

Task Force on Sports Governing Bodies

Implementing Human Rights in the Governance of Sports Bodies

Draft – Not for publication, circulation or citation.

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About this Document

This document has been produced as part of a series developed for discussion at the Sporting Chance Forum on Mega-Sporting Events and Human Rights convened by the Swiss Federal Department of Foreign Affairs, Institute for Human Rights and Business (IHRB), and Mega-Sporting Events Platform for Human Rights (MSE Platform), on 30 November - 1 December 2017 in Geneva.

These papers have been developed within the MSE Platform's different Task Forces, namely: Sports Governing Bodies; Host Actors; Sponsors; and Broadcasters. Each paper is in draft form and has been provided to participants at the Sporting Chance Forum for discussion purposes only. Subsequent drafts will be developed based on input at the Forum, with a proposed publication date of January 2018.

This draft guide to "Implementing Human Rights in the Governance of Sports Bodies" has been developed by the Task Force on Sports Governing Bodies chaired by David Grevenberg (Chief Executive, Commonwealth Games Federation) and David Rutherford (Chief Commissioner, New Zealand Human Rights Commission), with support from William Rook (IHRB), Lucy Amis (Unicef UK) and Daniel D'Ambrosio (DLA Piper) and the input of the International Olympic Committee, FIFA, UEFA and the Commonwealth Games Federation. The Task Force is grateful for the support of DLA Piper.

This paper does not necessarily reflect the views of all organisations involved in preparing it, nor any other MSE Platform members.

Any comments would be gratefully received to william.rook@ihrb.org.

Preface

Human Rights and Sport

Participation in sport and physical activity plays an important role in bringing people together around common values of fair play, integrity, harmony, solidarity, and respect. Sports organizations at all levels, from international to local grassroots associations, have an interest in promoting these common values. Many are already taking significant steps on issues related to fair play, integrity, wellbeing, anti-discrimination, participation, and other sporting values. The language of human rights can draw all of these things together under one common umbrella.

Everyone by virtue of being human deserves to be treated with dignity and respect, including all people within the world of sport. Human rights are inalienable and universal. They protect us from those in power and enable us to reach our full potential. Human rights are elaborated in international, regional and national laws. Rights come with the responsibilities: to respect and help each other and to protect those in need. The *Universal Declaration of Human Rights* (UDHR) – agreed by all countries of the world in 1948 - stated that “every individual and organ of society” has a responsibility to “promote respect for these fundamental rights and freedoms.”

“Where, after all, do universal human rights begin? In small places, close to home... the world of the individual person; the neighbourhood he lives in; the school or college he attends; the factory, farm, or office where he works. Such are the places where every man, woman, and child seeks equal justice, equal opportunity, equal dignity without discrimination. Unless these rights have meaning there, they have little meaning anywhere. Without concerted citizen action to uphold them close to home, we shall look in vain for progress in the larger world”

Eleanor Roosevelt

Participation in sport and physical activity is recognized as a right to which people are entitled:

- Article 1 of the *Revised International Charter of Physical Education, Physical Activity and Sport* adopted by UNESCO's General Assembly (2015) states that: “The practice of physical education, physical activity and sport is a fundamental right for all”.
- Article 30 of the *UN Convention on the Rights of Persons with Disabilities* affirms the right of persons with disabilities to: “Participation in cultural life, recreation, leisure and sport”.
- Article 31 of the *UN Convention on the Rights of the Child* states that: “Children have the right to relax and play, and to join in a wide range of cultural, artistic and other recreational activities”.
- Article 10 of the *UN Convention on the Elimination of All Forms of Discrimination against Women* (CEDAW) states men and women should have “the same Opportunities to participate actively in sports and physical education”; and Article 13 states that: women have the “right to participate in recreational activities, sports and all aspects of cultural life”.

Sport and physical activity is also an important facilitator of a number of other internationally recognized human rights, including:

- The right to participate in cultural life, enshrined in Article 27 of the UDHR and Article 15 of the *International Covenant on Economic, Social and Cultural Rights* (ICESCR).
- The right to health, enshrined in Article 25 of the UDHR, Article 12 of the ICESCR, Article 5 of the Convention on the Elimination of All Forms of Racial Discrimination and Article 11 and 12 of CEDAW.
- The right to rest and leisure, included in Article 24 of the UDHR and Article 7 of the ICESCR.

Most of the sport in the world is played, coached and administered in small places close to home. All sports bodies, large and small, local and international, have a role to play in respecting and protecting these rights and freedoms.

Part A: Sports Bodies and Human Rights

1 Introduction

Respect for human rights is already part of daily business of sports organizations. Sports bodies often embody a set of core values, and a prevailing belief that sport has the power to be a force for good in society. A great number of sports organisations already take steps to promote integrity in sport, ensure the development of the game and safeguard the well-being and dignity of their workers, athletes, fans, volunteers and of local residents. They do this for example by providing safe and decent conditions of work; by enforcing non-discriminatory policies and ensuring their sports and sport venues are accessible to persons with disabilities and from all genders and backgrounds; or by procuring equipment and services ethically. The importance maintaining the goodwill and social license of governments, local businesses and residents, and contributing a positive social benefit is increasingly well understood.

The UN Guiding Principles on Business and Human Rights (UNGPs) provide an authoritative starting point for organizations to demonstrate respect for human rights in the world of sport and embedding respect for human rights throughout all the activities of their organisations.¹ The UNGPs can serve as this common reference point because it explicitly references related standards like the ILO Fundamental Declaration of Fundamental Principles and Rights at Work and the wider body of international human rights treaties.

Several sports governing bodies have taken strides towards implementing human rights commitments over the past 12 months, with examples including the International Olympic Committee's new host city contract; the UEFA bidding requirements for the 2024 European Championships; the Commonwealth Games Federation's Human Rights Policy and 2022 Games Candidate City Manual; and FIFA's new Human Rights Policy which follows the [recommendations it commissioned](#) in 2016 from Harvard Professor John Ruggie, the architect of the UNGPs.

¹ The UN Guiding Principles on Business and Human Rights were unanimously endorsed by the UN Human Rights Council in 2011. This followed six years of global consultations with governments, business and civil society groups.

This trend reflects a growing recognition among leaders in the sports sector of a responsibility to respect human rights as part of doing business in today's increasingly inter-connected world. However, there are thousands of sports bodies and sports federations at the global, regional and national level, many of whom have yet to commit to respecting human rights or demonstrate their implementation as an integral part of protecting and promoting their various sports movements. As such, there is a need to support organizations at all levels in identifying their responsibilities to respect human rights and take steps to implement responsibilities within their operations.

The UNGPs three pillar framework outlines that:

- Governments and public bodies have a duty to protect against human right abuses including by non-state actors (e.g. businesses) through policies, regulation and adjudication;
- Companies and organisations involved in commercial activities (e.g. Sports Bodies) have a responsibility to respect human rights, that is to avoid people's human rights being harmed through their activities or business relationships, and to address harms that do occur. This include through policies and due diligence processes.
- People whose human rights have been harmed need access to effective remedy: both public and private actors may have a role to play in providing that access.

Reflecting this emerging trend in the world of sport, this guide seeks to articulate a framework to support sports bodies, from the larger international organizations to grassroots local associations, to implement their responsibility to respect human rights. By drawing on learnings from larger sports governing bodies specifically related to governance it outlines a number of questions that reflect steps that can be considered by all organizations, although noting that some questions will not be applicable to certain organizations because of their size, scope or geographic spread.

2 Sports Bodies

The sport sector is not homogenous, but it is important to reflect not only on how these bodies differ, but also on what sports organisations, large and small, have in common.

Sports bodies (international, regional and national sports federations) and their respective movements vary greatly in terms of their remit and organisational structure. Some are legally constituted as private companies within given national jurisdictions. Others - including many of those based in Switzerland – are registered as non-profit associations.

Sports governing bodies such as the International Olympic Committee (IOC) and Commonwealth Games Federation (CGF) regulate and sanction the delivery of multi-sport events as well as the development of affiliated regional and national organisations, while maintaining strategic relationships with the international sports federations who develop, officiate and oversee the individual sports at their signature events. A number of International federations like FIFA and World Rugby , or confederations like UEFA, govern on a sport-specific level their rules and also sanction and orchestrate single-sport mega events. Other sports federations periodically run major championships but are primarily concerned with overseeing the development and execution of the rules and regulations of their sport, and the development, whether at the international, regional or domestic level.

Each of these sports bodies, whether overseeing multi-sports or single sport federations, are also custodians of a movement. From the parent body level down to the sub-regional level sports bodies, and their regional and sub-regional affiliates protect and promote a set of ideals and common values. They espouse of values fair play, integrity, harmony among nations, solidarity, and bringing benefit to society and local communities. As such, sports bodies from the international level down to grassroots have not only legal and financial obligations, but also moral and ethical duties to the movement they champion and the societies in which they serve and operate.

Part B: What does the responsibility to respect human rights mean in the sporting context?

3 What is the responsibility to respect human rights?

In accordance with the UNGPs, the responsibility to respect human rights means not to infringe on the rights of others. Put simply this means "do no harm". Do no harm does not just require that organizations prevent actively causing harm but also that they take positive steps to prevent involvement in human rights harm.

This means that organizations should have policies, systems and processes to ensure that they respect human rights. For instance, organizations should have due diligence processes that not only ensure compliance with national laws but also enable them to identify and manage the risk of human rights harm with a view to avoiding it. Due diligence processes should be embedded into existing governance processes, though organizations must ensure they are framed from a human rights perspective.

4 How does respect for human rights connect to the sporting context?

Sport has enormous potential to promote respect for human rights but a universally applicable narrative is critical for the strategic governance of human rights issues within the sector. This means that respect for human rights is linked with the core strategic objectives of sports bodies and their movements. Across all levels of organizations this requires that respect for human rights is a fundamental part of the mission and values of sporting organizations, addressing integrity issues and ensuring that the legacy and development of their activities (such as events and development) continues for the benefit of all.

Respect for human rights is therefore an integral part of a number of core strategic objectives that sports bodies already champion:

- Mission and values
- Integrity
- Impact and legacy
- Development

4.1 Mission and values

Sports bodies commonly articulate the mission and values of their organizations. These will be different for each organization and might be a challenge for some in the sector. Articulating a mission and values and how this is reconciled with an organization's purpose and activities creates a foundation on which to embed respect for human rights across the range of governance models that exist in the sector. Organizations should think about embedding respect for human rights into the values they promote and how they propagate these values.

4.2 Integrity

Integrity is about organizations acting in accordance with their mission and values. Until recently integrity within sporting circles has often been understood in terms of fair play, including efforts to combat doping, match-fixing and corruption within the sport. There is an emerging acceptance however that respect for human rights is a key part of integrity in sport. Sports bodies have policies, systems and processes addressing integrity issues and should ensure that respect for human rights are also viewed through this prism.

4.3 Impact and Legacy

Sporting events exist in contexts where social inequality and social injustice are prevalent around the globe. Sport has the power to transcend these issues and be a platform not only for development and community cohesion, but also for promoting and protecting human rights and equality. Sport can and should serve as a catalyst to create positive impacts for communities, especially those that play host to large sporting events and generate substantial revenue streams. The larger sports bodies have the convening power and resonant platform to build awareness of human rights, advocate for transformative change and take meaningful action when they incorporate a level of contextual consciousness in planning and execution of their events and programmes.

4.4 Development

Across all levels of sports bodies a care for sport and its future is central. Respect for the human rights of players, fans and communities in which sporting events take place creates a positive, lasting impact associated with the practice of and participation in sports.

Beyond the development of the game, sport has also proved to be a cost-effective and flexible tool in promoting peace and development objectives. In the Declaration of the 2030 Agenda for Sustainable Development sport's role for social progress is further acknowledged:

"Sport is also an important enabler of sustainable development. We recognize the growing contribution of sport to the realization of development and peace in its promotion of tolerance and

*respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives."*²

Part C: Embedding Human Rights within the Governance of Sports Bodies

5. Governance and the responsibility to respect human rights

Implementing a respect for human rights within the governance of Sports Bodies (SBs) requires that SBs ensure that human rights are embedded into the systems by which their organizations are directed and controlled. This means that the internal frameworks, practices and processes aimed at ensuring an organization achieves its stated objectives must align with steps required to know and show that organizations are meeting their responsibility to respect human rights and work within this broader consciousness.

However, embedding respect for human rights into governance frameworks, practices and processes requires reference to, at a minimum, an organization's central governing body (i.e. its board-type function, the committees and sub-committees that exist and the division of responsibility between them), the individuals that make up those governing functions (i.e. their skills, experience, independence and competence), and the processes by which they come to perform those roles.

It also requires reference to constitutional documents and the governing rules and regulations of the organization that set out how its activities should be performed. Across all organizations risk management frameworks as well as oversight and escalation processes will also be relevant. Organizations must also have reference to disciplinary and dispute resolution procedures. In embedding human rights, organizations should focus on institutional governance frameworks, practices and processes (as distinguished from the day-to-day operational management of an organization).

6. Implementation steps

Outlined below are the foundational elements of the responsibility to respect human rights as outlined in the UNGPs and guidance on how sporting organizations can ensure alignment with governance systems and processes. The responsibility to respect human rights should be integrated into existing governance systems and processes to ensure it is embedded into the way organizations operate.

² Sustainable Development Goals. See: <https://www.un.org/sport/content/why-sport/sport-and-sustainable-development-goals>

6.1 Policy

In accordance with the UNGPs, a sports body must develop and adopt a statement of policy to communicate its commitment and expectations internally and externally in relation to respecting human rights.

A commitment to respect human rights should refer to internationally recognized human rights, which, at a minimum, refers to the International Bill of Human Rights and the principles concerning fundamental rights at work set out in the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

To align with good practice, the policy must:

- be publically available
- cover internationally recognized human rights and express a commitment to internationally recognized human rights even where domestic laws don't provide the same protections
- be informed by the input of internal and external stakeholders, including those with human rights expertise
- express the organizations expectations of its personnel, commercial partners, subsidiaries, members and member associations other relevant parties directly linked to its operations and activities
- be adopted by the highest level of the organization, that is, at board and/or constitutional level

Questions that organizations should ask themselves include:

- What are the values of your organization? How does a commitment to respecting human rights align with those values?
- How does this relate to your organization's strategic objectives and activities?
- What is the role of the organization's central governing body in relation to its commitment to respect human rights?
- Has responsibility for overseeing the implementation of and compliance with a human rights policy commitment and the organization's human rights performance been assigned to a top management function, for example, "board level" committee, sub-committee or individual is formally assigned?
- Do members of the organization's central governing body, its committees, or sub-committees, and management who have oversight of the organization's commitment to respect human rights have recognized human rights expertise?
- Are external stakeholders engaged to inform and advise the organization's central governing body in relation to its human rights performance?
- Is the commitment also embedded into relevant internal statutes, codes of conduct and governing regulations?

- Do regulations governing relationships with members and member associations align with a human rights policy commitment?
- Is respect for human rights managed in the same way other organizational integrity and ethical issues, for example, anti-bribery and corruption, conflicts of interests, etc.?

Example of Promising Practice:

The **CGF**'s Transformation 2022 Strategy approved in September 2015 included a commitment to "adhere to universal principles of good governance" among them respect for human rights. Building on this, in October 2017 the CGF Board unanimously endorsed a [Human Rights Policy Statement](#) which commits the CGF:

- To respecting all international human rights standards, and to implementing human rights due diligence in line with the UN Guiding Principles on Business and Human Rights
- To "meaningful consultation with potentially affected groups, including those at heightened risk of marginalisation or vulnerability, as in the case of children"
- To "provide for, or cooperate in supporting, access to remedy for victims where our activities cause or contribute to adverse human rights impacts", and to its use leverage to promote access to remedy where human rights impacts are directly linked to the CGF via its business relationships, and

The Policy applies to all CGF leadership and staff, and reflects the CGF's expectation of its key partners and stakeholders, including the Organising Committee's for the Commonwealth Games and Commonwealth Youth Games.

Similarly, the IOC, UEFA and FIFA have all made public commitments to human rights, and FIFA have issued a full [human rights policy](#) in May 2017.

6.2 Assess actual and potential human rights impacts

A sports body must take proactive steps to understand how its existing and proposed activities may affect human rights. These steps can be linked with other processes like including risk assessments or environmental and social impact assessments. However, they must include explicit references to internationally recognized human rights. To align with good practice, SBs should:

- Identify risks to people as opposed to risks to the organization itself. In turn, risks to people are risks to the organization
- Draw on internal and/or independent external human rights expertise to identify and assess actual and potential human rights impacts
- Involve meaningful consultation with potentially affected groups and other relevant stakeholders

Questions that organizations should ask themselves include:

- Has the organization identified its salient human rights risks?
- Is the identification of risks to people included in risk management processes for identifying and assessing risks associated with activities and business relationships?
- Is the identification of risks to people included in risk management processes covering specific projects and events as well as enterprise-wide risk processes?
- What controls and due diligence processes are in place to manage human rights impacts?
- Are event bidders required to identify potential human rights impacts associated with their bids and how they would seek to address them?
- Have formal structures been established for regular engagement with relevant internal and external stakeholders about human rights impacts across the organization?

Example of Promising Practice:

UEFA, with input from a coalition of leading NGOs, sports organizations and trade unions, the Sports and Rights Alliance, have included comprehensive human rights (including labour, women's and children's rights) and anti-corruption requirements in its [Tournament Requirements](#), including the bid dossier template and the Staging Agreement (the agreement between UEFA and the host country's national federation) for the EURO 2024.

The same requirements have been included in the bidding requirements for each of the four 2020 European finals; Champions' league final, Women Champions league final, Europa league and Super cup finals. Similarly, the IOC has included human rights requirements in its [host city contract](#) for 2024, FIFA has included human rights requirements as part of its [2026 bidding process](#) and the CGF has included human rights within its 2022 Games Candidate City Manual.

6.3 Integration

Preventing and mitigating adverse human rights impacts requires that respect for human rights is integrated across relevant internal functions and processes of the organization so that appropriate action can be taken.

To align with good practice, SBs should:

- Ensure respect for human rights is driven by leadership from the top of the organization
- Integrate findings from processes for identifying and assessing risks into the relevant functions of the organisation so that responsibility for addressing impacts is assigned to the appropriate level and function within the organization
- Allocate appropriate internal resources and ensure decision making and oversight processes enable appropriate action can be taken in response to identified impacts
- Identify any leverage that exists to support action taken in response to identified impacts

Questions that organizations should ask themselves include:

- Does an adequate decision making process exist to respond to identified impacts?
- What leverage exists in business relationships that could support responses to human rights impacts?
- Is a dedicated person or internal function assigned responsibility for supporting the implementation of the human rights policy commitment and the day-to-day coordination of the organization's human rights performance, including coordinating across functions to respond to actual and potential human rights impacts?
- Are internal auditing processes utilised to monitor the integration of human rights throughout functions of the organization?
- Do individuals with a role in implementing human rights commitments have adequate training and resources available to them to support them to perform their roles such that they understand the potential for human rights impacts to occur and how they should be prevented or managed?
- Do human rights criteria form part of funding arrangements and reporting mechanisms between sports governing bodies and member associations?
- Are human rights criteria included in the evaluation of bids to host events and do those assessing bids for compliance with that criteria have recognized human rights expertise?
- Is there regular engagement with event hosts to reduce human rights impacts associated with events? Is guidance provided to event hosts to support the prevention and mitigation of human rights impacts?

Example of Promising Practice:

The **CGF**, to integrate its Human Rights Policy, embed human rights due diligence processes, and to provide access to effective remedy, has:

- Assigned Board level responsibility to oversee its human rights efforts, and tasked the CGF's Governance and Integrity Committee with evaluating its human rights impacts as part of the process of reviewing its wider governance structure;
- Engaged Unicef UK to (a) conduct a human rights gap analysis of its existing policies and procedures; (b) support the human rights efforts of the four Organising Committees for the Commonwealth Games and Commonwealth Youth Games from 2017 to 2022; (c) provide human and child rights training to build the internal human rights and child safeguarding capacity of the CGF Board and Management Team; and (d) strengthen the human rights knowledge management transfer process of its major events; and,
- Integrated human rights criteria within the CGF's portfolio of bid-related documents, including both the Candidate City Manual and Host City Contract for the 2022 Commonwealth Games.

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6.4 Tracking responses

SBs should track ongoing developments through monitoring and auditing processes to ensure they have regular updates of human rights impacts and performance. Tracking generates information needed to ensure continuous improvement. Confidential means to report non-compliance, such as hotlines, can also provide useful feedback. To align with good practice, SBs should:

- Track the effectiveness of responses against appropriate qualitative and quantitative indicators
- Draw on feedback from both internal and external sources, including affected stakeholders

Monitoring and auditing processes should ensure governance functions in an organization have regular updates of human rights impacts and performance.

Questions that organizations should ask themselves include:

- Does the organization have processes in place for tracking and monitoring actions taken to address human rights impacts?
- Do members of the organization's central governing body, its committees, or sub-committees, and management who have oversight of the organization's commitment to respect human rights have regular monitoring and internal reporting obligations?
- Are operational staff assigned responsibility for monitoring the implementation of risk mitigation measures relating to human rights impacts?
- Are external stakeholders involved in joint monitoring of human rights impacts and performance?
- What is the reporting relationship between the organization's central governing body and individuals/committees/management responsible for managing human rights impacts?
- Does the organization collect information on the financial consequences of adverse human rights impacts?

Example of Promising Practice:

The **IOC** has undertaken a full [external review](#) of its governance structures and processes, including an assessment of its approach to human rights across the organisation. The IOC engages with national Olympic committees (NOCs) to conduct gap analyses and assess any divergence between the governance of NOCs and IOC. Existing reporting mechanisms and funding arrangements can be used to ensure that NOCs improve human rights governance processes. Integrating human rights into these existing processes is a useful way to track responses and improve human rights performance. One illustration of this is the IOC's toolkit for International Federations and NOCs on [Safeguarding athletes from harassment and abuse in sport](#) which establishes reporting mechanisms and case management procedures for protecting athletes rights with regard to harassment and abuse.

6.5 Communication and reporting

SBs should ensure they have appropriate processes for communicating how they are addressing human rights impacts both internally and externally. The align with good practice, SBs should:

- Ensure that communications are accessible and transparent
- Include adequate information to evaluate the organization's response to human rights impacts they might be involved in
- Not pose risks to affected stakeholders, personnel or the legitimate requirements of commercial confidentiality

Organizations should be prepared to communicate their approach to addressing human rights impacts.

Questions that organizations should ask themselves include:

- Does the organization report regularly on how human rights impacts are identified and managed? What internal and external reporting processes exist?
- Is information on how the organization understands and is addressing identified human rights impacts accessible and transparent to the public?
- Does the organization require commercial partners and member organizations to report regularly on how human rights impacts are identified and managed?
- Is there a requirement on event hosts to publish information about how they understand and are addressing actual and potential human rights impacts in relation to tournament?

Example of Promising Practice:

FIFA regularly reports on how human rights impacts are identified and addressed within its organizations. A number of initiatives exist, including:

- The publication of an [Activity Update on Human Rights](#), provides an overview on FIFA's human rights work;
- Reports produced by the Human Rights Advisory Board are published publically. These include tracking of the Advisory Board's recommendations;
- The inclusion of human rights related information in Sustainability reports after the FIFA World Cups;
- A commitment to produce a full human rights report that meets relevant international standards in 2018;
- The integration of human rights chapters in the overall activity report of the organisation;

- The publication of fact sheets, statements and press releases containing updates and information on how it is identifying and addressing human rights issues on fifa.com or on the Business and Human Rights Resource Centre website.

6.6 *Remedy*

Respect for human rights requires that effective remedy is available for victims of human rights abuses. Organizations should participate in effective remediation for victims of human rights abuse.

To align with good practice, SBs should:

- Provide for or cooperate in remediation through legitimate processes for victims of harm, by themselves or in cooperation with others where they cause or contribute to adverse human rights impacts.
- Ensure that even where SBs are linked to human rights impacts through commercial relationships that they participate in supporting and incentivising access to remedy.

Questions that organizations should ask themselves include:

- Do disciplinary procedures and dispute resolution bodies align with human rights policy commitment and have adequate human rights training and expertise?
- Does the organisation have a whistleblowing policy/grievance mechanism that covers human rights related issues? Is it accessible to internal and/or external stakeholders or both?
- Have grievance mechanisms been developed in relation to events and tournaments, including appropriate escalation mechanisms to alert SBs of serious human rights harm?

Example of Promising Practice:

FIFA has taken a number of steps to enable effective remediation processes that are available for instances of adverse human rights impacts. For example:

- FIFA is collaborating with international trade union, the Building and Woodworkers' International (BWI) and the Russian Construction Workers Union (RBWU) to ensure grievance mechanisms are available for workers involved in the construction of stadiums.
- FIFA's Dispute Resolution Chamber deals with disputes between a clubs and players in relation to the status and transfer of players. FIFA is also engaging with member associations to promote the development of dispute resolution chambers at a national level, with four pilots in different confederations.
- FIFA staff are able to raise workplace issues to an a whistle-blower hotline managed by two external ombudspeople.

NOTE: Next steps

In 2018 the Task Force will:

- 1) Finalise this guide for publication
- 2) Work on piloting the implementing this guide with sports bodies internationally
- 3) Develop a second volume to this guide, moving beyond Governance and focussing on the implementation of the UNGPs into the operations of Sports Bodies, namely the following 6 work streams:
 - Regulation
 - Management
 - Development
 - Events
 - Communications and Marketing
 - Income Generation / Sponsorship

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