rules of conduct for all officials, competitors and partners of FIS including elements such as: transparency, integrity and democracy, protection of competitions against all kinds of cheating and manipulation and compliance with applicable laws, rules and regulations. The code also specifies the scope of application. In addition, each Board member, including the President and Secretary General are required to sign a separate declaration of acceptance of the specific ethical rules applicable to their functions.

Furthermore, the code includes provisions on the relevant conduct on various issues, including: integrity of competitions, good governance, conflict of interests, gifts and other benefits and non-discrimination and harassment. Regarding conflicts of interests, FIS has adopted a separate “conflict of interest policy” setting out the procedures for identifying and managing potential conflicts of interests or duty (called “Conflicts” in this policy) affecting all persons involved in elected, appointed and professional positions within FIS. A specific “declaration of interests” form is also made available as part of a mandatory conflict of interest declaration process.

The code also includes the obligation to report as well as the specific procedures of enforcement. This includes the description of the ethics commission including the composition and the procedures including provisional sanctions, the possible sanctions, the assistance provided and the right of appeal.

Further information: [FIS | Ethics & Competition Manipulation \(fis-ski.com\)](#)

Example “Code of Conduct” and “Conflict of Interest Policy”

Organisation: German Bobsleigh, Luge and Skeleton Federation (BSD)

Description: The German Bobsleigh, Luge and Skeleton Federation (BSD) has adopted a very elaborate code of conduct. This code of conduct is applicable to staff, members, and athletes. The code also lists the 8 core ethical values of the organisation, including: tolerance, transparency, integrity and participation. The code of conduct sets out the various arrangements for dealing with conflicts of interest or with gifts and invitations. It covers internal as well as external communication, the availability of

documents and cooperation between full-time staff members and voluntary actors. The code of conduct also includes a section on sexualised violence that covers the rights of all participants and commitment to prevention, professional support and reporting mechanisms. Furthermore, the code of conduct also specifies the follow-up of breach of the code of conduct including: the responsible person for dealing with cases as well as possible sanctions.

Further information:

[BSD portal: BSD Portal \(bsd-portal.de\)](https://bsd-portal.de)

[Microsoft Word - Ethik-Code BSD 26.09.2020.docx \(dokume.net\)](https://dokume.net)

Example “Code of Conduct”, “Conflict of Interest Policy”, Gift policy” and “Ethics Committee”

Organisation: US Olympic & Paralympic Committee

Description: The United States Olympic & Paralympic Committee (USOPC) has adopted a code of conduct that applies to all employees, volunteers, board members, committee and task force members and member organisations of the organisation. The code describes what is considered to be integer behaviour. In addition, it provides information on reporting obligations and refers to its additional “Speak Up” policy. For dealing with ethical issues, the USOC has established an independent Ethics and Compliance Committee and a Chief Ethics and Compliance Officer to support the committee and has also developed an additional Ethics policy. The Ethics and Compliance Committee also has the authority to conduct Ethics investigations at the Board’s request, or at the request of the Chief Ethics & Compliance Officer and may also review the handling of ethics-related complaints.

In addition, the USOPC has installed a conflict-of-interest policy that requires any conflicts of interest to be reported to the Ethics Director.

And finally, the USOPC has also a separate gift policy for any gifts or invitations received by USOPC employees and Board members as well as the employee’s or Board member’s spouses and immediate family members.

Further information:

[USOPC | Ethics And Compliance](https://www.usopcc.com)

[Code of Conduct \(contentstack.io\)](https://contentstack.io)

[USOPC Ethics Policy \(contentstack.io\)](https://contentstack.io)

[USOPC Conflict of Interest Policy 06.2022 \(Approved\) \(contentstack.io\)](https://contentstack.io)

[Gifts and Entertainment Policy - 12.07.22 \(contentstack.io\)](https://contentstack.io)

Example “Code of Conduct”, “Conflict of Interest Policy”, Gift policy” and “Ethics Officer”

Organisation: German Olympic Sports Confederation (DOSB)

Description: The DOSB has developed an “Exemplary Code of Conduct for Integrity in Federation Work”. This document, which covers both voluntary office-bearers and professional staff of national sport

federations, can serve as a template Code of Conduct for federations. The Code touches upon three different aspects:

1. How to interact with each other: focusing on the importance of a culture of respect and appreciation.
2. Conduct in business dealings: covering a wide variety of elements that can be linked to personal integrity such as conflicts of interest, gifts/invitations/other benefits, stakeholder involvement or sponsoring. For each element, a clear and detailed description is given by what is considered acceptable.
3. Framework for the Code of Conduct. This sets out the procedures and the responsible persons. This section also mentions the possibility of deploying a Special Officer for Ethics or Good Governance and the option of an Ombudsperson.

Further information: [Exemplary Code of Conduct](#)

Example “Code of Conduct” and “Sanction system”

Organisation: International Ice Hockey Federation (IIHF)

Description: The IIHF has established an integrity policy consisting of 4 pillars aiming to protect the sport, its players, coaches, officials and fans against any form of cheating or abuse. Within the IIHF Integrity Hub, the 4 pillars Anti-Doping, Competition Manipulation, Abuse and Harassment, and Ethics are set out and it even offers a dedicated section on education.

The section on Ethics covers the personal integrity of everyone involved in the sport and specifies an Ethics Code, a Gifting Policy, a Conflict of Interest Policy and Elections Conduct Guidelines. For any case of potential breaches of the codes and policies, there is an investigation process from the initial alert to the assessment via the Ethics Board and a Disciplinary Board.

The Ethics Code for IIHF’s member including national associations, IIHF’s governing bodies, organising committees, officials and referees. The code does not only refer to areas of personal integrity, but also to the integrity of sport competitions.

Further information: [IIHF - Integrity](#)

Example “Code of sanctions”, “Disciplinary Procedures” and “Disciplinary Body”

Organisation: UEFA

Description: UEFA has combined its sanctioning policy and disciplinary procedures in its “Disciplinary Regulations”, which are updated on a regular basis. These Regulations specify the applicable legal framework (including public law) and link directly with the statutes and other internal regulations of the organisation.

The possible sanctions are listed in Article 6 “disciplinary measures” and are divided in sanctions referring to individuals and sanctions referring to bodies such as clubs and member federations. The sanctions are also further defined in an Annex linking them directly with the specific situation in which they can be applied. In addition, the regulations mention the type of offenses to which the disciplinary procedures apply.

Furthermore, the Regulations clearly define the disciplinary procedures including the role, competence and composition of the different disciplinary bodies including: the “Control, Ethics and Disciplinary Body”, the “Appeals Body” and “Ethics and disciplinary inspectors”. Additionally, provisions on proceedings before these disciplinary bodies have been specified, including for instance forms of evidence or the

application of provisional measures. A differentiation is made between common provisions and provisions applicable to one disciplinary body in particular. In terms of arbitration, the UEFA Statutes stipulate which decisions taken by the disciplinary bodies may be brought before the Court of Arbitration for Sport.

Further information:

[Anti-match-fixing | UEFA.com](#)

[UEFA Disciplinary Regulations - Edition 2022 • Viewer • UEFA Documents](#)

Example “Integrity Certificate”

Organisation: International Biathlon Union (IBU)

Description: The online course allows its participants within 45-60 minutes to gain knowledge to support athletes in anti-doping and safeguarding matters. As of the 2022/2023 season, all Biathlon team staff members (including coaches, medical personnel and technicians) participating in any IBU event must hold a “Biathlon Integrity Certificate” issued by the Biathlon Integrity Unit. At the end of the course, the participant will receive a certificate. Lectures of the online course cover the role of athlete support personnel (ASP), integrity & safeguarding, and anti-doping and finishes with a final assessment. With the completion of the course, the participant knows about their rights and responsibilities as officials, how their values and behaviours influence athletes, have basic knowledge about anti-doping and know what safeguarding is and why it is important in sport.

Further information:

[Biathlon Integrity Certificate \(biathlonworld.com\)](#)

[Biathlon Integrity Certificate ENGLISH \(mylearnworlds.com\)](#)

Example “Conflict of Interest Policy”

Organisation: Union Internationale de Pentathlon Moderne (UIPM)

Description: During the UIPM Executive Board meeting on 28 February 2022, the policy on conflict of interest was strictly enforced. Three board members, due to their conflicts of interest, were excluded from voting on the motion regarding the participation of Russian and Belarusian athletes. This measure ensured the decision-making process remained fair and unbiased. All eligible members, who did not have conflicts, unanimously supported the IOC’s recommendation. This approach underscored UIPM’s commitment to transparent and impartial governance. Adhering to the conflict-of-interest policy was crucial in maintaining the integrity of the Board’s decisions.

Further information: [UIPM Board decision concerning Conflict of Interest Policy](#)

Organisation: World Baseball Softball Confederation (WBSC)

Description: The WBSC is committed to maintaining sports integrity by preventing competition manipulation. Cooperation with public authorities and sports betting entities is emphasized to tackle this threat effectively. Investigations must be thorough, with participants required to provide relevant

information promptly. Confidentiality is strictly maintained throughout the investigation process. Sanctions for violations can range from warnings to life bans, depending on the severity. The WBSC ensures a fair hearing and the right to appeal for those accused of violations.

The World Baseball Softball Confederation (WBSC) has partnered with Sportradar Integrity Services for two years to safeguard game integrity. Sportradar's Universal Fraud Detection System (UFDS) will monitor WBSC competitions for betting abnormalities and potential match-fixing. This advanced system analyzes betting patterns and reports suspicious activities, enhancing the ability to detect and investigate threats to sport integrity.

The WBSC Integrity Unit consists of an Integrity Officer, who is also a Certified Safeguarding Officer and liaison with the Athletes' Commission, Diversity and Inclusivity Commission, and Integrity Commission; Anti-Doping Officers, who liaise with the Medical Commission; a Governance and Sustainability Officer, who liaises with the Sustainability Commission; and a Legal Officer, who liaises with the Legal Commission and the Disciplinary Panel. Their key tasks include anti-doping, compliance, ethics, governance, medical, and legal matters, prevention of competition manipulation, rulemaking, safeguarding, and sustainability.

Further information:

[Prevention of the manipulation of competitions rules](#)

[WBSC-Sportradar Partnership](#)

[WBSC Integrity Unit](#)

6. Steps to the next level

To level 2 ★★ "Emerging"	To level 3 ★★★ "Developing"	To level 4 ★★★★ "Established"	To level 5 ★★★★★ "Embedded"
<ul style="list-style-type: none"> Identify and establish a set of common ethical standards relevant to your organisation, ensuring they align with industry best practices and organisational values. Convene a Board meeting to thoroughly discuss and assess the risks of mismanagement and fraud within 	<ul style="list-style-type: none"> Adopt a Code of Conduct derived from the Code of Ethics, clearly defining rules, obligations, commitments, and behavioural expectations for each role and position within the organisation, ensuring alignment with ethical standards. Develop and formalise a procedure within 	<ul style="list-style-type: none"> Clearly define the rules, obligations, commitments, and behavioural expectations for each role and position within the organisation, ensuring that the Code of Conduct reflects the expected integrity and ethical behaviour for all members. Designate a responsible individual within 	<ul style="list-style-type: none"> Require all staff, Board members, athletes (if applicable), and volunteers to sign the Code of Conduct, confirming their full understanding and commitment to uphold the organisation's ethical standards and expectations. Develop and implement a mismanagement and fraud policy

<p>the organisation, identifying potential vulnerabilities and mitigation strategies.</p> <ul style="list-style-type: none"> • Conduct a dedicated Board meeting to analyse and address the risks of conflicts of interest, developing strategies to prevent and manage such risks effectively. • Formally adopt a comprehensive Code of Ethics that outlines clear expectations and general rules for ethical behaviour, applicable to all members of the organisation, regardless of their roles and positions. 	<p>the Board for addressing issues such as harassment, mismanagement, or fraud, including the potential formation of an ad-hoc disciplinary committee to handle such cases.</p> <ul style="list-style-type: none"> • Clearly define and establish what constitutes a conflict of interest within the organisation, providing guidance for identifying and managing potential conflicts. • Adopt a safeguarding policy that aligns with the organisation's Code of Conduct, ethical provisions, and other policies, including the appointment of key safeguarding officers to oversee and enforce the policy. • Actively encourage Board members and staff to make informal declarations of conflicts of interest as they arise, promoting transparency and integrity in decision-making. 	<p>the organisation to oversee and manage all integrity-related issues, ensuring accountability and adherence to ethical standards.</p> <ul style="list-style-type: none"> • Develop and formalise specific procedures for handling cases of harassment, mismanagement, and fraud, including the potential formation of a disciplinary committee to ensure fair and transparent investigations. • Create and distribute official forms for conflict-of-interest declarations, including sections for gifts and invitations to events, and ensure that these forms are completed by Board members and staff on an annual basis. • Develop a clear and accessible Code of Sanctions, detailing the consequences of non-compliance with the Code of Conduct, and ensure that it is 	<p>that covers all aspects of the organisation's operations, encouraging transparency and the reporting of wrongdoing in the public interest.</p> <ul style="list-style-type: none"> • Implement a conflict-of-interest policy applicable to the Board, staff, and all partners, including a mandatory requirement for regular conflict-of-interest declarations by these groups to ensure transparency and accountability. • Clearly outline the disciplinary procedures within the organisation, specifying the responsibilities and authority of the disciplinary committee in handling breaches of conduct and ensuring fair process. • Define clear procedures for appealing decisions made by the disciplinary committee or utilizing alternative dispute resolution mechanisms,
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	<ul style="list-style-type: none"> Expand the disciplinary and ethics provisions to comprehensively cover issues such as match-fixing, bribery, corruption, betting, the duty to report, and strict liability, ensuring robust enforcement mechanisms. Mandate that all individuals within the organisation declare their interests, including those of their immediate family, where relevant, to prevent conflicts of interest and maintain ethical standards. 	<p>well communicated to all staff, Board members, athletes (if applicable), and volunteers.</p> <ul style="list-style-type: none"> Establish and clearly outline a list of sanctions for violations of the Code of Conduct, ethics breaches, or other forms of recognized mismanagement or fraud, ensuring consistent enforcement. Clearly define and differentiate between actual, potential, and perceived conflicts of interest, providing specific examples to guide understanding and compliance within the organisation. Ensure the organisation maintains a comprehensive and current conflict of interest register, with active monitoring and enforcement of conflict-of-interest rules. Offer ongoing training and specific advice to individuals within the organisation 	<p>ensuring fairness and transparency in the process.</p> <ul style="list-style-type: none"> Develop a systematic approach for communicating and enforcing sanctions, ensuring that all members, staff, Board members, member organisations, and the general public are informed of disciplinary actions. Conduct regular reviews of the organisation's sanctions to ensure they are in compliance with relevant rules, regulations, and public law, and make necessary adjustments as needed. Ensure that individuals who fail to adhere to organisational rules, such as not declaring a relevant conflict of interest, are appropriately sanctioned in accordance with established procedures. Require all employees and committee members to complete
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		<p>about identifying and managing conflicts of interest, promoting a culture of transparency and ethical responsibility.</p>	<p>mandatory conflict of interest training and establish effective mechanisms for resolving conflicts when they arise.</p> <ul style="list-style-type: none"> • Include clear information about the organisation's conflict of interest rules in all sports event bid documentation, promoting transparency and ethical standards in the bidding process.
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