ASOIF
ASSOCIATION OF SUMMER OLYMPIC INTERNATIONAL FEDERATIONS

Sixth Review of International Federation Governance

ASOIF Governance Task Force | June 2026



No part of this publication may be copied, republished, stored in a retrieval system or otherwise reproduced or transmitted, in any form or by any means whatsoever, without the prior written consent of the Association of Summer Olympic International Federations (ASOIF).

This publication and its contents are the property of ASOIF.

Image credits: Getty Images, Olympic Information Services

© ASOIF, Lausanne, June 2026

Design by TwelfthMan

Contents

1 Executive summary 4

2 Background and objectives 10

3 Methodology 12

4 Headline findings 18

5 Summary comparison with 2023-24 24

6 Section-by-section findings 29

7 Categorising International Federations by resources 30

8 Transparency section 34

9 Integrity section 36

10 Democracy section 38

11 Development and Sustainability section 40

12 Control Mechanisms section 42

13 Background section 44

14 Conclusion 46

15 Evolution of the study 47

16 Suggested next steps 47

17 International Federations 48

18 Credits and acknowledgements 50

19 Management of conflicts of interest 50

20 Further explanation of the moderation process 52

21 Test analysis of an indicator using an Artificial Intelligence tool 55















Foreword

I would like to congratulate all of the ASOIF members on the very good results in the review of governance, which represent a big team effort.

The GTF took the decision to consolidate for this Sixth Review, retaining 60 indicators largely unchanged from 2023-24 and also the group boundaries.

At the ASOIF General Assembly in June 2025, I said that the world we live in today is anything but predictable. We are gradually becoming accustomed to instability.

At the time of writing, in the spring of 2026, the prospect for the year is that sport will no longer operate in a world of cumulated episodic upheavals buffered by strong institutions and predictable rules. Instead, we might face continuous and permanent volatility, with multilateral intergovernmental institutions encountering serious challenges.

When Sport represents one of the very few global strongholds of international cooperation, it remains uncertain how this strength will play out. Sport might attract additional investment because of its perceived stability, or be under additional pressure due to geopolitics.

From a governance perspective one thing is certain: in polarised and low-trust environments, strong internal governance – credible, transparent, and trustworthy – becomes a competitive advantage.

Ultimately, the decisive question for 2026 is not whether global instability will continue, but how IFs are prepared to operate within it.

The Sixth Review of International Federation Governance before you evidences both individual and team strengths. For example, all of those IFs that were in the A1 group in 2023-24 have retained their status, joined by seven other IFs, making 14 in total at that level.

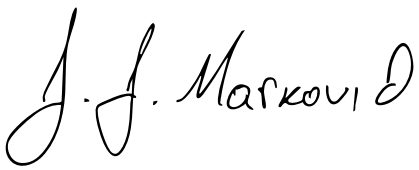


As in any exercise of this kind, there are areas where improvements are needed. However, when we look back to the establishment of the GTF in 2015 under the chairmanship of Francesco Ricci Bitti, the process and its results give me true confidence in ongoing, collective commitment to progress.

Over the next year the GTF will evolve its activity, in line with the ASOIF Strategy, with the aim of contributing to the Future Readiness of IFs. We will seek to support IFs in their ongoing work to manage uncertainty.

We heard at the Governance Workshop in October 2025 that IFs value the GTF assessment exercise and we remain committed to ensuring its continuing relevance.

We are grateful for the responsible leadership you have demonstrated through your commitment to the governance of your IFs.



Snežana Samardžić-Marković
Chair of the ASOIF Governance Task Force

1 Executive Summary

1.1 Background

This report comprises the sixth review of International Federation (IF) governance overseen by the Governance Task Force (GTF) that was established by the Association of Summer Olympic International Federations (ASOIF). The GTF's aim is to assist the summer IFs in promoting a better culture of governance to help ensure they are fit for purpose now and in the future.

The governance assessment took the form of a self-assessed questionnaire completed by the IFs with independent moderation of the responses, as was the case for the previous evaluations.

Following an increase in the number of scored indicators (questions) from 50 to 60 for the fifth review in 2023-24, the GTF took the decision to consolidate, retaining the 60 indicators with only a few small amendments for 2025-26.

As before, the indicators were scored on a scale from 0 to 4 and evenly divided among five principles or sections: Transparency, Integrity, Democracy, Development and Sustainability, and Control Mechanisms.

Questionnaires were distributed to 36 members of ASOIF in October 2025 with a deadline for response in January 2026. All IFs completed the questionnaires, which were independently moderated between mid-January and mid-March 2026.

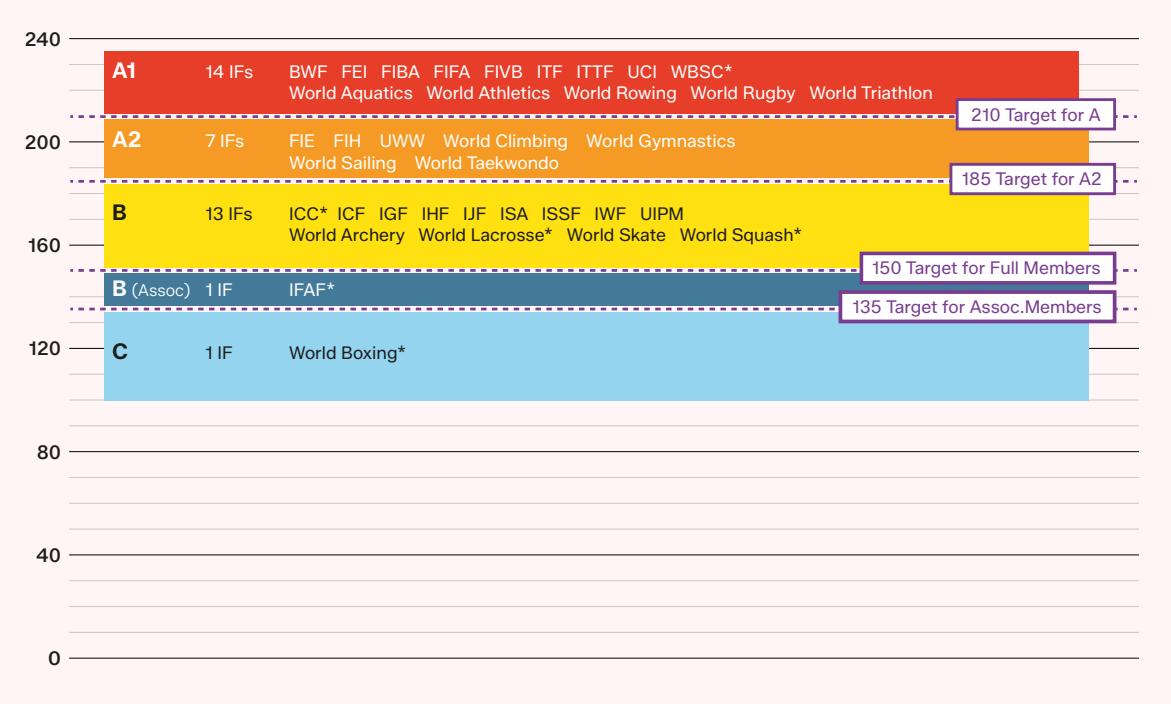
1.2 Targets set

As well as retaining the 60 indicators from the previous edition, the GTF also decided to keep the target score of 150 for Full Members, out of a theoretical maximum of 240. In recognition that five new Associate Members had recently joined ASOIF, which tend to operate with more limited resources, a separate target of 135 was agreed for them.



1.3 Headline findings

Among the 36 IFs that participated in the study, total scores ranged from 117 to 228 out of the maximum possible 240. IFs were allocated into groups based on their total score, as follows:



Note that IFs are listed in alphabetical order within groups, not in score order.

*Associate Member when the questionnaire was distributed.

B (Assoc) – Associate Members which achieved or exceeded the target of 135 but fell under the score of 150 for group B.

The GTF decided in advance to maintain the minimum score for the A1 group at 210 and for the A2 group at 185.

There were 14 IFs that reached the A1 group, an increase from seven IFs in 2023-24. All of those in the A1 group at that time have retained their status, joined by seven other IFs. No IF moved up two groups.

In the A2 group there were seven IFs with scores from 185 to under 210, down from 13 IFs at this level in 2023-24.

The B group contains 13 IFs that scored from 150 to 184. By comparison, there were 12 in the same group two years ago.

One of the new Associate Members had a score between the target of 135 and the minimum score of 150 for group B for Full Members, so this is identified as group B for Associate Members. One of the new Associate Members fell short of the target score.

All Full Members exceeded the target score of 150.

Inevitably, some IFs fell just short of group boundaries. It is acknowledged that this will be frustrating.



1.4 Increases since the previous study

Thirty-one of the 36 IFs in the 2025-26 study had also participated in 2023-24. Comparing their performances, the average increase in total scores was just over 10, from about 189 to 200. Some of the larger increases tended to be among IFs that had a lower starting point. One reason for this is that the scoring system, with a maximum of 4 per indicator, makes it very difficult for the highest-scoring IFs to see further increases.

There were seven IFs that managed an increase in the range between 11 and 20, which usually required activity across all or almost all of the five sections in the assessment.

A total of four IFs saw an increase of at least 21 with the largest rise in score being 24. An improvement of this scale is a notable achievement.

1.5 Impact of the IF size on scores

It is understood that the resources at the disposal of IFs will have an impact on their capacity. For this reason, multiple-choice indicators were included in the questionnaire to help categorise IFs by annual revenue and staff numbers.

There were six IFs with 0-9 staff, three of which were new Associate Members. Six other IFs had 10-19 staff, compared to 10 IFs in the 20-49 category. At the larger end, there were nine IFs from 50-119 staff and five with 120 or more. Although the question was not asked directly, there is evidence of modest growth in staffing numbers across the IFs collectively.

On the subject of revenue, three IFs declared less than 2m CHF annually from 2021-24, all of which were new Associate Members. Five IFs were in the next category from 2m to 4m CHF, followed by 10 IFs earning 4m to 8m CHF. From 8m to 20m there were a further five IFs with five also from 20m to 50m. Eight IFs (up from five in 2023-24) had over 50m in annual revenue.

As observed in previous editions, there was fairly strong correlation between staffing numbers and the overall score, as well as between revenue and the overall score.

The average score increased with each staff grouping, from 161 for the six IFs with fewer than 10 staff, through to 219 for the five IFs with 120 or more staff.

The mean total score rose from 165 among eight IFs with no more than 4m CHF in annual revenue to 189 for 10 IFs earning 4m to 8m CHF, then to 192 in the next category from 8m to 20m CHF. For IFs that had over 20m CHF annually, the average score was over 210, which was sufficient to reach the A1 group.

However, there were exceptions to the general trend. Three IFs with 20-49 staff managed to reach the A1 group and there were IFs with 50-119 staff in the B group, scoring under 185.



1.6 Key findings on specific governance issues

The findings below are drawn from specific indicators in the assessment. Given that 31 of the IFs were also involved in 2023-24, some analysis is based on those 31, whereas other summaries relate to all 36 IFs that participated in 2025-26.

Financial transparency and controls

- All 36 IFs had published at least one year of financial accounts. Of those, 32 had the last three years of accounts available and were up-to-date
- Thirty-five of the 36 IFs had an expenses policy, covering topics such as per diems and/or travel expenses, up from 26 out of 32 IFs in 2023-24
- Fifteen IFs had audits conducted to International Financial Reporting Standards (IFRS) or Generally Accepted Accounting Principles (GAAP), compared to 12 out of 32 IFs in 2023-24. A further three IFs had a "true and fair" statement. Twelve IFs had a normal audit and the remaining six IFs had commissioned a limited statutory examination of accounts
- Across the 31 IFs there was a decline from 14 to 11 that evidenced an audit committee in place with an independent majority and public reporting. The drop may be explained by a small number of IFs that were in the process of reorganising committees at the time of the assessment. Ten further IFs had an audit committee or similar in place but with a lack of independence in the membership (on occasion it wasn't clear), or limited evidence of activity
- There were 14 IFs that had a designated committee responsible for remuneration (including non-staff roles) or an external adviser and a published policy or process. This was up from 12 IFs among the 2023-24 participants. In a number of other cases determining remuneration was the responsibility of the Board
- An increased number of IFs showed evidence of open tenders with 22 out of 31 IFs holding multiple open tenders in recent times, up from 16 IFs in 2023-24. Formal procurement policies are becoming more common. Most IFs have only occasional open tenders, relying on small numbers of known specialist suppliers when they seek equipment or services

Gender equality

- There has been an improvement among the 31 IFs who participated both in 2023-24 and this edition in terms of gender balance at Board level. Nine IFs now have at least 40% of the Board composed by women, up from four IFs in 2023-24. Sixteen of the 31 had between 25% and 40% of the Board made up of women. There were four IFs between 15% and 25% and two IFs below 15%, the same number as in 2023-24
- Twenty-seven out of 31 IFs were able to evidence a programme or strategy to encourage gender equality that was being implemented, up from 24 in the previous edition



Democratic processes

- Thirty-two out of 36 had term limits in place of some description, unchanged from the 2023-24 assessment. All five new Associate Members did have term limits. Across the full set of 36 IFs, several had transitional arrangements and/or exemption clauses in their term limit rules, meaning that it will take a number of years before any restrictions take effect
- Campaigning rules for elections had been strengthened in several cases. Fifteen IFs out of 31 had provision in the regulations that candidates could be required to disclose financial information, such as sources of funding and expenditure on their campaigns. This was an increase from seven IFs at the same level in 2023-24. Only three IFs did not have specific information on campaigning rules

Selected integrity matters

- In relation to anti-corruption (separate from competition manipulation), 11 IFs had a policy or relevant rules in place and had provided training on anti-corruption to senior officials, usually including the Board. In 2023-24, there were only three IFs at this level. In the latest review, 15 IFs had relevant references in key documents, for example rules on gifts and hospitality in the Code of Ethics, but no evidence of dedicated activity
- In 2023-24, 15 IFs had a confidential reporting mechanism in place and could demonstrate evidence of action taken in response to reports. That number has now risen to 24. Various IFs published summaries of the numbers of reports by topic and action taken, respecting confidentiality
- On the topic of safeguarding, 29 out of 31 IFs (compared to 27 in 2023-24) showed that they had a policy that was being implemented, such as through training, appointing safeguarding officers at events, and having disciplinary cases, when appropriate. Three IFs had a safeguarding policy but limited relevant activity and one IF lacked a formal policy

1.7 Conclusion

The GTF views very positively the significant ongoing governance-related activity by IFs since the previous review in 2023-24. Presented with a set of indicators that were little changed, IFs could consolidate their work on topics that were already established.

Most encouragingly, all 31 IFs that participated in 2023-24 again exceeded the target score of 150 out of 240. Among the five new Associate Members taking part for the first time, four out of five exceeded the target of 135, despite unfamiliarity and limited resources, in most cases.

As was noted in 2023-24, a large majority of IFs have put in place some governance basics, such as publishing a good range of information in an accessible manner (including on financial matters), out-sourcing anti-doping programmes, introducing term limit rules and implementing core policies.

In this sixth review, there is steady progress on important topics such as gender equality, safeguarding, election campaigning rules, whistleblowing procedures and open procurement. However, sizeable gaps remain between the strongest and weakest IFs in many of these areas. Among the widespread improvements, there are a small number of IFs below the top levels in the assessment where little appears to have changed over the last two years.

Considering the IFs collectively, there is more to be done on issues such as risk management and due diligence, as well as efforts to broaden the range of skills and backgrounds of individuals in elected roles.

Evidence of correlation between the size of IFs in terms of staffing and revenue and their overall score continues. Nevertheless, it is possible to overcome the challenge of being a smaller organisation, as a couple of the IFs in the A1 group demonstrate. At the other end of the scale, there were IFs with more substantial resources that scored below their peers.

Perhaps inevitably, it was apparent in conducting the review that some IFs had approved a flurry of policies and other measures in the weeks leading up to the submission of the questionnaires. One strength of the assessment exercise is that the fixed deadline encourages action. A corresponding potential drawback is that rushed policies may not meet the needs of the IF.

It is to be hoped that the introduction of a new policy or rule subsequently leads to gradual implementation and eventually to everyday business as usual. This has been the pattern for IFs over a period of years on areas ranging from competition manipulation to gender equality, safeguarding and now environmental sustainability and human rights.

Overall, the GTF appreciates the high level of commitment shown by IFs to the project, which is not taken for granted, considering the multiple competing priorities that IFs face. As was noted in the Fifth Review, the ASOIF members collectively have made very considerable improvements in their governance in recent years.

At the time of writing, in the spring of 2026, it appears that sport no longer operates in a context of episodic upheavals, but rather one of continuous volatility with international institutions that face serious challenges.

IFs with strong governance, that have access to a broad range of skills and knowledge, are probably best-placed to avoid crises, and indeed to deal with them when they do arise.

1.8 Next steps

- Distribution of full results to each IF
- Production of good practice examples for publication
- Follow-up meetings to be offered to IFs
- GTF to discuss plans for the future

2 Background and objectives

The Governance Task Force (GTF), which was originally established by the Association of Summer Olympic International Federations (ASOIF) in November 2015, has previously overseen the production of five major reports evaluating the governance of ASOIF members. This report sets out the Sixth Review of International Federation Governance.

Ten years ago, at the 2016 ASOIF General Assembly, the members requested the GTF to assist the summer IFs to promote a better culture of governance to help ensure they are fit for purpose. In the intervening years, the governance assessment exercise has become an important tool for governance development.

Starting in 2016-17, the evaluation exercise on each occasion has taken the form of a self-assessment questionnaire with independent moderation of the responses. For the first four editions, the questionnaire incorporated 50 measurable indicators covering five principles or sections. Ahead of the fifth assessment, the questionnaire was increased to 60 indicators with this number retained for the sixth review.

For each iteration, the indicators have been evenly divided among five sections: Transparency, Integrity, Democracy, Development and Sustainability (formerly Development and Solidarity), and Control Mechanisms. There is also an accompanying Background section, which is not scored.

The questionnaires are all published on the ASOIF website. Amendments have been made to each edition after the first, most notably the increase from 50 to 60 indicators from 2021-22 to 2023-24.

Reports of each assessment exercise have been published as follows:

- First Review of International Federation Governance – 2017
- Second Review of International Federation Governance – 2018
- Third Review of International Federation Governance – 2020
- Fourth Review of International Federation Governance – 2022
- Fifth Review of International Federation Governance – 2024

ASOIF's Full Members have participated in each review, with only very rare exceptions, while Associate Members have been involved from the second review onwards.

Starting with the third review, the GTF has set target scores. In 2019-20 the target was for at least 26 out of 28 Full Members of ASOIF to reach 120 (out of a theoretical maximum of 200) and for the six Associate Members to reach 100.

The objectives were almost met, with 24 of the 27 IFs that took part above the threshold of 120, two very close to that level and one under it. Among the four Associate Members in the study, two scored well above 100, one close to that level and one under it.

For the fourth review in 2021-22, the GTF set target scores of 130 for Full Members and 120 for Associate Members. All IFs achieved their target except for one Associate Member, for which there were mitigating circumstances.

In planning for the 2023-24 assessment, the GTF decided to add 10 new indicators, increasing the total from 50 to 60, comprising 12 indicators in each section. The Development and Solidarity section was renamed Development and Sustainability. A target score of 150 was set (out of a theoretical maximum of 240), which all ASOIF members achieved.

For 2025-26, the 60 indicators and target of 150 for Full Members remained in place. Due to a number of IFs joining ASOIF as Associate Members, a separate target of 135 was agreed for Associate Members only. Previous experience had shown that the scores of new Associate Members, which often have modest resources, tend to be fairly low in their first assessment.


POL
FRANCE
FRA

3 Methodology

Each IF was invited to complete a self-assessment questionnaire. ASOIF distributed links to the questionnaires to its 36 member IFs by email on 22 October 2025 with a deadline for responses of 21 January 2026. IFs were asked to determine a score for each question and to provide explanatory evidence, such as hyperlinks to relevant pages or documents on their websites. Where necessary, supplementary documents could be provided to ASOIF on a confidential basis. Many of the IFs did supply additional documents.

To aid IFs and to avoid unnecessary duplication of work, the questionnaires incorporated both the responses of the respective IFs to the indicators in the 2023-24 study and the moderated scores and comments.

Completed questionnaires were received from all 36 IFs. Twenty-six were received by the deadline with the remainder arriving in the following days. In several cases, IFs requested and were granted extensions due to specific circumstances.





Once received, the responses were independently moderated by sports governance consultancy I Trust Sport (process explained in 3.3 below).

As ever, an important priority for the GTF has been to be fair and consistent in the treatment of all IFs. Once again, assessments were based solely on the questionnaires and IF websites with no meetings or dedicated calls for IFs to provide extra information. The only exception was a call to clarify details of a switch by one IF from an old to a new website. However, follow-up queries were sent to IFs in some cases, mostly when they stated in response to a question that more information was available on request.

In order to maintain the independence of the exercise, and to avoid any potential conflict of interest, the GTF members had no involvement in the scoring assessment or moderation process. When the GTF received a draft of this report for review in April 2026, the scores of individual IFs were anonymised. This approach is consistent with previous editions.

3.1 Scoring System

The scoring system remained the same as had been used for the previous projects. Each of the 60 indicators in the questionnaire incorporated a separate definition for scores on a scale of 0 to 4. The scores in each case were intended to assess the level of fulfilment of the indicator by the IF, as follows:

0	Not fulfilled at all
1	Partially fulfilled
2	Fulfilled
3	Well-fulfilled according to published rules/procedures
4	Totally fulfilled in an industry-leading way

IFs were asked to provide evidence to justify their scores.

The intention of the scoring was that 3 or 4 on any indicator equated to a 'good' performance. A score of 2 signified that the IF reached an adequate level. The implication of a score of 0 or 1 was that there was more work to be done, although decisions on which areas of governance to prioritise would naturally vary from one IF to another.

3.2 Changes to questionnaire since 2023-24

At its meeting in April 2025, the GTF agreed that the questionnaire for the Sixth Review of IF Governance would retain the 60 indicators from 2023-24 with relatively limited amendments to ensure consistency and allow for consolidation following the substantial changes between the fourth and fifth editions. More substantive proposed amendments were to be tested with a handful of IFs of different sizes.

Table 1: **Main changes in wording from 2023-24 to 2025-26**

Indicator	Topic	Changes	Rationale
4.4	Make public all open positions for elections and non-staff appointments	Score definitions for 0, 1 and 2 unchanged **3 –** Elections/appointments advertised openly with details of roles, requirements, assessment ***for independent appointed positions*** **4 –** Industry-leading open recruitment for all roles with details of roles, requirements, assessment ***for independent appointed positions*** (Words in italics added)	To increase focus on assessment of skills for appointed (i.e. not elected) roles on the Board and committees
6.3	Policies and processes for internal financial controls	Score definitions for 0, 1 and 2 unchanged **3 –** Official procedure in place for internal control, published, ***reserves*** policy in place, evidence of implementation (Words in italics added)	To test whether there is a reserves policy in place as this is a key internal financial control
6.10	Due diligence/risk management in bidding	Indicator title changed to 'Due diligence and effective risk management in assessment of bids for main events', removing additional wording related to allocation of events, which is covered in 6.11	To clarify the distinction between 6.10 and 6.11
6.11	Awarding of main events follows open, transparent process	Score definitions for 0 and 2 unchanged **1 –** Some information published about process for awarding main events, ***or dialogue with selected National Federations/organisers*** **3 –** Process for awarding events, criteria cover sustainable development, ~~fair timetables, shortlisting or rotation~~ ***defined phase for internal dialogue, where appropriate*** **4 –** Process for awarding events, cri~~teria cover sustainable development, fair timetables, shortlisting or rotation~~, designated method for reallocation (Words in italics added)	To recognise the increased use of internal dialogue between IFs and potential event hosts, rather than competitive bidding To remove duplication (criteria for a higher score are generally cumulative, requiring fulfilment of criteria for lower scores too)

Some adjustments to terminology used in multiple indicators in the questionnaire were agreed by the GTF following a mini-consultation with IFs:

- "Executive Board" was changed to "Board" throughout
- "State-of-the-art" has been changed to "Industry-leading"

In a handful of other indicators from 2023-24, small adjustments to wording were made either for clarity or based on the experience of the previous edition of the study.

3.3 Independent moderation

ASOIF appointed sports governance consultancy I Trust Sport to support the project. As was the case for the previous editions, I Trust Sport's task was to:

- Review the questionnaire responses
- Moderate the scores to ensure consistency as far as possible
- Produce analysis and compile a draft of this report

The I Trust Sport team checked scores against the defined criteria in the questionnaire for each indicator for all 36 responses between mid-January and mid-March 2026. Evidence provided by IFs was also verified (such as references to clauses in statutes or on specific web pages) and, where evidence was absent or incomplete, additional information was researched from IF websites. With only rare exceptions, information was not collected from third-party sources, such as online news. Supplementary documents provided on a confidential basis were considered where appropriate.

When it was deemed necessary, scores were adjusted up or down to reflect the independent assessment of the moderator, based on the evidence available. The aim was to be consistent and fair.

Further details of the moderation process are outlined in 20 below.

3.4 Outcomes of moderation

Table 2: **Changes in scores after moderation**

All 36 IFs	Self-assessed score	Moderated score
Mean total*	207.4	192.7
Median total*	212	195.5
Mean for indicator (out of 4)	3.45	3.21

Maximum increase	+1
Maximum decrease	-37
Mean change	-14.7
Median change	-12

(*) Note on mean and median: the mean is the sum of all values divided by the number of values (so divided by 36 to calculate a mean score for each IF). The median is the mid-point when a set of numbers are listed from smallest to largest (so halfway between the 18th and 19th scores, if 36 IF scores are being considered). The median is less impacted than the mean by an unusually high or low number in the series. Both mean and median are used in this report.





The mean moderated score for each of the 36 IFs in the assessment was around 193, compared to a self-assessed mean of about 207. The median scores were slightly higher, due to a couple of participating IFs scoring lower than the rest.

The mean mark-down was therefore just under 15, while the median figure was lower at 12. These figures are virtually identical to the mark-downs seen in 2023-24, despite a number of changes in the participating IFs.

There was one IF that had its self-assessed score marked up by 1. Others were marked down, although in plenty of cases the self-assessments were very accurate. Eight IFs saw their score change by no more than 6 and as many as 20 out of 36 IFs had a mark-down of no more than 12.

Four IFs had a mark-down of over 30 with the largest being 37. Again, these figures are very similar to 2023-24.

When it is considered that there were 36 IFs in the study, and multiple staff completing different sections of the questionnaire in some cases, it was understandable that there was variation in the approach to writing answers, which the moderation process attempted to address. As stated in previous reports, the fact that overall scores were moderated down should not be viewed as criticism of the work of the IFs in completing the questionnaire.

The ASOIF GTF acknowledges that the scoring, although rigorous, is not a scientific process but an objective assessment based on facts as well as information and documentation published or made available.

Overall, the quality of the responses has continued to improve for each assessment compared with the previous one. The provision of IF answers and moderation comments from the previous edition (for those that had participated in 2023-24) probably contributed to the ongoing improvement.

There were signs, however, of IFs working towards a specific target in their self-assessment. A tendency towards very long answers, sometimes over 500 words for a single indicator, demonstrates the seriousness with which IFs took the exercise. Several IFs also sent more than 30 accompanying documents while others scored well with very few additional documents, or even none.



Due to the scoring method adopted for the questionnaire, percentage calculations are potentially misleading and should not be used. As an example, when an IF achieves a score of 3 for indicator 3.12 on safeguarding, it would misrepresent the results to describe that as 75%.

Note that all analysis that follows from section 4 onwards is based on moderated scores, not self-assessed scores.

4 Headline findings

4.1 Comparisons with 2023-24 and fair analysis of IFs

As the set of 60 scored indicators has remained in place with only limited amendments between the fifth edition in 2023-24 and this sixth iteration for 2025-26, it is possible to make detailed comparisons in the results. However, some caution is needed. Among the 36 participating IFs in 2025-26, there were 30 Full Members and 6 Associate Members of ASOIF (see the list in 17 below).

Five of the six Associate Members took part in 2025-26 for the first time. In recognition that Associate Members often have limited resources in terms of staff and revenue, the GTF set a lower target score for Associate Members of 135, compared to 150 for Full Members.

Table 3: **Mean scores in 2023-24 and 2025-26**

	2023-24 (32 IFs)	2025-26 (all 36 IFs)	2025-26 (30 Full Members)	2025-26 (6 Associate Members)	2025-26 (31 IFs that participated in 2023-24)
Mean score out of 240	189.4	192.7	199.1	160.7	199.6

The calculation of mean scores shows that there is a small increase of about 3 in the total moderated scores when considering all of the participating IFs in both 2023-24 and 2025-26. Breaking down the scores, there is a substantial gap of nearly 40 between the Full Members and the Associate Members, which is accentuated if the only Associate Member that participated in 2023-24 is excluded, the World BaseballSoftball Confederation (WBSC).

In order to make the analysis meaningful and fair, findings in the report differentiate between groupings of IFs as follows:

Full Cohort (by year)

- 2023-24 Full Cohort: All 32 IFs assessed in 2023-24
- 2025-26 Full Cohort: All 36 IFs assessed in 2025-26

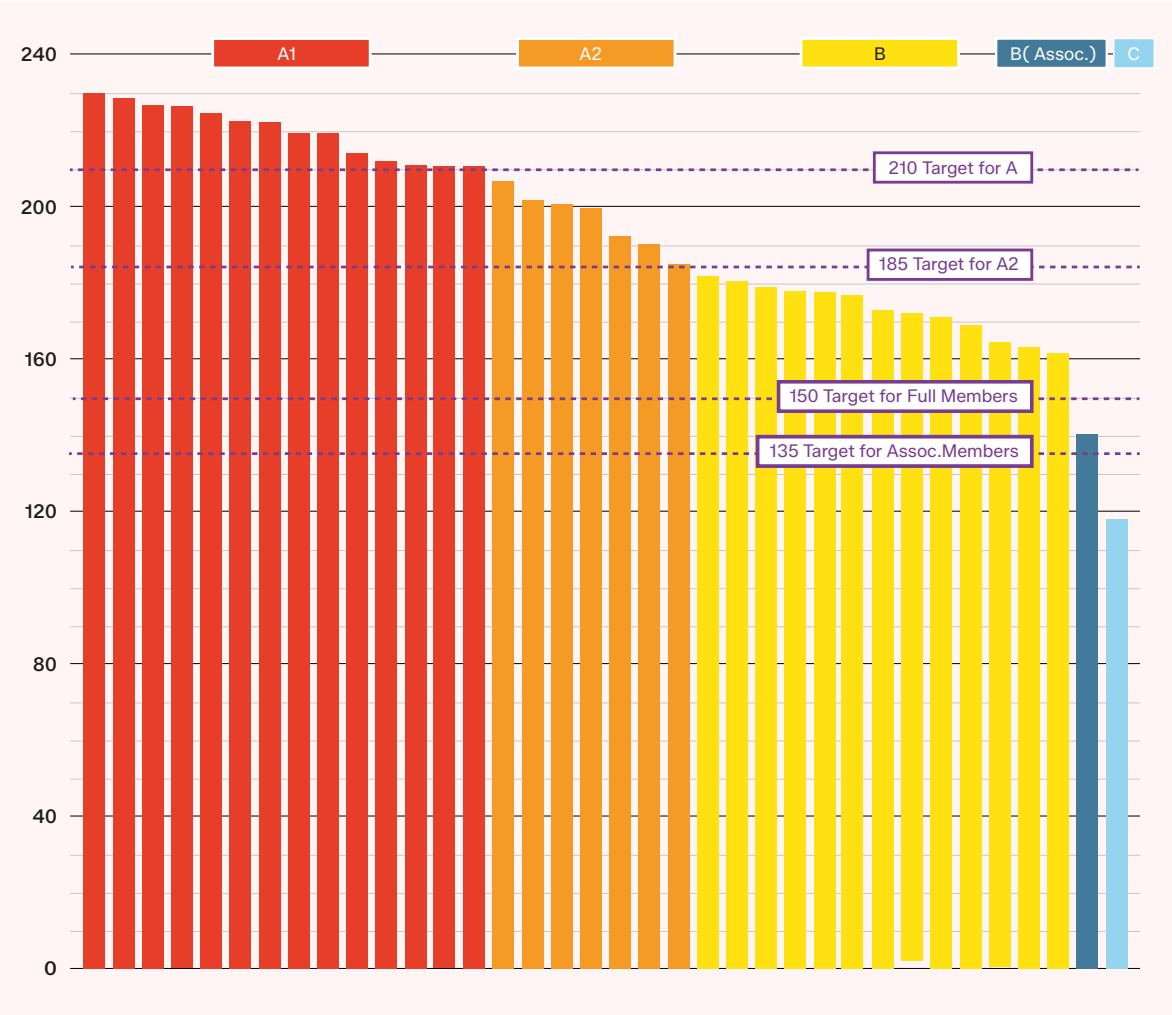
Matched Cohort

- The 31 IFs that took part in both 2023-24 and 2025-26, which includes one Associate Member (WBSC)

New Associate Members

- The five IFs that participated in 2025-26 for the first time

Figure 1: **Overall moderated scores (out of theoretical maximum of 240)**

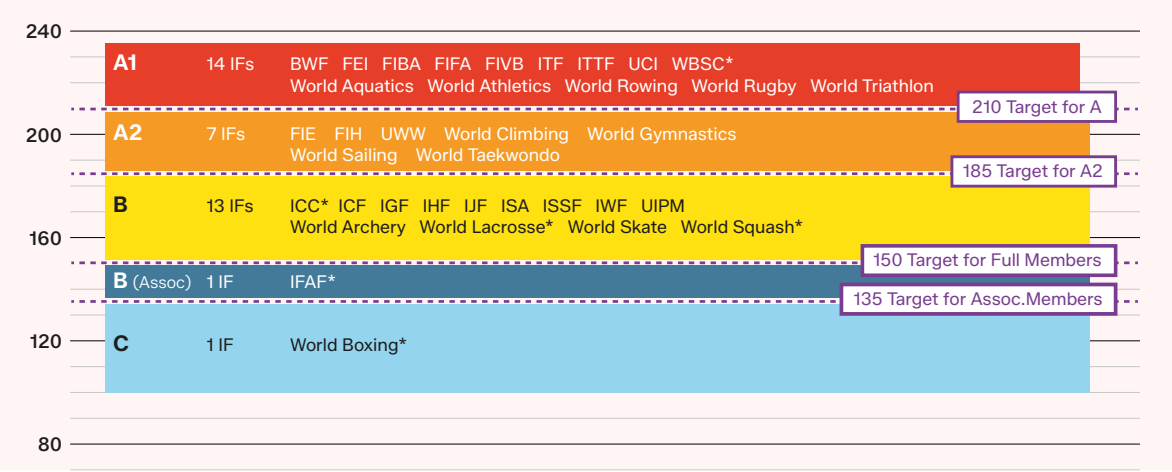


Each bar in the chart represents the total score of one IF. The scores for individual IFs varied considerably, from 117 to 228.


triple eight
SWE

4.2 Overall moderated scores and allocation of IFs into groups

Figure 2: **IF scores and allocation into groups**



*Associate Member when the questionnaire was distributed.

B (Assoc) – Associate Members which achieved or exceeded the target of 135 but fell under the score of 150 for group B.



Table 4: **IF scores and allocation into groups A1, A2, B, B (Assoc) and C**

Group	Score range	IFs	List of IFs in the group in alphabetical order
A1	210-228	14	BWF, FEI, FIBA, FIFA, FIVB, ITF, ITTF, UCI, WBSC*, World Aquatics, World Athletics, World Rowing, World Rugby, World Triathlon
A2	185-209	7	FIE, FIH, UWW, World Climbing, World Gymnastics, World Sailing, World Taekwondo
B	150-184	13	ICC*, ICF, IGF, IHF, IJF, ISA, ISSF, IWF, UIPM, World Archery, World Lacrosse*, World Skate, World Squash*
B (Assoc)	135-149	1	IFAF*
C	Below 135 (Associate Member)	1	World Boxing*

In total, 14 IFs achieved the minimum of 210 to reach the A1 group. As mentioned in 3.2 above, the GTF had made the decision to freeze group boundary scores from the previous review. There were seven IFs in the A1 group in 2023-24. All of those in the A1 group at that time have retained their status, joined by seven other IFs. No IF moved up two groups.

The highest score was 228, an increase from 219 for the last edition.

Moving to the A2 group, there were seven IFs ranging in scores from 185 to under 210, down from 13 at this level in 2023-24.

There were 13 IFs in the B group, which extends from 150 to 184 for Full Members.

By comparison, there were 12 in the same group two years ago.

One of the new Associate Members had a score between the target of 135 and the minimum score of 150 for group B for Full Members, so this is identified as group B for Associate Members. One of the new Associate Members fell short of the target score.

To confirm, all Full Members exceeded the target score of 150.

Inevitably, some IFs fell just short of group boundaries. It is acknowledged that this will be frustrating.

4.3 Rationale for method of publishing scores

Starting with the Third Review of International Federation Governance in 2019-20, the GTF made the decision to publish IF scores in groups in order to provide more information about the performance of IFs publicly. The same approach was adopted for 2021-22, 2023-24 and 2025-26.


4

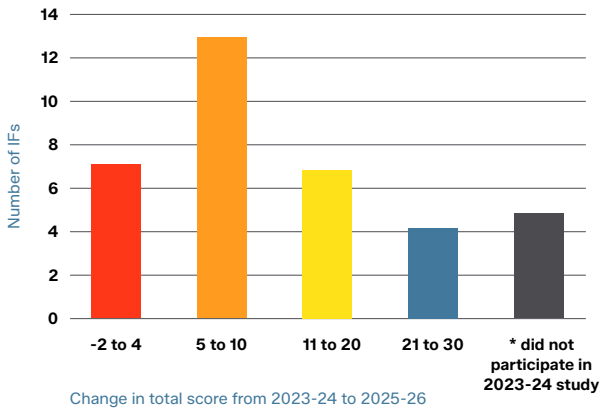
5 Summary comparison with 2023-24

5.1 Change in total scores per IF between 2023-24 and 2025-26

Table 5: **Change in total score between 2023-24 and 2025-26 (Matched Cohort)**

Change in total moderated score	Number of IFs
-2 to 4	7
5 to 10	13
11 to 20	7
21 to 30	4
*Did not participate in 2023-24 study	5

Figure 3: **Change in total score between 2023-24 and 2025-26 (Matched Cohort)**





The mean increase in total score for the Matched Cohort of 31 IFs that participated in both 2023-24 and 2025-26 was around 10 and the median was 8. These averages mask notable differences between IFs.

There were seven among the 31 IFs where the change in score was negligible, ranging from a very small decrease to an increase of no more than 4. It is important to note that, due to the scoring system, with a maximum score of 4 per indicator, making a substantial increase in the score is very difficult for IFs that were already in the A1 group.

A larger set of 13 IFs produced an increase of 5 to 10 from 2023-24 to 2025-26. An increase of this size reflects meaningful improvement. There were seven IFs that managed an increase in the range between 11 and 20, which usually required activity across all or almost all of the five sections in the assessment.

Finally, four IFs saw an increase of at least 21 with the largest rise in score being 24. An improvement of this scale is a notable achievement.

5.2 Change in average score per indicator between 2023-24 and 2025-26

The GTF decision to retain the 60 indicators from 2023-24 with only limited amendments enables a comparison of average scores per indicator.

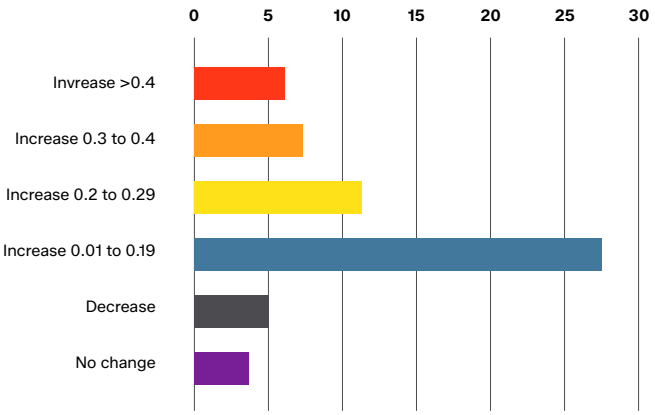
As the overall mean score rose by 10 for the Matched Cohort and by about 3 when all 36 IFs are included, it is clear that average scores for some individual indicators must also have risen.

Table 6: **Change in average score per indicator 2023-24 to 2025-26**

Change in average score per indicator (Matched Cohort)	Number of indicators
Increase >0.4	6
Increase 0.3 to 0.4	7
Increase 0.2 to 0.29	11
Increase 0.01 to 0.19	28
Decrease	5
No change	3



Figure 4: **Change in average score per indicator 2023-24 to 2025-26**



Analysis shows that six indicators had an average score that rose by more than 0.4. In order to see an increase of this magnitude, the cumulative score across the 31 IFs in the matched cohort had to rise by at least 13, suggesting improvements among a fair number of IFs.

The indicators with the largest rise in average score from 2023-24 to 2025-26 were as follows:

Table 7: **Indicators with largest increase in mean score 2023-24 to 2025-26 (Matched Cohort)**

Indicator	Topic	Increase in mean score (each indicator scored out of 4)
5.7	Human rights policies	0.59
6.11	Allocation process for major events	0.48
3.2	Anti-corruption policy (separate from competition manipulation)	0.46
5.5	Monitoring the environmental impact of events	0.43
4.2	Campaigning rules for elections	0.41
5.10	Legacy programmes for major events	0.41

There is a brief explanation of findings for each of the indicators in this list in the corresponding section write-ups from 8 to 12 below. Clearly, the indicators which have risen the most were among those that had lower scores previously.

A total of 24 indicators out of the 60 in the questionnaire saw an average increase of at least 0.2, meaning that the cumulative score across 31 IFs rose by 7 or more. Among these 24 were eight indicators from the Integrity section, seven from Development and Sustainability, four from Control Mechanisms, three from Democracy, and two from Transparency.

Indicators with no change or a negligible change in average score tended to be those where scores were already very high in 2023-24, which include most of the Transparency section.

Five indicators saw a small decrease in average score (but none greater than -0.14). In most cases, the drop was due to information that had been available in 2023-24 no longer being published by a handful of IFs.


arena


PARIS 2024
ESP
15
ESPAÑA

6 Section-by-section findings

Table 8: **Summary of scores by section**

All 36 IFs

Section	Lowest	Highest (out of 48)	Mean
Transparency	31	48	42.7
Integrity	23	47	37.4
Democracy	30	48	39.8
Development and Sustainability	12	46	37.1
Control Mechanisms	19	48	35.7

Matched Cohort

Section	Lowest	Highest (out of 48)	Mean
Transparency	37	48	43.9
Integrity	27	47	38.7
Democracy	31	48	41.0
Development and Sustainability	30	46	39.2
Control Mechanisms	21	48	36.7

Each section in the assessment comprised 12 indicators and had a maximum possible score of 48. There were maximum scores in the Transparency section (four IFs), Democracy (one IF) and Control Mechanisms (one IF). It was the first time that maximum scores have been achieved in the Democracy and Control Mechanisms sections.

Looking at averages, Transparency was the highest, as it has tended to be for each edition of the assessment. The Democracy section scores were next, most notably when considering the Matched Cohort of 31 IFs.

Section scores for the Matched Cohort have crept up since 2023-24, as would be expected based on the average increase in the overall score of around 10 per IF.

The largest increases in average scores were in the Integrity section and the Development and Sustainability sections, which were both up by about 3 from 2023-24.

There were some low scores in individual sections, mainly in Development and Sustainability and Control Mechanisms, which accounted for five of the six section scores of no more than 24, representing an average of 2 per indicator.

Caution is needed in analysing section scores as the allocation of indicators into sections is thematic but more presentational than in any way scientific. Comparisons of total scores and changes in individual indicators are probably more useful in understanding trends.

7 Categorising International Federations by resources

Since the second edition of the assessment exercise, there have been multiple-choice indicators intended to help categorise IFs by number of staff (0-9, 10-19, 20-49, 50-119 or more than 119) and by revenue (average of less than 2m CHF per year from 2021-24, 2m-4m, 4m-8m, 8m-20m, 20m-50m or more than 50m). In both cases, IFs self-declared their categories, which were not checked.

Table 9: **Number of paid staff per IF**

Full-time equivalent staff	2023-24 (32 IFs)	2025-26 (36 IFs)	2025-26 (Matched Cohort - 31 IFs)
0-9	3	6	3
10-19	9	6	5
20-49	9	10	10
50-119	7	9	8
120+	4	5	5

Shifts in the number of paid staff per IF, within the fairly broad groupings, appear to relate mainly to the changing composition of the participating IFs, although there is some evidence of modest growth. Three of the new Associate Members were in the 0-9 staff grouping, adding to three Full Members in this category.

The number of IFs with 10-19 staff has dropped from nine to six, which may be due to some of the smaller IFs growing their number of employees in the last couple of years. Increases are also apparent in the number of IFs with 20-49 and 50-119 staff. At the top end, there were five IFs with 120 or more staff, up from four last time.





Table 10: **Average annual revenue per IF**

Average annual revenue	2023-24 (32 IFs covering 2021-24 cycle)	2025-26 (36 IFs covering 2021-24 cycle)	2025-26 (Matched Cohort – 31 IFs covering 2021-24 cycle)
Less than CHF 2m	0	3	0
CHF 2m-4m	7	5	4
CHF 4m-8m	8	10	10
CHF 8m-20m	5	5	5
CHF 20m-50m	7	5	5
More than CHF 50m	5	8	7

Analysis of revenue among the IFs suggests modest growth from 2023-24 to 2025-26. IFs were asked to self-declare average annual revenue for the Olympic cycle from 2021-24. When completing the 2023-24 questionnaire, which was no later than February 2024, IFs mostly had to estimate figures for 2024 and possibly also for 2023. Financial years also vary among the IFs. In the 2025-26 edition, where data was provided in January and February 2026, actual financial figures for 2024 should have been available.

It can be seen that there are three IFs in the lowest category, with revenue below 2m CHF, all of which were new Associate Members. The number of IFs in the next category from 2m to 4m CHF has dropped from seven to five (including one Associate Member), which is probably explained by the growth in the 4m to 8m CHF grouping from eight to ten IFs. Among higher-earning IFs, the set with revenue from 20m to 50m CHF has decreased from seven to five with a corresponding increase in the category over 50m from five to eight, one of which is a new Associate Member.

7.1 Impact of staff numbers on scores

Figure 5: **Mean moderated score by number of staff**

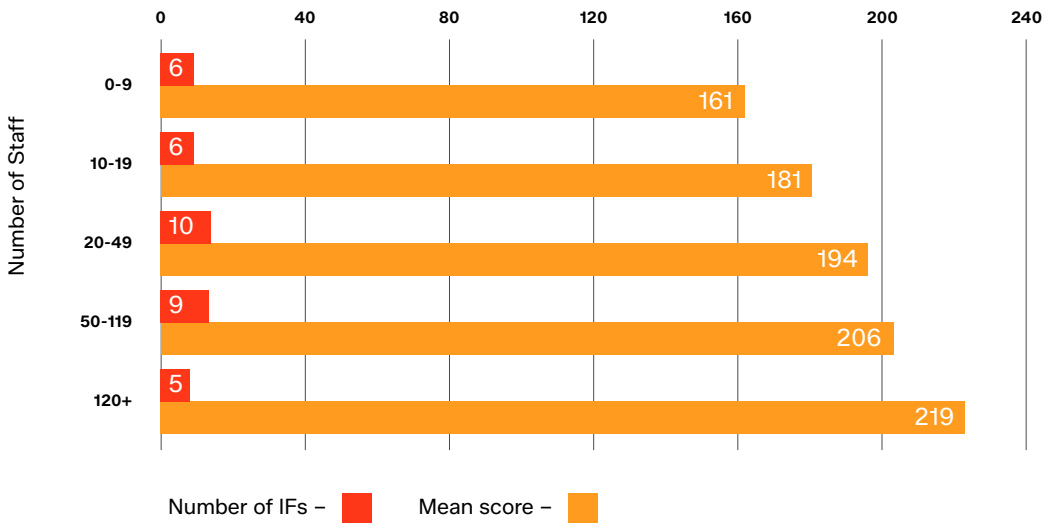


Table 11: **Mean moderated score by number of staff**

Staff numbers	No of IFs (out of 36)	Mean score (36 IFs)
0-9	6	161
10-19	6	181
20-49	10	194
50-119	9	206
120+	5	219

Correlation is apparent between numbers of staff at an IF and the overall score.

There was an increase in the average score with each cohort from 161 for the six IFs with fewer than 10 staff, through to 219 for the five IFs that had 120 or more staff.

Exceptions do exist. Three IFs with 20-49 staff managed to reach the A1 group and there were IFs with 50-119 staff in the B group, scoring under 185.

7.2 Impact of revenue on scores

Figure 6: **Mean moderated score by revenue group**

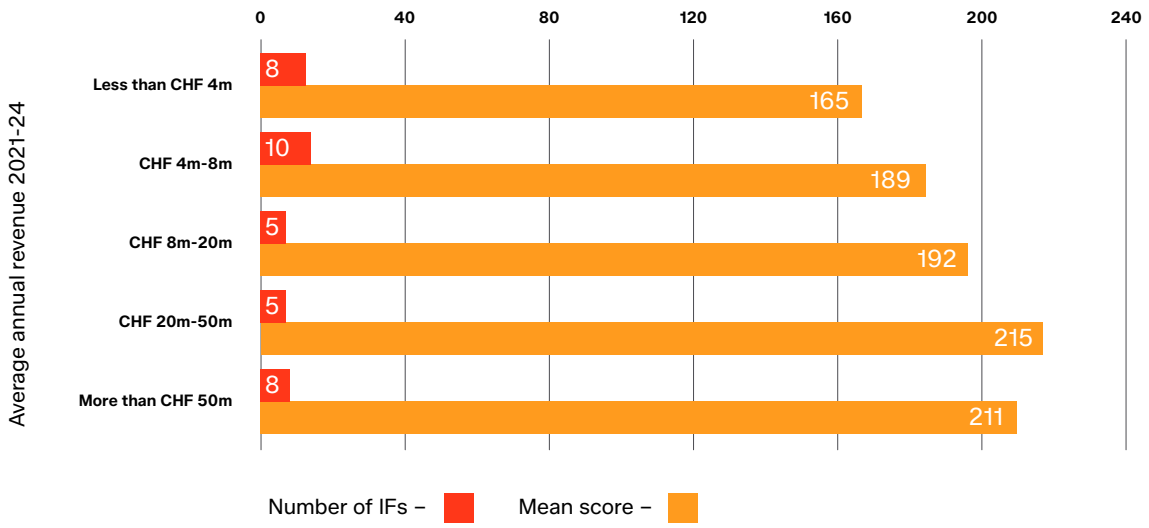


Table 12: **Mean moderated score by revenue group**

Average annual revenue	No of IFs (out of 36)	Mean score (36 IFs)
Less than CHF 4m	8	165
CHF 4m-8m	10	189
CHF 8m-20m	5	192
CHF 20m-50m	5	215
More than CHF 50m	8	211

Previous studies have seen a correlation between higher revenue among IFs and a larger overall moderated score. This pattern continues in 2025-26.

The mean total score rose from 165 among eight IFs with no more than 4m CHF in annual revenue to 189 for 10 IFs earning 4m to 8m CHF, then to 192 in the next category from 8m to 20m CHF. For IFs that had over 20m CHF annually, the average score was over 210, which was sufficient to reach the A1 group.

Nevertheless, it seems that revenue alone did not drive performance in the assessment. In the A1 group, three IFs were in the 4m to 8m CHF category. As has been the case in previous assessments, there were examples of IFs at the higher end in terms of revenue that did not achieve a particularly high score.

With fairly small sample sizes, however, caution is needed in this analysis.

8 Transparency section

Table 13: **Mean Transparency scores by indicator**

Indicator	Topic	Matched Cohort (31 IFs)	All 36 IFs
2.1	Statutes, rules and regulations	3.93	3.86
2.2	Explanation of organisational structure including staff, elected officials, committee structures and other relevant decision-making groups	3.96	3.80
2.3	Vision, mission, values and strategic objectives	3.58	3.52
2.4	A list of all national member federations with basic information for each	3.96	3.88
2.5	Details of elected officials with biographical info	3.87	3.77
2.6	Annual activity report, including institutional information, and main events reports	3.54	3.44
2.7	Quality of accounting and audit standards adopted	2.74	2.75
2.8	Publication of annual financial reports following external audit	3.93	3.88
2.9	Allowances and financial benefits of elected officials and senior executives	3.29	3.19
2.10	General Assembly agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda	3.93	3.83
2.11	A summary of reports/decisions taken during Board and Commission meetings and all other important decisions of IF	3.64	3.38
2.12	Make public decisions of disciplinary bodies and related sanctions, as well as pending cases, to the extent permitted by regulations	3.45	3.36



It has been a consistent theme of the five previous editions of the assessment that Transparency provided the highest average scores among the five sections. That continued in 2025-26, whether considering all 36 IFs or the Matched Cohort of 31 IFs which previously participated in 2023-24. Seven of the 12 indicators had an average score of more than 3.5 out of 4 across all 36 IFs, rising to nine out of the 12 indicators in the Matched Cohort.

There were four IFs (all in the A1 group) that reached the maximum of 48 points, up from two IFs with this score in 2023-24.

The two highest-scoring indicators (31 IFs) were 2.2 and 2.4, which covered transparency of organisational structure and information about national member federations respectively.

Scores were also high for 2.8, which looked at publication of annual financial reports. All 36 IFs had published at least one year of financial accounts. Of those, 32 had the last three years of accounts available and were up-to-date.

The lowest-scoring indicator was 2.7, assessing the quality of accounting and audit standards. It was also the lowest-scoring Transparency indicator in 2023-24. Fifteen IFs had audits conducted to International Financial Reporting Standards (IFRS) or Generally Accepted Accounting Principles (GAAP), which was necessary for a score of 4. In 2023-24, 12 out of 32 IFs had reached the same standard. A further three IFs had a "true and fair" statement, earning a score of 3. Twelve IFs had undergone a normal audit and the remaining six IFs had commissioned a limited statutory examination of accounts.

For indicator 2.9, which asked about the publication of allowances and financial benefits, 35 of the 36 IFs had a relevant policy (such as for per diems and/or travel expenses), up from 26 out of 32 IFs in 2023-24.

There were 32 IFs that published major decisions by the Board. Twenty-five of those published Board and Committee/Commission decisions or meeting summaries, which was required for a score of 4.

The final indicator in the section asked about transparency of disciplinary decisions. Thirty IFs had published at least one full decision (scoring 3 or 4). Several IFs had not had a disciplinary decision (off the field of play) in recent years.

9 Integrity section

Table 14: **Mean Integrity scores by indicator**

Indicator	Topic	Matched Cohort (31 IFs)	All 36 IFs
3.1	Has a unit or officer in charge of ensuring that the IF abides by the IOC Code of Ethics and/or the IF's own Code of Ethics	3.38	3.25
3.2	An anti-corruption policy and code of conduct has been implemented	2.87	2.80
3.3	Has a unit or officer in charge of ensuring that the IF abides by the World Anti-Doping Code	3.87	3.86
3.4	Complies with the Olympic Movement Code on the Prevention of the Manipulation of Competitions	3.41	3.25
3.5	Conflict of interest policy identifying actual, potential and perceived conflicts with exclusion of members with an actual conflict from decision-making	3.58	3.52
3.6	Establish confidential reporting mechanisms for "whistle blowers" with protection scheme for individuals coming forward	3.25	3.13
3.7	Provide for appropriate investigation of threats to sport integrity (competition manipulation, gambling-related or other)	3.41	3.25
3.8	Appropriate gender balance in Board or equivalent	3.03	2.94
3.9	IF promotes gender equality through policy/strategy	3.38	3.25
3.10	Policies in place to foster greater diversity of backgrounds in composition of Board and committees (beyond gender equality)	2.58	2.52
3.11	Monitoring and reporting on outcomes of policies and programmes to foster diversity	2.35	2.22
3.12	Programmes or policies in place regarding safeguarding from harassment and abuse	3.54	3.41

As was the case for other recent editions, indicator 3.3 asking about how IFs comply with the World Anti-Doping Code was the highest scoring in the section. Thirty-one out of 36 IFs had an "independent" anti-doping programme, which generally involved out-sourcing critical functions to the International Testing Agency or an entity that is separate from the IF. This compared to 29 out of 32 IFs in 2023-24. When considering the Matched Cohort alone, there was no significant change.

There has been an improvement among the 31 IFs who participated both in 2023-24 and this edition in terms of gender balance at Board level (3.8). Nine IFs now have at least 40% of the Board composed by women, up from four IFs in 2023-24 and three in 2021-22. Sixteen of the 31 had between 25% and 40% of the Board made up of women, a rise of one. There were four IFs between 15% and 25%. Two IFs had a level below 15%, the same number as in 2023-24.

Some correlation was evident between the indicators on gender balance on the Board and gender equality strategy (3.9). Twenty-seven IFs of the Matched Cohort were able to evidence a programme to encourage gender equality that was being implemented, scoring 3 or 4. This was up from 24 in the previous edition.

Monitoring and reporting outcomes of policies and programmes to foster diversity (3.11) was the lowest scoring indicator in the section and just about the lowest in the whole assessment, as in 2023-24. Only 13 IFs had targets/objectives for increasing diversity in leadership/athlete roles considering characteristics beyond gender equality and nationality, with public reporting, scoring 3 or 4. A total of 30 IFs did have some rules to encourage diversity, scoring at least 2, often involving a reference in strategic documents or relevant activity on gender equality and nationality only.

Indicator 3.2 (anti-corruption policy or code of conduct, separate from competition manipulation) saw one of the largest increases in average score (referenced in 5.2 above). Eleven IFs scored 4, which usually required training on anti-corruption to have been delivered to the Board. In 2023-24, there were only three IFs at this level. In the latest review, 15 IFs had relevant references in key documents, for example rules on gifts and hospitality in the Code of Ethics, but no evidence of dedicated activity.

Conflict of interest policies and procedures were covered in indicator 3.5. Twenty-one IFs scored 4 with evidence of implementation of procedures such as checks against a register. All IFs had a defined conflict of interest policy, although the level of detail varied. In many cases, there are relevant clauses in the Code of Ethics.

There was an increase in the number of IFs (among those that also participated in 2023-24) that scored 3 or 4 on indicator 3.6, relating to whistleblowing procedures and reporting. In the previous edition, 15 IFs had a confidential reporting mechanism in place and could demonstrate evidence of action taken in response to reports. That number has now risen to 24. A number of IFs published summaries of the numbers of reports by topic and action taken, respecting confidentiality.

On the topic of safeguarding (3.12), 29 out of 31 IFs in the Matched Cohort scored 3 or 4 (up from 27 in 2023-24), for which it was necessary to show that a safeguarding policy was being implemented, such as through training, appointing safeguarding officers at events, and having disciplinary cases, when appropriate. Three IFs had a safeguarding policy but limited relevant activity and one IF lacked a formal policy.

10 Democracy section

Table 15: **Mean Democracy scores by indicator**

Indicator	Topic	Matched Cohort (31 IFs)	All 36 IFs
4.1	Election of the President and a majority of members of all executive bodies	3.83	3.75
4.2	Clear policies/rules on campaigning to ensure election candidates can campaign on balanced footing including opportunity for candidates to present their vision/programmes	3.35	3.19
4.3	Election process with secret ballot under a clear procedure/regulation	3.70	3.61
4.4	Make public all open positions for elections and non-staff appointments including the process for candidates and full details of the roles, role descriptions/skill requirements, application deadlines and assessment	3.09	2.91
4.5	Establishment and publication of eligibility rules for candidates for election together with due diligence assessment	3.19	3.08
4.6	Term limits for elected officials	2.51	2.63
4.7	Provide for the representation of key stakeholders (e.g. "active" athletes as defined in the Olympic Charter) in governing bodies	3.41	3.33
4.8	Adoption of athletes' rights and responsibilities, consistent with the IOC Athletes' Declaration	3.12	2.94
4.9	Provide support to help enhance the governance of IF member associations	3.48	3.33
4.10	Actively monitor the governance compliance of IF member associations with Statutes, Code of Ethics and other rules	3.67	3.5
4.11	Ensuring equal opportunities for members to participate in the General Assembly with equal access to voting	3.80	3.77
4.12	Statutes, or other rules of procedure, specify what decisions are made at what level	3.80	3.72



Democracy was the second highest-scoring section of the assessment behind Transparency. For the first time, one IF achieved a maximum of 48, while three others scored as much as 46.

The highest-scoring indicator for the 31 IFs that were also assessed in 2023-24 was 4.1 about the election of the president and a majority of members of all executive bodies. Twenty-eight out of 31 IFs achieved the maximum score of 4, which required the majority of Board positions to be elected with voting numbers published and external scrutiny of the voting process (for example, by using an external electronic voting supplier).

The lowest-scoring indicator in the section was on the topic of term limits for elected officials (4.6), as was the case in 2023-24. There were four IFs out of 36 that did not have any term limits in place, unchanged from the 2023-24 assessment. All five new Associate Members did have term limits. Across the full set of 36 IFs, several had transitional arrangements and/or exemption clauses in their term limit rules, meaning that it will take a number of years before any restrictions take effect.

Indicator 4.2 on campaigning rules for elections saw a noticeable improvement (referenced in 5.2 above). Fifteen IFs out of the Matched Cohort achieved a top score of 4, for which it was necessary to have provision in the regulations that candidates can be required to disclose financial information, such as sources of funding and expenditure on their campaigns. This was an increase from seven IFs at the same level in 2023-24. Only three IFs did not have specific information on campaigning rules.

One of few indicators that was amended for 2025-26 was 4.4, which tested IFs on the extent to which positions open for elections and non-staff appointments are published. Nine IFs out of 36 had a maximum score of 4, meaning that they had used open recruitment for independent committee roles (such as disciplinary or ethics committees) or, more rarely, for independent Board roles. A further 18 IFs scored 3, generally having information on role descriptions and the desired person specification for appointed and/or elected positions. Assessment against criteria is more commonly seen for specialist committees than for Board roles.

There were 17 IFs among the full set of 36 that had good representation of athletes in governing bodies (indicator 4.7), generally one male athlete and one female athlete on the Board, or sometimes two athletes from different disciplines. There were only five IFs that did not appear to have an athlete representative on the Board.

Indicator 4.12 covered the clarity of decision-making responsibility at different levels of the organisation. Twenty-eight IFs were found to publish terms of reference for the Board or equivalent, information on committee roles, plus some details on decision-making powers of senior staff. This was an increase from 20 out of 32 IFs in 2023-24.

11 Development and Sustainability section

Table 16: **Mean Development and Sustainability scores by indicator**

Indicator	Topic	Matched Cohort (31 IFs)	All 36 IFs
5.1	Clear policy and process in place to determine transparent allocation of resources in declared development objectives	3.48	3.27
5.2	Information published on redistribution/support activity for main stakeholders, including financial figures	3.35	3.19
5.3	Monitoring / audit process of the use of distributed funds	2.70	2.52
5.4	Respect principles of sustainable development and regard for the environment	3.41	3.19
5.5	Monitoring/reporting on environmental impact of events within the IF's sphere of responsibility	2.80	2.52
5.6	Existence of social responsibility policy and participation programmes targeting under-served areas	3.48	3.30
5.7	Adopting and implementing human rights policies to impact on the IF's sphere of activity	2.90	2.75
5.8	Education programmes (topics other than integrity) and assistance to coaches, judges, referees and athletes	3.87	3.66
5.9	Put in place integrity awareness/education programmes	3.58	3.44
5.10	Legacy programmes to benefit communities in which events are hosted	2.93	2.77
5.11	Anti-discrimination policies covering a range of characteristics	3.25	3.11
5.12	IF dedicates appropriate resources to the Paralympic/disability discipline(s) in the sport	3.41	3.27

Continuing a consistent pattern, the highest-scoring indicator in the section was on the provision of education programmes (5.8). Twenty-nine from the full quota of 36 IFs were found to have programmes for coaches, officials and athletes with details published.

The lowest-scoring indicator was 5.3 which tested organisations on the monitoring and auditing of the use of distributed funds. Sixteen out of 36 IFs scored three of four, which required an independent component to monitoring, such as an external auditor reviewing a sample of development projects. This is one indicator where IFs with modest resources are less likely to achieve a high score.

In general, the gap between average scores for the Matched Cohort of 31 IFs that participated in 2023-24 and the five new Associate Members was greater in the Development and Sustainability section as some aspects of development activity tend to build up once IFs are more established.

On the topic of environmental sustainability, 18 of the Matched Cohort of 31 IFs had a published commitment to reducing greenhouse gas emissions and a link to their overall strategy, scoring 4. This was little changed from 2023-24. The number of IFs that could evidence implementation of an environmental sustainability policy for a score of 3 rose by four to nine. In total, 28 out of 36 IFs had a sustainability policy or guidelines for event hosts that were being implemented.

Related indicator 5.5 on monitoring the environmental impact of events was the second-lowest scorer for the 31 IFs but there was evidence of progress. Seventeen of the Matched Cohort of 31 IFs scored 3 or more, having published a carbon footprint analysis of at least one event, up from 15 in 2023-24. A number of other IFs have plans to do so, some of which have published an analysis of emissions of their organisation, scoring 2.

The indicator with the largest increase in average score across the whole questionnaire from 2023-24 was 5.7 on human rights policies (as referenced in section 5.2 above). Six out of 31 IFs managed a maximum score of 4, generally involving a policy (standalone or elsewhere, such as a strand of a sustainability strategy), linked to the UN Sustainable Development Goals, with evidence of implementation. That was an increase from only two IFs with a top score in 2023-24. Eighteen more IFs had relevant commitments to human rights, for example in their Code of Ethics or strategy, up from 12 in the previous assessment. Support for refugee athletes continues to be the most frequently seen example of specific action.

There is some evidence of increasing activity in relation to legacy programmes to benefit communities where events are hosted (indicator 5.10). The number of IFs that were able to evidence an industry-leading programme and resources tailored to assist event host communities, with monitoring and details published, doubled from four to eight out of the 31 IFs. In most of these cases, IFs or event organisers had commissioned and published third-party event impact reports.



12 Control Mechanisms section

Table 17: **Mean Control Mechanisms scores by indicator**

Indicator	Topic	Matched Cohort (31 IFs)	All 36 IFs
6.1	Establish an internal ethics committee with independent representation (roles may cover Code of Ethics overview, advisory, investigation, disciplinary)	3.25	3.16
6.2	Establish an internal audit committee and an internal audit function (for larger IFs)	2.25	2.25
6.3	Adopt policies and processes for internal financial controls (e.g. budgeting, separation of duties, dual approvals for payments, reserves policy, among others)	3.45	3.33
6.4	Remuneration policy and process	2.38	2.38
6.5	Implement a risk management programme	3.06	3
6.6	Adopt policies and procedures which comply with applicable competition law / anti-trust legislation in eligibility of athletes and sanctioning of events	3.38	3.30
6.7	Observe open tenders for major commercial and procurement contracts (other than events)	3	2.86
6.8	Due diligence assessment of third parties, such as sponsors, suppliers, intermediaries, partners	2.80	2.63
6.9	Decisions made can be challenged through internal appeal mechanisms with a final right of appeal to CAS	3.32	3.25
6.10	Due diligence and effective risk management in assessment of bids for main events	3.16	3.08
6.11	Awarding of main events follows an open, transparent process and includes sustainable development criteria	3.29	3.19
6.12	Compliant with applicable laws regarding data protection (such as GDPR) and takes measures to ensure IT security	3.38	3.22



Control Mechanisms was the lowest-scoring among the five sections of the questionnaire, as was the case in 2023-24, although one IF managed a maximum score of 48, the first time that this has been achieved.

The lowest-scoring indicator was 6.2, as in 2023-24, covering audit committees. Across the 31 IFs that also participated in 2023-34, the number of IFs that evidenced an audit committee in place with an independent majority and public reporting declined from 14 to 11. The drop may be explained by a small number of IFs that were in the process of reorganising committees at the time of the assessment. Ten further IFs had an audit committee or similar in place but with a lack of independence in the membership (on occasion it wasn't clear) or limited evidence of activity.

Remuneration policies were the subject of indicator 6.4. There were 14 IFs that had a designated committee responsible for remuneration (including non-staff roles) or an external adviser and a published policy or process, which was necessary for a score of 3 or 4. This was up from 12 IFs among the 2023-24 participants. Thirteen IFs scored 2 which meant a formal process for determining remuneration was in place. In some cases it was the responsibility of the Board.

An increased number of IFs showed evidence of open tenders (indicator 6.7) with 22 out of 31 IFs scoring 3 or 4, for which it was necessary to have had multiple open tenders in recent times. That was up from 16 IFs in 2023-24. Formal procurement policies are becoming more common. Most IFs have only occasional open tenders, relying on small numbers of known specialist suppliers when they seek equipment or services.

On the related topic of due diligence assessments of third parties (6.8), which could include suppliers as well as sponsors, potential commercial partners and others, 21 IFs were able to provide specific examples of due diligence activity in more than one area. Seventeen IFs were at the same level in 2023-24.

Small amendments were made to indicators 6.10 (due diligence on event bids) and 6.11 (allocation process for major events), particularly to clarify the difference between them. Indicator 6.11 saw significant improvement (as mentioned in 5.2 above). There were 13 scores of 4 among the Matched Cohort, for which the event allocation process had to incorporate sustainable development factors among the decision-making criteria. In 2023-24, five IFs had achieved the same score.

13 Background section

13.1 Governance priorities and resources dedicated

Table 18: **Summary of governance priorities and resources dedicated (36 IFs)**

Topic	Number of IFs
Reviewing governance structure/role of bodies	14
Integrity	13
Supporting continental/national members with governance-related work	8
Election processes/rules	6
Reviewing constitution/statutes/ rules and regulations	5
Improving gender balance	4
Sustainability	4
Safeguarding	3

IFs could provide information in an open-ended, unscored question in the Background section about governance priorities and dedicated resources. There were varying levels of detail but it is possible to identify some general themes.

More than a third of IFs mentioned reviewing different aspects of governance, such as the structure and role of governing bodies and committees. Twelve IFs mentioned work to strengthen integrity procedures and policies, rather more than the five IFs that had cited this topic in 2023-24.

Supporting the governance of continental/ national members remains a priority for quite a few IFs. A number were reviewing electoral processes with some specific references to member federation elections.

It is not surprising to see gender balance, sustainability and safeguarding all cited as priorities by multiple IFs.



13.2 Type of legal entity

Table 19: **Type of legal entity**

Type of legal entity	Number of IFs
Swiss-based Voluntary Association	21
Other voluntary association / non-profit organisation (various countries)	12
Company limited by guarantee	2
Company limited by shares	1

For the 2025-26 assessment, 21 IFs took the form of a voluntary association under the Swiss Civil Code, unchanged from 2023-24 (excluding the one IF involved in 2023-24 that was no longer an ASOIF member in 2025-26). Twelve IFs adopted a comparable structure as a voluntary association/non-profit organisation incorporated in various other countries. There was one IF that was incorporated as a company limited by shares and two companies limited by guarantee.

13.3 Separate legal entities associated with IFs

IFs also had the opportunity in the Background section to list or describe any separate legal entities with which they are associated. The responses suggest a continuing trend of growing structural complexity. At least 14 IFs report having separate, related organisations (up from 9 in 2023-24), such as commercial companies, media arms, ticketing subsidiaries or charities. Larger IFs often have multiple connected entities. This indicates that many IFs are no longer operating as a single organisation but rather as interconnected groups.



In a small number of cases, federations have moved toward structures in which governance responsibilities are distinct from revenue-generating activities.

There were eight IFs that identified a separate foundation or charitable entity, typically focusing on development and social impact initiatives, further segmenting organisational arrangements.

Several IFs stated that they had no other associated organisations while others left the question blank.

14 Conclusion

The GTF views very positively the significant ongoing governance-related activity by IFs since the previous review in 2023-24. Presented with a set of indicators that were little changed, IFs could consolidate their work on topics that were already established.

Most encouragingly, all 31 IFs that participated in 2023-24 again exceeded the target score of 150 out of 240. Among the five new Associate Members taking part for the first time, four out of five exceeded the target of 135, despite unfamiliarity and limited resources, in most cases.

As was noted in 2023-24, a large majority of IFs have put in place some governance basics, such as publishing a good range of information in an accessible manner (including on financial matters), out-sourcing anti-doping programmes, introducing term limit rules and implementing core policies.

In this sixth review, there is steady progress on important topics such as gender equality, safeguarding, election campaigning rules, whistleblowing procedures and open procurement. However, sizeable gaps remain between the strongest and weakest IFs in many of these areas. Among the widespread improvements, there are a small number of IFs below the top levels in the assessment where little appears to have changed over the last two years.

Considering the IFs collectively, there is more to be done on issues such as risk management and due diligence, as well as efforts to broaden the range of skills and backgrounds of individuals in elected roles.

Evidence of correlation between the size of IFs in terms of staffing and revenue and their overall score continues. Nevertheless, it is possible to overcome the challenge of being a smaller organisation, as a couple of the IFs in the A1 group demonstrate. At the other end of the scale, there were IFs with more substantial resources that scored below their peers.

Perhaps inevitably, it was apparent in conducting the review that some IFs had approved a flurry of policies and other measures in the weeks leading up to the submission of the questionnaires. One strength of the assessment exercise is that the fixed deadline encourages action. A corresponding potential drawback is that rushed policies may not meet the needs of the IF.

It is to be hoped that the introduction of a new policy or rule subsequently leads to gradual implementation and eventually to everyday business as usual. This has been the pattern for IFs over a period of years on areas ranging from competition manipulation to gender equality, safeguarding and now environmental sustainability and human rights.

Overall, the GTF appreciates the high level of commitment shown by IFs to the project, which is not taken for granted, considering the multiple competing priorities that IFs face. As was noted in the Fifth Review, the ASOIF members collectively have made very considerable improvements in their governance in recent years.

At the time of writing, in the spring of 2026, it appears that sport no longer operates in a context of episodic upheavals, but rather one of continuous volatility with international institutions that face serious challenges.

IFs with strong governance, that have access to a broad range of skills and knowledge, are probably best-placed to avoid crises, and indeed to deal with them when they do arise.

15 Evolution of the study

In the spirit of seeking continuous improvement in the exercise, there was a significant change made to the management of the questionnaire for the 2025-26 assessment.

Previously, the questionnaire took the form of an editable PDF document which was practical for completing in stages and sharing with colleagues but caused technical issues for some IFs.

Following research by I Trust Sport, the GTF agreed to the use of online survey software, Jotform. IFs were provided with a hyperlink to the questionnaire, which they could fill in, save as they went along, and share with colleagues. IFs submitted the questionnaire once it was complete. The software generally worked smoothly. To assist with drafting, IFs also received a Word version of the questionnaire.

As has been the case previously, IFs had access to their self-assessed score, self-assessed evidence, moderated score and moderated comment from the previous edition.

Despite the efforts to make the assessment as fair and effective as possible, there are inevitably limitations to a study of this type.

In 2023-24 the number of scored indicators was expanded from 50 to 60. This was to allow the GTF to align the assessment more closely with the IOC's Basic Universal Principles of Good Governance (BUPGG) and cover some important new topics. However, there is a trade-off when ensuring that the assessment questionnaire is comprehensive without becoming too burdensome.

For consistency, the assessment exercise remains essentially the same for all IFs, despite the fact that there is strong evidence of correlation between the size of an IF and its overall score. In order to deal with this, some information on comparative scores between IFs of different size is included in the analysis, with more detail in reports for individual IFs.

The aim of the scoring system is to make governance measurable with a degree of objectivity but there is necessarily a subjective element to some of the indicators. Each IF total score should be understood to have a margin of error of -5 to +5. This estimate is based on experience from comparing assessments carried out by different team members, and increased familiarity both for IFs and the moderation team due to the 60 indicators remaining relatively unchanged from 2023-24. It is recognised that the group allocations fall within the margin of error for some IFs.

In addition, scores were measured at a moment in time, despite the fact that many aspects of governance relate to ongoing practice.

In accordance with a decision of the GTF, no meetings took place with IFs to review scores once questionnaires had been distributed. This was believed to be the fairest approach and also essential for keeping to the timetable. The only exception was a call to clarify details of a switch by one IF from an old to a new website.

The study consists of an analysis of documents, procedures and structures that do not necessarily reveal vital factors such as the behaviour of individuals and organisational culture.

As is the case with financial audit, a strong performance in this governance audit exercise does not preclude the possibility of serious failings coming to light at a later date.

16 Suggested next steps

The next steps include:

- Distribution of full results to each IF
- Production of good practice examples for publication
- Follow-up meetings to be offered to IFs
- GTF to discuss plans for the future

17 International Federations

ASOIF Members that participated in the study – Full Members:

- **Badminton World Federation** *(BWF)*
- **Fédération Equestre Internationale** *(FEI)*
- **Fédération Internationale d'Escrime** *(FIE)*
- **Fédération Internationale de Basketball** *(FIBA)*
- **Fédération Internationale de Football Association** *(FIFA)*
- **Fédération Internationale de Hockey** *(FIH)*
- **Fédération Internationale de Volleyball** *(FIVB)*
- **International Canoe Federation** *(ICF)*
- **International Golf Federation** *(IGF)*
- **International Handball Federation** *(IHF)*
- **International Judo Federation** *(IJF)*
- **International Shooting Sport Federation** *(ISSF)*
- **International Surfing Association** *(ISA)*
- **International Table Tennis Federation** *(ITTF)*
- **International Tennis Federation** *(ITF)*
- **International Weightlifting Federation** *(IWF)*
- **Union Cycliste Internationale** *(UCI)*
- **Union Internationale de Pentathlon Moderne** *(UIPM)*

United World Wrestling *(UWW)*	World Aquatics
World Archery	World Athletics
World Climbing	World Gymnastics
World Rowing	World Rugby
World Sailing	World Skate
World Taekwondo	World Triathlon

Associate Members:

International Cricket Council *(ICC)*	International Federation of American Football *(IFAF)*
World Baseball Softball Confederation *(WBSC)*	World Boxing
World Lacrosse	World Squash

18 Credits and acknowledgements

We are most grateful to all the IFs that completed the governance questionnaire thoroughly and promptly. Without their full cooperation and support, this report and indeed the whole project would not have been possible.

This report was written in cooperation with the ASOIF Governance Task Force (GTF).

19 Management of conflicts of interest

I Trust Sport took steps to manage minor conflicts of interest for the 2025-26 assessment.

The company was commissioned by the International Federation of American Football (IFAF) to conduct a governance review of a set of its National Federations members in 2023. The exercise was a one-off and did not include a governance review of IFAF itself. Rowland Jack and Ed Hawkins worked on that project so it was decided that neither would carry out the assessment of IFAF. Christine Sciberras, who was not an employee of the company in 2023, led the review.

Some years prior to joining I Trust Sport, Ed Hawkins worked on a governance review project with the International Cricket Council (ICC). Ed was therefore not involved in the moderation of the ICC, which was carried out by Christine Sciberras and Rowland Jack.

Tamm Thibeault OLY joined I Trust Sport as an employee on 9 March 2026, towards the end of the moderation exercise. Tamm is an international boxer who has competed twice at the Olympic Games. By written agreement, Tamm played no part in the moderation process of World Boxing, had no access to associated documents and was not party to any discussions about overall scores.

Both in 2025 and 2026, I Trust Sport has been commissioned for projects by the Association of IOC Recognised International Sports Federations (ARISF). In 2025, I Trust Sport carried out a governance review of most of the IF members of ARISF. However, all of the ASOIF Associate Members were excluded from the assessment. In 2026, I Trust Sport is providing advisory support to ARISF members, which had not yet commenced when the moderation exercise of the ASOIF questionnaires concluded in March. A staff member from the World Baseball Softball Confederation, who also has a role with ARISF, is one of the ARISF client contacts for I Trust Sport.


GER
DÖRFFEL
18
START
B2



20 Further explanation of the moderation process

As for the previous editions, ASOIF appointed sports governance consultancy I Trust Sport to support the project. I Trust Sport had responsibility to review the questionnaire responses, to moderate the scores to ensure as much consistency as possible, and to draft this report.

Maintaining the approach from earlier editions, the assessment represents a moment in time. Questionnaires were returned to ASOIF in January and February 2026. ASOIF set a deadline for IFs to respond of 21 January. The first assessment was received on 9 January. Twenty-three questionnaires were submitted by the deadline and the last was received on 17 February. The moderation process ran from mid-January to mid-March. This timetable allowed for about two working days to review each of the questionnaires, during which time documents were downloaded and pages of IF websites reviewed.

The I Trust Sport team checked scores against the defined criteria in the questionnaire for each indicator from all IFs. IF evidence was also checked (for example, references to clauses in the statutes or web pages) and, where evidence was absent or incomplete, additional information was researched from IF websites. Any supplementary documents that had been provided were considered as appropriate.

Small clarification queries were submitted to ten IFs. In most cases IFs were asked to provide an unpublished document that had been referenced as being available on request. Additional information provided was taken into account.

After review, scores were adjusted up or down to reflect the independent assessment of the moderator, based on the evidence available. The aim was to be consistent and fair.

For the first time for this sixth review, the GTF communicated in advance that the group thresholds would remain as they were for 2023-24 (210 or more for A1, 185 to 209 for A2, 150 to 184 for B and below 150 for C), with the exception that a lower target of 135 was set for Associate Members.

On previous occasions, the GTF had set only the overall target score in advance. This decision to freeze group thresholds had a material impact on the exercise as IFs worked towards targets, most notably to reach the A1 group. In conducting the moderation exercise, recognising that the assessment is not scientific, the I Trust Sport team took the view that total scores of 208 or 209 would not be acceptable. Scores of IFs close to the 210 threshold were checked very carefully. The outcome is a cluster of IFs just within the A1 group. Inevitably, there are others that have lost out.

The scores and analysis are based on what was in place on the day of moderation, not taking account of future changes – even where these were imminent and/or certain to be implemented. This seemed to be the fairest approach and is consistent with the previous assessments. Some flexibility was allowed for revisiting assessments up to mid-March when IFs specifically drew attention to imminent changes.





While IF respondents occasionally misunderstood the question or what was being requested (most often but not exclusively on indicators first introduced in 2023-24), the general quality of the responses was very good.

Basing assessment scores on the regulations/ published information that was in place on the day of the review, consistent with the approach for each of the previous assessments, resulted from time to time in scores being moderated down when IFs understandably sought credit for governance reforms that were due to be implemented in the weeks or months to follow.

Rowland Jack, Ed Hawkins, Christine Sciberras and Chloe Buchanan conducted the moderation exercise. A substantial amount of time was spent cross-checking to ensure consistency between the four reviewers and in the scoring between IFs.

20.1 Indicative example of moderating scores

Below there is an anonymised example of the moderation process for a specific indicator using the self-assessed and moderated scores for three IFs.

Table 20: **Indicator 3.5: Conflict of interest policy identifying actual, potential and perceived conflicts with exclusion of members with an actual conflict from decision-making**

Score	Score definition
0	No
1	Some conflict of interest rules
2	Defined conflict of interest policy
3	Defined conflict of interest policy, evidence of implementation
4	Industry-leading conflict of interest policy, checked against register and evidence of implemenation

Example IF A

Self-assessed score	Evidence in questionnaire response
4	Policy in Code of Ethics. Form for election candidates includes conflicts of interest declaration.
Moderated score	**Rationale for moderated score**
3	Rules in place. Candidate form shows declarations are made. Not clear whether a register is up to date

Example IF B

Self-assessed score	Evidence in questionnaire response
3	Conflict of interest rules in by-laws
Moderated score	**Rationale for moderated score**
2	Noted. Rules are in place. There doesn't appear to be any active implementation

Example IF C

Self-assessed score	Evidence in questionnaire response
4	Policy set out in Code of Ethics and guidance for members is published. Board minutes show a conflict of interest declaration
Moderated score	**Rationale for moderated score**
4	There is active implementation of the policy

21 Test analysis of an indicator using an Artificial Intelligence tool

21.1 Objective

By agreement with the GTF, the I Trust Sport team conducted a pilot study comparing results for one of the indicators when reviewed by team members, as has been the case for all assessments until now, and when analysed using an Artificial Intelligence (AI) tool. The selected indicator was 3.8: Appropriate gender balance in Board or equivalent structure.

This indicator was chosen for the test because it is relatively objective and easy to measure, with clearly defined scoring thresholds, and because the underlying data (i.e. Board composition) is generally publicly available and verifiable through official sources.

The aim of the exercise was to evaluate:

- The extent to which an AI tool can currently replicate or support human moderation
- The consistency of scoring outcomes
- The potential efficiency gains and limitations of using AI in governance assessments

21.2 Methodology

An AI tool, ChatGPT (OpenAI), based on the GPT-5.4 Pro model, was used to design and complete the exercise. OpenAI describes this model as its maximum-performance variant for complex professional tasks and is the latest model available in April 2026. Settings were adjusted to ensure that data remained confidential and would not be accessible to other users of the AI tool. The I Trust Sport team described the experiment, data sources and scoring definition and asked the AI tool to determine the appropriate steps for this exercise.

21.3 Data sources

The AI validation process used a combination of:

- Self-reported data (IF self-assessed score and IF self-assessed comment)
- Official sources from the IF websites

21.4 AI methodology

The AI tool was set up to follow these steps.

- Extraction of self-reported evidence: each IF's self-assessed comment was reviewed to identify explicit gender percentages, and descriptions of Board composition
- Independent verification: cross-checking each IF against official sources
- Policy / statutory review to identify formal gender balance requirements targets, or minimum thresholds
- AI scoring
  - Calculated a revised AI score based on verified gender representation
  - Applied the standard scoring framework consistently across all IFs
- Confidence assessment – each IF was assigned a confidence rating based on data quality:
  - **High:** clear, current Board composition and/or explicit percentage available
  - **Medium:** Board composition available but gender inferred or partially unclear
  - **Low:** Insufficient or ambiguous data; no verifiable evidence

21.5 Output generated

For each IF, the following fields were produced:

- AI comment: summary of evidence used to confirm or challenge the self-assessment
- AI score: independently calculated score
- Confidence rating: reliability of the assessment

21.6 Comparison to moderated results

The AI score was then compared to the moderated score calculated by the I Trust Spor team.

These are the summary findings:

- For 34 out of the 36 IFs the AI and moderated scores matched
- In 2 cases, the AI tool identified incorrect scores
- In a further 6 cases, although the AI score matched the moderated score, the means by which this score had been calculated contained errors. These errors included:
  - Incorrect executive body identified
  - Incorrect denominator identified
  - Incorrect gender inferred or gender not able to be inferred
- As a result, the AI comment for these cases was inaccurate

21.7 Key limitations

- Gender identification: As IFs do not generally specify the gender in lists of Board members, the AI had to infer gender based on photos or first names; there was some evidence of errors
- Structural variation: "Board or equivalent" differs across IFs, affecting comparability. In the assessment exercise we generally consider the decision-making body with most authority below the General Assembly. Some IFs also have a smaller executive body that meets more frequently. In a few cases, the choice of the entity to use for the assessment is based on precedent from previous reviews

21.8 Further comments

- 3.8 is perhaps one of the "easier" indicators to assess within this review. The required information is readily available on IF websites and typically exists as a separate webpage. Other indicators will have greater variability in information published and may be contained in disparate sources e.g. webpages, annual reports, minutes
- This indicator also has strict criteria for its assessment. Others may require more subjective assessments
- The experiment took approximately two hours to set up, requiring various interrogations of the AI tool to obtain a meaningful result. Once it was set up, the AI tool ran for about 50 minutes before it finalised the output. It took a further hour to compare the results and ascertain the differences between AI and moderated output
- While the total time for the experiment suggests some time savings would be possible, based on experience so far, in March 2026, it would be a percentage reduction rather than a radical reduction
- Substantial human involvement is needed to reduce the error rate to an acceptable level



Association of Summer Olympic International Federations
Maison du Sport International, Avenue de Rhodanie 54,
1007 Lausanne - Switzerland
Tel: +41 21 601 4 88 **Email:** info@asoif.com **www.asoif.com**