ASOIF GTF International Federation Governance Project

EXAMPLES OF GOOD GOVERNANCE PRACTICE 2025-26

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Examples of Good Governance Practice 2025-26

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Introduction

This document lists a number of examples of good governance practice among the International Federations (IFs) which are Members of the Association of Summer Olympic International Federations (ASOIF). The examples have been identified during the Sixth Review of IF Governance conducted by the ASOIF Governance Task Force in 2025-26.

About the good practice examples

The examples below all relate directly to one of the 60 scored indicators/questions in the 2025-26 edition of the questionnaire and are numbered accordingly. There are generally four examples for each indicator.

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

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

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

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

List of good practice examples

Indicator	Topic	IF	Section – Transparency
2.1	Publication of statutes	World Squash	Full publication of rules, regulations and articles
2.1	Publication of statutes	World Archery	Constitution and marked up version published
2.1	Publication of statutes	IJF	2025 Statutes. A summary of changes is included on the final page
2.1	Publication of statutes	World Skate	Statutes, rules and regulations, including marked up and current versions published
2.2	Organisational structure	IJF	An organisational chart is published
2.2	Organisational structure	ISA	Organisational chart Details of elected officials and other committees
2.2	Organisational structure	World Squash	Structure published and roll call of officers
2.2	Organisational structure	IGF	An organisational chart and explanation is published in strategic plan
2.3	Vision, mission, strategy	FIBA	Key information is available on the strategy page. 2023-27 strategic objectives. 2023-25 Activity Report provides updates on progress towards objectives
2.3	Vision, mission, strategy	World Boxing	Strategic plan 2024-28 with measurable targets
2.3	Vision, mission, strategy	IWF	Strategy. Tracking in annual report
2.3	Vision, mission, strategy	ICF	Fit for Future Strategy published. There are updates on outcomes. Vision and Mission also available
2.4	Details of members	IFAF	Details of all members
2.4	Details of members	ICC	Member information is published and includes contact details. Example of Norway
2.4	Details of members	IHF	Member federations published. Example of Germany
2.4	Details of members	World Lacrosse	Members listed including world map
2.5	Details of elected officials	IFAF	List of Board members published with biographies and mandate years
2.5	Details of elected officials	World Sailing	Full biographies and mandate years of the Board of Directors, with additional information published
2.5	Details of elected officials	World Rowing	Council member biographies. Mandate years are included
2.5	Details of elected officials	UIPM	Executive board biographies and mandate years for each member published
2.6	Annual report	IHF	Activity Report published There is an archive
2.6	Annual report	ICC	Annual reports published and archive
2.6	Annual report	World Squash	2024-25 Annual Report; Report for 2022-23
2.6	Annual report	UIPM	Annual reports are published with an archive of historic reports
2.7	Audit standard	BWF	Audit conducted to IFRS standard Lead auditor changed every year (see p24)

Indicator	Topic	IF	Section – Transparency
2.7	Audit standard	World Athletics	Accounts prepared in accordance with IFRS and externally audited in accordance with ISA. Governance rules (7.5) on re-tendering
2.7	Audit standard	World Lacrosse	Audit conducted to USA GAAP standard
2.7	Audit standard	UCI	Auditor's report published in annual report. Audit conducted in accordance with Swiss GAAP
2.8	Publishing accounts	World Lacrosse	Archive is available
2.8	Publishing accounts	World Archery	Audit reports published on website, dating back a number of years, including management letters
2.8	Publishing accounts	World Gymnastics	Archive is available
2.8	Publishing accounts	IWF	Archive is available
2.9	Allowances and benefits	FIE	Administrative Rules Chapter 7 Financial report Amounts reported in financial documents
2.9	Allowances and benefits	World Aquatics	Total allowances and financial benefits of elected officials and senior executives is available on Note 10 of the 2024 Financial Report
2.9	Allowances and benefits	FEI	Detailed policy published
2.9	Allowances and benefits	ITTF	Travel Policy Allowance and Benefits Policy
2.10	General Assembly documents	World Squash	2025 AGM page. Minutes and archive available
2.10	General Assembly documents	UWW	Dedicated Congress section including agenda, minutes and archives
2.10	General Assembly documents	WBSC	Congress information published on the website with a dedicated webpage for each congress
2.10	General Assembly documents	World Boxing	All information on Congress section on website
2.11	Summary of meeting decisions	IWF	IWF makes available summaries of the minutes of Executive Board and standing Committees & Commissions meetings through official communications and publications. Examples of Athletes Commission; Ethics and Disciplinary Commission Archive of minutes available
2.11	Summary of meeting decisions	World Taekwondo	Example of Council meeting minutes A range of committee reports are also published. Example of a news article about a Council Workshop
2.11	Summary of meeting decisions	FIE	Decisions of Executive Committee and Bureau published in letters section

Indicator	Topic	IF	Section – Transparency
2.11	Summary of meeting decisions	World Triathlon	Executive Committee homepage includes minutes. Committee meeting minutes are uploaded. Example of Audit Committee
2.12	Disciplinary Decisions	World Climbing	Disciplinary cases are published
2.12	Disciplinary Decisions	FEI	Extensive archive of decisions
2.12	Disciplinary Decisions	UCI	Ethics Committee information and decisions. Example of ethics case
2.12	Disciplinary Decisions	ITTF	Decisions are published under the Documents section as well as the Integrity section

Indicator	Topic	IF	Section - Integrity
3.1	Implementation of Code of Ethics	ISSF	2025 Annual Report summarises work done, including handling of cases, and the fact that ISSF has funded activity
3.1	Implementation of Code of Ethics	ITF	Independent Ethics Commission; Code of Ethics; EC decisions; conflict of interest guidance. Ethics Commission report at page 66 of 2025 AGM agenda Outcomes published
3.1	Implementation of Code of Ethics	World Rugby	Integrity code published. Schedule 5 - Ethics Officer has powers to investigate. Ethics Officer is independent
3.1	Implementation of Code of Ethics	World Taekwondo	Integrity Code 2.1 states reports are made to Integrity Officer. The 2024 GIU Annual Report has an overview of reports received by category and how they were dealt with
3.2	Implementation of Anti-Corruption code/policy	FIVB	Code of Ethics 10 covers anti-corruption. Training was provided to the Board in April 2025 Volleyball World Policy
3.2	Implementation of Anti-Corruption code/policy	FIFA	IF has a dedicated Code of Conduct for Third Parties in place. Periodic compliance training
3.2	Implementation of Anti-Corruption code/policy	WBSC	Anti-corruption workshop during the Executive Board meeting
3.2	Implementation of Anti-Corruption code/policy	BWF	Council sign a declaration that includes the obligations from the Code of Ethics and the Code of Conduct. Codes of conduct set out at section 2.2 of Statutes and Code of ethics
3.3	Implementation of Anti-Doping Code	World Climbing	Anti-doping outsourced to ITA. ITA summary report 2024
3.3	Implementation of Anti-Doping Code	World Athletics	All of World Athletics' anti-doping matters are handled by the independent Athletics Integrity Unit. Detailed reporting in AIU Annual Reports
3.3	Implementation of Anti-Doping Code	IGF	Updated anti-doping handbook. Summary of activity
3.3	Implementation of Anti-Doping Code	ISSF	ITA activity report
3.4	Implementation of Code on Manipulation	FIFA	Disciplinary and Ethics Committee reports show match manipulation cases have been considered. Educational material published
3.4	Implementation of Code on Manipulation	FIH	FIH signed a partnership with a specialist supplier. Education and prevention workshops provided to officials

Indicator	Topic	IF	Section - Integrity
3.4	Implementation of Code on Manipulation	ICC	Anti-corruption homepage Cases are published
3.4	Implementation of Code on Manipulation	UCI	Fair cycling campaign launched Education and reporting via the UCI SpeakUp platform
3.5	Implementation of conflict of interest policy	World Sailing	Conflict of Interest policy in place. Register evidencing implementation can be viewed on website via Integrity section
3.5	Implementation of conflict of interest policy	World Triathlon	Conflict of interest polices are in place and declaration forms signed/published. Example of action in meeting minutes
3.5	Implementation of conflict of interest policy	UWW	Conflict of interest declaration is completed and published for Bureau members. Example Declaration of interest is a standing agenda on board meetings
3.5	Implementation of conflict of interest policy	UCI	Individual committee members' register information published
3.6	Whistle-blower system	World Taekwondo	Confidential reporting mechanism run by a secure external platform (EQS). Reporting homepage
3.6	Whistle-blower system	World Gymnastics	Independent Gymnastics Ethics Foundation handles reports. Annual report of GEF.
3.6	Whistle-blower system	World Skate	Extensive whistleblower policy published with section on protections (4.1)
3.6	Whistle-blower system	FIFA	Reporting mechanism Reporting portal is provided by external supplier. There are protections in pocket guide
3.7	Integrity investigations	World Athletics	Evidence of implementation in form of manipulation watch list
3.7	Integrity investigations	ISSF	Intelligence gathering, investigation process and reporting platform on integrity homepage. Reporting platform is operated by external body. Evidence of cases investigated is contained in the data from reports to Annual Report 2025.
3.7	Integrity investigations	WBSC	Flowchart explains investigation process Case reports published Minutes discussing support for victim
3.7	Integrity investigations	ITF	All persons subject to investigation are eligible for wellbeing support
3.8	Gender Balance	World Lacrosse	Four out of 10 Board members are women
3.8	Gender Balance	World Athletics	13 out of 26 Council members are women
3.8	Gender Balance	FEI	Women comprise over 40% of the Board
3.8	Gender Balance	World Rowing	The Executive Committee comprises 9 members, split between 5 men and 4 women. Council has 24 members. Eight out of 16 elected members are women and among the appointed Continental

Indicator	Topic	IF	Section - Integrity
			Representatives and Co-opted members, 4 are men and 4 are women
3.9	Gender Equality policy/strategy	ICF	Fit for Future Strategy includes objectives around inclusivity and gender equality. Diversity and Inclusion Commission in place
3.9	Gender Equality policy/strategy	World Sailing	Steering the Course project including a strategy and activations. Targets relating to gender. EDI committee has a 4-year workplan
3.9	Gender Equality policy/strategy	World Climbing	DEI Commission in place. Commission's ToR promotes gender representation. Two specific programmes including officials diversity/routesetters and Asia Council Equality Directive
3.9	Gender Equality policy/strategy	World Aquatics	Targets published Link to strategy
3.10	Diversity at Board/ Committee level	World Rowing	A summary document of the geographical spread is available. Rule introduced to guarantee a broader Continental representation in the Executive Committee, at Statutes - Article 47 GEDI Commission has responsibility for initiatives to train future leaders
3.10	Diversity at Board/ Committee level	World Rugby	Governance review recommendations approved by the Council, including increasing player, regional and independent representation on all committee structures. Nominations Committee considers a range of criteria in appointments to committees. Terms of Reference published
3.10	Diversity at Board/ Committee level	BWF	Appendix I of Constitution ensures gender and geographical representation amongst Council members. Gender Equality and Diversity Commission works on providing policy advice on equality and diversity in badminton
3.10	Diversity at Board/ Committee level	World Athletics	Nominations Panel's list of factors for considering appointments (including to the Executive Board, Commissions) found in Governance Rules (geographical spread 6.4.1 let. F; different and diverse backgrounds 6.4.1 let. I)
3.11	Diversity Monitoring	FEI	Commitment to DEI published Recruitment pledge to consider DEI
3.11	Diversity Monitoring	World Rowing	GEDI report to Congress. Relevant policies are monitored among members
3.11	Diversity Monitoring	World Climbing	DEI Strategy Diversity and Exchange Programme
3.11	Diversity Monitoring	UWW	Annual Report and GEDI Report track outcomes
3.12	Safeguarding	FEI	Safeguarding webinar series aimed at National Federations and Officials. Series provides information, guidance and support on preventing, identifying and addressing cases of harassment and abuse
3.12	Safeguarding	FIBA	Safeguarding Policy Safeguarding Council acts as an advisory body to FIBA

Indicator	Topic	IF	Section - Integrity
			Tool kit and education course has been developed and implemented
3.12	Safeguarding	World Gymnastics	Policy for Safeguarding and Protecting Participants The 10 Golden Rules Campaign remains active Independent Gymnastics Ethics Foundation has responsibility
3.12	Safeguarding	FIE	Safeguarding Policy in statutes (p67) Safe Sport Strategic Development Plan 2025-2028 published Safe Sport homepage

Indicator	Topic	IF	Section - Democracy
4.1	Elections	FEI	Voting numbers published in Minutes from elections in 2025
4.1	Elections	WBSC	Elective Congress Minutes (voting numbers published at article 24). Statutes confirm Legal Commission is independent. Commission has responsibility for oversight as stated in election rules
4.1	Elections	World Gymnastics	President election in 2025. News article has result/votes
4.1	Elections	ISA	Electronic voting, scrutineers in place and 2024 results published
4.2	Campaign Rules	FIH	Election manual is extensive; Appendix 1 covers rules regarding promotion of candidacies, including declaring sources of funding
4.2	Campaign Rules	ITF	Election Pack includes rules
4.2	Campaign Rules	World Athletics	Candidate rules are clear and detailed and include provisions to ensure balanced campaigning such as rules limited expenditure and powers to the election. Oversight Panel to request evidence of expenditure
4.2	Campaign Rules	World Sailing	Campaigning rules in place which cover finances and disclosure
4.3	Election process with secret ballot	IJF	Election process set out within statutes provides for electronic and paper voting, secret ballots and handling challenges to election
4.3	Election process with secret ballot	FIH	Statutes 6.3c covers secret ballot. Elections Manual Appendix 2 covers voting scenarios
4.3	Election process with secret ballot	World Archery	S6.7.1.2 of constitution - Elected positions are voted on by secret ballot. Protests are covered in s8.5 of Electoral procedures and rules for the 2025 Congress
4.3	Election process with secret ballot	FIVB	Voting manual explains procedure and foresees various scenarios. Additional information, including provision for electronic voting, in Congress Rules of Procedure
4.4	Make public open positions	BWF	Open recruitment conducted by Independent Appointment Body. Dedicated 'Appointments and Tenders' page
4.4	Make public open positions	World Tae-kwondo	Open recruitment for the 2025-2027 Committees
4.4	Make public open positions	ICF	Skill sets document is published, covering range of skills needed within each technical committee
4.4	Make public open positions	UWW	Role descriptions

Indicator	Topic	IF	Section - Democracy
			Call for applications for 2024 elections includes process description
4.5	Election candidate eligibility rules	FIH	Independent FIH Elections Oversight Panel (nominations commission) verifies and reviews all nominations together with the assistance of FIH Legal department. Process outlined in Elections Manual, art. 8
4.5	Election candidate eligibility rules	BWF	Eligibility rules established and published within Appendix II of the constitution, which sets out Vetting Rules. Independent appointment body appoints whose remit is to determine eligibility of candidates
4.5	Election candidate eligibility rules	IWF	Eligibility Determination Panel (EDP) responsible for conducting eligibility and due-diligence assessments of candidates prior to elections. EDP Report
4.5	Election candidate eligibility rules	WBSC	Integrity Self Declaration Legal Commission report including eligibility check
4.6	Term Limits	IWF	Terms of office and term limits for elected officials, Constitution - Article 21 Maximum of three terms as Board member
4.6	Term Limits	World Rugby	Chair has a limit of 2 x 4-year terms. Maximum time on the Executive Board is 8 years, or 16 years if elected Chair (except for CEO)
4.6	Term Limits	ITF	Article - 11.2.5.3. The maximum total period of service is 20 years as a Member of the Board of Directors, either as a Director or the President
4.6	Term Limits	World Lacrosse	Constitution 1.2.7. "Board terms will normally be four (4) years, and elected Board members may serve up to three (3) consecutive four-year terms, before they must cycle off the Board for at least one (1) year."
4.7	Athletes' Commission	BWF	Athletes' and Paralympic Athletes' commissions in place, with ToRs set out within Appendix 3 of Federation Rules and Procedures. Mandatory athlete representation outlined in s17 of the constitution, which requires the chair of the Athletes' Commission and chair of the para badminton Athletes Commission to sit on the Council. These roles are held by one female and one male athlete
4.7	Athletes' Commission	WBSC	Statutes 15.1.7-8. Board includes 2 athlete reps for Baseball and 2 for Softball, 1 man and 1 woman in each case. Current Board composition
4.7	Athletes' Commission	World Triathlon	Constitution 47.1.b. Male and female athlete representatives are Executive Board members. Nominations for Athletes' Committee
4.7	Athletes' Commission	World Climbing	Statutes 11.2.1.4, covers Athlete and other stakeholder representation such as male and female representative on Board

Indicator	Topic	IF	Section - Democracy
4.8	Athlete rights	FIBA	Players' Commission is active and implementing. Example of a career development opportunity for players
4.8	Athlete rights	World Rowing	Appendix S11a of statutes sets out the Athletes' Rights and Responsibilities Declaration
4.8	Athlete rights	UIPM	IOC Athletes' Rights and Responsibilities Declaration has been adopted. Education platform includes training on rights and responsibilities as well as career and wellbeing modules
4.8	Athlete rights	WBSC	WBSC Athletes' Declaration. There is some material on opportunities to work in the sports post-playing career, for example in coaching
4.9	Governance support for members	FIVB	Knowledge Transfer Programme includes work to support governance of NFs
4.9	Governance support for members	FEI	Array of Governance tools available
4.9	Governance support for members	ISA	Survey of NFs conducted and findings reported at 2025 AGM Other materials available e.g. NF draft constitution and operations manual
4.9	Governance support for members	World Aquatics	World Aquatics Development Activity Report Reminder to Member Federations about the Governance Survey Governance training for Member Federations at events
4.10	Actively monitor member governance compliance	FIVB	IF monitors elections. Example of news story. Assessment exercise for NFs
4.10	Actively monitor member governance compliance	World Triathlon	Survey monitors members. Report published
4.10	Actively monitor member governance compliance	ISSF	There is provision at Statutes 1.3.13.1 for membership status to be checked every 2 years
4.10	Actively monitor member governance compliance	BWF	Member categorisation & related grants. Member organisational health checks
4.11	Equal opportunity for General Assembly participation	World Aquatics	World Aquatics supports Member Federations to participate in Congress by paying for the flights, meals and accommodation of one representative per Member Federation as per published Conditions

Indicator	Topic	IF	Section - Democracy
4.11	Equal opportunity for General Assembly participation	FEI	Details on Congress fees available 2025 GA was available online. There is support/training
4.11	Equal opportunity for General Assembly participation	ITF	AGM travel policy supports attendance at AGM and provides equal support for all delegates. 2025 AGM was delivered online. Training for delegates
4.11	Equal opportunity for General Assembly participation	World Squash	2025 AGM was virtual. Several other AGMs have been held online
4.12	Clarity of decision-making authority	World Athletics	Terms of reference of bodies (commissions and council) published in full. Information on delegation of powers to other level and clarity on decision-making powers of senior staff clearly defined in Governance Rules
4.12	Clarity of decision-making authority	IGF	Policies - 1 Assignment of Authority has detail. IGF Charters (from p106) have details on committees/commissions. 2025 Meeting Slideshow has information on senior staff responsibilities (p56)
4.12	Clarity of decision-making authority	World Rugby	Powers and responsibilities of the World Rugby Council and Executive Board are clearly defined and set out in the World Rugby By-Laws. Each World Rugby Standing and Advisory Committee have clearly defined Terms of Reference
4.12	Clarity of decision-making authority	IHF	Standing Orders for the Head Office, for the Council and Commissions available Duties of Permanent Commissions available

Indicator	Topic	IF	Section – Development and Sustainability
5.1	Development policy/process	UCI	Guidelines and catalogue published catalogue. Example of application form
5.1	Development policy/process	World Skate	Development strategy is published
5.1	Development policy/process	World Aquatics	Policies and guidelines are shared with the Member Federations, through a sharepoint page and also on the World Aquatics Development section on the website. Tailored support programme called World Aquatics Support Programme Support Programme Guidelines which explain the variety of projects that can be funded, the criteria for support and the application process. More details on the allocation of resources for development objectives published
5.1	Development policy/process	FIBA	Programmes published and updates in news Further reporting in Activity Report (p122-23) Overview of FIBA Plus
5.2	Development financial transparency	FIVB	Live dashboard with overview of support since 2017. It is possible to see a breakdown of support over a period of years per NF including funding stream
5.2	Development financial transparency	World Triathlon	Development agreements are published with extensive detail. Example of Europe, Africa and Oceania plan and budget example
5.2	Development financial transparency	World Taekwondo	The 2024 Development Programme report shows breakdown of development funding by category, including maximum allocation. CU development report shows financial figures and lists projects
5.2	Development financial transparency	UWW	Accounts provide financial breakdown and Annual Report (p13) provides other information about the development programmes
5.3	Monitoring Development Funds	FIFA	Regulations have provision for each MA engaging services of auditor
5.3	Monitoring Development Funds	World Aquatics	Independent audit committee audits development projects and publishes the results in the financial statements
5.3	Monitoring Development Funds	FIVB	Recipients of application-based support have to complete internal monitoring. Audit firm BDO has reviewed a sample of development distribution
5.3	Monitoring Development Funds	ITTF	Redistribution through the ITTF Foundation is subject to transparent reporting and external audit. The allocation and distribution of funds are published annually in the ITTF Foundation's public annual reports
5.4	Sustainable Development	UCI	Sustainability report shows implementation of policies and projects Sustainability strategy, guided by cycling's Agenda 2030

Indicator	Topic	IF	Section – Development and Sustainability
5.4	Sustainable Development	World Athletics	Recent developments include the introduction of the Athletics for a Better World Standards, which require World Series events to deliver events in line with defined sustainability requirements
5.4	Sustainable Development	FIH	The Give Back to Forest campaign continues Work to drive positive environmental and social impact Carbon-zero turfs for major events are now the standard
5.4	Sustainable Development	ICF	Dedicated Sustainability Report detailing policies, actions, progress and future commitments, including climate action, biodiversity protection and event sustainability measures published Sustainability actions, resources and case studies are made available through a dedicated sustainability platform.
5.5	Environmental monitoring	FIBA	IF retained its ISO 20121 certification and expanded eco-friendly practices across events, including free public transport, waste reduction, and carbon footprint analysis. Sustainability Strategy Examples of monitoring and off setting
5.5	Environmental monitoring	ITTF	Publication of carbon footprint assessment of events and independent evaluation. Sustainability is a key factor is selection of host countries (p69)
5.5	Environmental monitoring	World Sailing	Impact Report Sustainability Report Event report
5.5	Environmental monitoring	ITF	Carbon footprint analysis completed and published for ITF internal operations and Davis Cup and Billie Jean King Cup Finals
5.6	Social responsibility	FIH	Work with refugees in place Empowerment and Engagement Strategy includes an explicit commitment to social development
5.6	Social responsibility	World Rugby	Signatory to International Working Group on Women and Sport. Rugby for Nature Toolkit Since June 2024 World Rugby has been an active member of the Sport for Refugee Coalition (SfRC) and a signatory to the Joint Sport Pledge on Sport for Inclusion and Protection.
5.6	Social responsibility	World Aquatics	Discover Water programme provides children worldwide with basic aquatic literacy and water-safety skills. Refugee team participating in our World Championships. See page 28-30 of the Development Annual report. Discover Water training in Malawi
5.6	Social responsibility	FIBA	Clearly defined social responsibility framework through the work of the FIBA Foundation. The Propose a Project is an open application programme. Activity reports published

Indicator	Topic	IF	Section – Development and Sustainability
5.7	Adopting human rights policies	World Rowing	IF collaborates with the Centre for Sport and Human Rights and its network of Engaged Organisations. To launch a lecture series to raise awareness. GEDI committee oversees alignment with human rights procedures.
5.7	Adopting human rights policies	WBSC	Human Rights Policy
5.7	Adopting human rights policies	World Rugby	Code of Labour policy
5.7	Adopting human rights policies	BWF	Social and Humanitarian Commission in place
5.8	Education programmes	World Climbing	Education programmes homepage and broken down by category - Technical Officials; Athletes; Coaches
5.8	Education programmes	FIE	Coaching academies established in Africa, Europe and Oceania. Example of academy in Budapest Example of referee exam results
5.8	Education programmes	World Gymnastics	Educational webinars Education for judges Olympic Solidarity courses
5.8	Education programmes	UWW	Academy continues to provide education programmes
5.9	Integrity education	World Triathlon	Education & Knowledge Hub provides individuals and member National Federations with learning resources and education materials.
5.9	Integrity education	FIBA	Safeguarding toolkit for National Member Federations to help National Member Federations Training on anti-doping and integrity at the World Cup events. Education for medical staff
5.9	Integrity education	ITF	Independent integrity agency strategic priority is education Education programmes continue Education section in 2024 report All players and officials are required to complete the Tennis Integrity Protection Programme (TIPP) every 2 years. This programme is constantly being updated to provide the latest information on integrity.
5.9	Integrity education	FIE	Educational programmes at each world championships. Clean Sport programmes, Safe Sport and Fair Play
5.10	Event legacy support	UCI	Bike City label supports and distinguishes cities and regions that, in addition to hosting elite events, invest in the development of cycling within their communities and in related infrastructure and programmes
5.10	Event legacy support	ICF	Whitewater Venues programme is a relevant example of a legacy project

Indicator	Topic	IF	Section – Development and Sustainability
5.10	Event legacy support	ICC	Annual Report (page 74) provides a case study of legacy work from a major event. Men's event hosting document requires bidders to explain legacy plans. Research on impact of a major tournament
5.10	Event legacy support	FIBA	Basketball for Good and community projects are examples of legacy work
5.11	Anti-discrimination	World Gymnastics	Rules are in place. There has been education. A recent case has relevant references
5.11	Anti-discrimination	FIVB	Statement against discrimination. Proactive Equal Jersey campaign
5.11	Anti-discrimination	World Taekwondo	Anti-discrimination is covered in the Integrity Code 3.3.9, Sustainability Strategy and in the DEI statement. 2024 GIU Annual Report suggests a case of alleged discrimination was considered
5.11	Anti-discrimination	FIFA	Anti-discrimination in-play three-step procedure No Racism Gesture campaign Monitoring to tackle social media hate There are various education resources
5.12	Paralympic /disability disciplines	World Archery	Para-archery is fully integrated within the IF's activities
5.12	Paralympic /disability disciplines	IGF	Tournaments to be established Section on website Classification details
5.12	Paralympic /disability disciplines	UIPM	Dedicated commission set up Para-sport activities are fully integrated into the calendar and documented through the dedicated Para-Pentathlon microsite, including event reports, classification updates and participation data
5.12	Paralympic /disability disciplines	FEI	Full integration in para dressage and para driving

Indicator	Topic	IF	Section – Control mechanisms
6.1	Ethics Committee	FIH	Integrity unit members Terms of reference 1.3 confirms independence.
6.1	Ethics Committee	World Aquatics	Aquatics Integrity Unit (AQIU) is an operationally independent unit. Structure is clear
6.1	Ethics Committee	ITF	Ethics Committee in place and statement on Commission home page. Allocated funding (see section 1.7 in Appendix 1 of Code of Ethics) Independent majority (see sections 1.2 and 1.6 in Appendix 1 of Code of Ethics) and statement on Commission home page. Formal recruitment process for Chair (article 8.2.8 of ITF Constitution) Regular reporting to AGM (article 8.2.10.2 of ITF Constitution)
6.1	Ethics Committee	World Squash	Code of Ethics Appendix 6 - Ethics Commission is independent. There was a report of activity in the 2024-25 Annual Report. Ethics Commission elections took place at 2025 AGM
6.2	Audit committee	World Triathlon	Audit, Risk & Integrity Committee has responsibility. There is activity
6.2	Audit committee	World Rowing	2024 Internal Audit Committee report. Two members were re-appointed for a 4 year-term in 2025
6.2	Audit committee	ITTF	Audit and Finance Committee reports to the AGM and its report is included in the ITTF Annual General Report. The Terms of Reference of the Committee
6.2	Audit committee	World Archery	Finance and Audit Board is in place s1.11.1 of the Constitution states this Board shall be made up of three members, at least two of whom must be independent. s1.11.1.1 sets out the terms of reference. It reports to the Executive Board annually, and to Congress every two years
6.3	Internal Controls	World Athletics	Governance Rules 4.7.2., 4.7.3., 4.17.10 set out internal financial control
6.3	Internal Controls	ITTF	Audit and finance Committee ToR sets out budget oversight, risk management and policy definition as key functions
6.3	Internal Controls	WBSC	Statutes Art 15.5 & 23 have rules Audit statements have information regarding internal financial controls. Payment Authorisation guidelines Budget always discussed during EB meetings for example, EB Meeting in July 2025
6.3	Internal Controls	FIFA	Budgets published Auditor confirms internal control system is in place
6.4	Remuneration policy and process	World Climbing	Board compensation is published as well as Board expenses.
6.4	Remuneration policy and process	World Triathlon	Policy and rules in place President's honorarium published in accounts
6.4	Remuneration policy and process	IGF	Remuneration Committee Policy and Charters - Remuneration Committee (p123) defines rules

Indicator	Topic	IF	Section – Control mechanisms
6.4	Remuneration policy and process	FIFA	Compensation figures published for committee members in annual report (p195). Salary and allowances for president, secretary general (p192). Compensation Sub-Committee has two independent members and is responsible for defining rules and determining the compensation
6.5	Risk management	FEI	Risk Management Steering Group in place. It is active with relevant topics included in webinar series
6.5	Risk management	UWW	Risk Register is published and ongoing review is evident
6.5	Risk management	ITF	Risks assessment and summary published in Strategic Report
6.5	Risk management	World Skate	Integrated risk assessment into bidding process to identify issues with third-party organizers
6.6	Competition law compliance	FIH	Third-party event organisation rules in place Eligibility rules
6.6	Competition law compliance	UCI	All events must follow the publicly available Calendar Registration Procedure, updated annually, ensuring transparent and non-discriminatory sanctioning for all disciplines. Guides are published for each discipline to facilitate the applications process
6.6	Competition law compliance	World Gymnastics	Published information on third-party events and sanctioning. Also rules for licensing
6.6	Competition law compliance	World Sailing	Rules for racing and equipment rules homepage
6.7	Open tenders	World Aquatics	Tender page Example of open tender
6.7	Open tenders	BWF	Ongoing and prior tender processes are published on website, together with relevant documentation
6.7	Open tenders	World Archery	Tenders are published, with the appointed companies listed
6.7	Open tenders	FIBA	Example of a sponsor/supplier announcement Requirements for equipment
6.8	Due diligence of third parties	FIVB	VW Compliance Policy mentions the need for due diligence in its activity, for example in relation to sanctions and export controls. There is also a commitment to due diligence in the case of third-party intermediaries
6.8	Due diligence of third parties	BWF	Due diligence processes part of its risk management & procurement policies, which are described in articles 4 and 5 of the Rules and Procedures
6.8	Due diligence of third parties	World Rugby	Supplier On Boarding form All suppliers must comply with gifts & Hospitality Policy
6.8	Due diligence of third parties	World Gymnastics	Rules exist for apparatus, reflecting the high safety and integrity risks involved. An official register of licensed apparatus and manufacturers is maintained

Indicator	Topic	IF	Section – Control mechanisms
6.9	Appeal process	World Triathlon	Article 52 and 53 of the Constitution allows appeal process to CAS. The decisions are published on the website including appeals to CAS
6.9	Appeal process	WBSC	Statutes Art 9 Disciplinary Action & Art 22 Disputes & 22.3 Arbitration. Disciplinary bylaws Appeal process is described and flowchart published. Example of a case
6.9	Appeal process	World Climbing	Information about cases are published including a 2025 case
6.9	Appeal process	FIVB	Constitution 2.7.2 - Appeals Panel. Example of an appeal case
6.10	Bid assessment	World Climbing	Application form and evaluation criteria are published and include good level of detail
6.10	Bid assessment	FIVB	Bidding process The bid document calls for information that will allow a due diligence process, referencing criteria and the timetable.
6.10	Bid assessment	FIFA	Congress appoints hosts Bid regulations have information of process, presentations and voting procedures.
6.10	Bid assessment	UCI	Organisers' homepage provides relevant information for Organisers and Cities including bidding guides Call for bids
6.11	Bid allocation	FIFA	Hosting requirements for Women's World Cup. There is provision for environmental sustainability to be taken into account including climate impact
6.11	Bid allocation	World Athletics	Sustainabilty considerations for World Series events. Event bidding rules Bid timeline
6.11	Bid allocation	World Rowing	News of event allocation in Circular and news article Bidding page has sustainability requirements
6.11	Bid allocation	World Triathlon	Sustainability certification is implemented Bid process is clear with constitution 34.3i stating Executive Board makes final decision. Event organiser manual has provision for reallocation
6.12	Data protection/IT security	WBSC	Privacy Policies Data Subject Access Request Form
6.12	Data protection/IT security	ITTF	Data Retention Policy Data Protection Policy
6.12	Data protection/IT security	World Skate	Data Protection webinars, last of which was held in December 2025; recording available Webinar presentation available

Indicator	Topic	IF	Section – Control mechanisms
6.12	Data protection/IT security	World Aquatics	Privacy policy All relevant information on Data Privacy for stakeholders is also published World Aquatics' database is called General Management System (GMS). It is secured and all the information on this database is encrypted. Users' profiles are tailored so that users only have access to the information that they require to conduct their role.