

# AIOWF



Association of International Olympic Winter Sports Federations

## AIOWF IF governance questionnaire 2017-18

### Report of self-assessed and moderated scores

International Federation: **Fédération Internationale de Ski**

No	Indicator	Self-assessed response
<b>1</b>	<b>BACKGROUND</b>	
	Please indicate whether or not you consider that your IF complies with the following:	
1.1	The IOC Olympic Charter and in particular the missions set out in Rule 26 of the Olympic Charter	Yes
1.2	The WADA Code and whether WADA has officially confirmed your compliance	Yes
1.3	Your IF formally endorsed or otherwise embraced in its policies the Agenda 2020 recommendations and whether your IF governance and processes are in line with these recommendations	Yes
1.4	Your IF either implements the IOC Code of Ethics or the IF has its own Code of Ethics	Yes
1.5	Your IF complies with the IOC Basic Universal Principles of Good Governance of the Olympic and Sports Movement	Yes
1.6	Your IF either complies with the Olympic Movement Code against the Manipulation of Sport Competitions or the IF has enacted its own Code to address betting, match-fixing and the manipulation of competitions	Yes
1.7	Your IF complies with all applicable domestic laws of the country where it is registered and/or operates its main activities	Yes
1.8	The IF complies with all applicable and recognised international treaties and conventions (in particular the United Nations and Council of Europe Conventions enacted in the field of sport)	Yes
1.9	Please indicate what type of legal entity the IF is	Voluntary association
	Type of legal entity (other)	
1.10	Please indicate what separate entities are associated with the IF and the legal association to the IF (e.g. a wholly-owned subsidiary limited company that owns marketing rights)	FIS Marketing AG FIS Travel Service AG
1.11	In which country does your IF have its legal base?	Switzerland

1.12	How many full-time equivalent paid staff does the IF have, including contractors?	50-119
	Full-time equivalent staff – comment	
1.13	What is the approximate annual revenue of the IF and its subsidiaries averaged over the 2012-2015 cycle (not including continental federations or members)?	CHF 20m-50m
1.14	What are your IF's priorities for improving governance in the current electoral and/or Olympic cycle? What staff and other resources do you dedicate to governance work?	<p>1. IF priorities: presently being addressed in a Council FIS Strategy Task Force on Governance.2. Resources: Council Working Group, Staff: Considerable engagement by Secretary General, Head of Administration, Communications Manager.see Short Summary of Council Meetings, item 18.1 page 137 (word search council governance): <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/19/CostaNavarino2018-ShortSummary_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/19/CostaNavarino2018-ShortSummary_English.pdf</a> see FIS Congress 2018 press release (word search Governance): <a href="http://www.fis-ski.com/mm/Document/document/General/12/45/43/fiscongresscostanavarino2018decisionsfinal_Neutral.pdf">http://www.fis-ski.com/mm/Document/document/General/12/45/43/fiscongresscostanavarino2018decisionsfinal_Neutral.pdf</a></p>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
<b>2</b>	<b>TRANSPARENCY</b>			
2.1	Statutes, rules and regulations	<p>0 – No</p> <p>1 - At least some information available on IF website</p> <p>2 - Latest version of statutes, rules and regulations published on IF website</p> <p>3 - Full publication, easy to find on IF website</p> <p>4 - Full publication, easy to find on IF website, latest versions available with mark ups identifying differences between previous versions</p>	<p>3</p> <p><a href="http://www.fis-ski.com/inside-fis/document-library/">http://www.fis-ski.com/inside-fis/document-library/</a>  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf</a> .  A marked-up version highlighting the changes from 2016 to 2018 will be published on the FIS website when the Statutes with changes approved at the FIS Congress 2018 are finalised later in the summer.</p>	<p>3</p> <p>OK</p>
2.2	Explanation of organisational structure including staff, elected officials, committee structures and other relevant decision making groups <i>(revised)</i>	<p>0 – No</p> <p>1 - Some basic information about organisation structure published on IF website</p> <p>2 - Organisation structure is published on IF website</p> <p>3 - Organisation structure is published on IF website with some information on how the structure works</p> <p>4 - An organisation chart is published on IF website, structure is clear, with several hierarchical levels</p>	<p>4</p> <p><a href="http://www.fis-ski.com/inside-fis/about/fis-staff/">http://www.fis-ski.com/inside-fis/about/fis-staff/</a>  <a href="http://www.fis-ski.com/inside-fis/about/fis-structure/structure/index.html">http://www.fis-ski.com/inside-fis/about/fis-structure/structure/index.html</a></p>	<p>4</p> <p>OK. Organisation chart and relevant sections of Statutes quoted</p>
2.3	Vision, mission, values and strategic objectives	<p>0 – No</p> <p>1 - Some information published on IF website</p> <p>2- Full publication on IF Website</p> <p>3 - Full publication, easy to find on IF website</p> <p>4 - Full publication, easy to find on IF website, extra data or info such as strategic plan with indicators/outcomes</p>	<p>3</p> <p><a href="http://www.fis-ski.com/inside-fis/about/vision-and-mission/">http://www.fis-ski.com/inside-fis/about/vision-and-mission/</a>  The Council decided that the future FIS Strategic Plan will be led by three working groups within the Council: Sport, Business and Good Governance(<a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/50/2017FISCou">http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/50/2017FISCou</a></p>	<p>3</p> <p>OK. Strategic plan under development but not yet in place. 2013 Vision document includes some relevant material but is now out of date:  <a href="https://issuu.com/internationalskifederation/docs/fisvision_neutral">https://issuu.com/internationalskifederation/docs/fisvision_neutral</a></p>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
			ncilMay-ShortSummary_Neutral.pdf Page 23)	
2.4	A list of all national member federations with basic information for each	0 – No 1 - Some member information published on IF website 2 - Full publication of latest member information on IF website 3 - Full publication, easy to find on IF website, basic data on members 4 - Full publication, easy to find on IF website, with extra data or explanation about members	3  <a href="http://www.fis-ski.com/inside-fis/about/national-ski-associations/">http://www.fis-ski.com/inside-fis/about/national-ski-associations/</a>  Note: the new FIS website will go live in August 2018 at which time it will be possible to enhance the member National Ski Association information, which presently is not possible due to the closed structure of the existing content management system of the service provider.	3  <i>OK. Basic data on members is available</i>
2.5	Details of elected officials with biographical info	0 – No 1 - Some information about elected officials available on IF website 2 - Biographical information about all elected officials published on IF website 3 - Full publication, easy to find on IF website, with photos 4 - Full publication, easy to find, on IF website with extra data or explanation and mandate years	4  <a href="http://www.fis-ski.com/inside-fis/about/fis-structure/council/index.html">http://www.fis-ski.com/inside-fis/about/fis-structure/council/index.html</a>	4  <i>OK. Biographies and mandate years included. No contact details provided</i>
2.6	Annual activity report and main events reports	0 – No 1 - Some news published on IF website 2 - News published regularly and an annual report available on IF website 3 - News published regularly and multiple years of annual reports, easy to find on IF website 4 - Full publication, easy to find on IF website, with extra data or explanation with past reports (for comparison)	4  <a href="http://www.fis-ski.com/inside-fis/marketing-and-communication/communication/fis-bulletin/index.html">http://www.fis-ski.com/inside-fis/marketing-and-communication/communication/fis-bulletin/index.html</a>	4  <i>OK. A number of detailed annual reports are available</i>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
2.7	Annual financial reports following external audit	<p>0 – No</p> <p>1 - Some financial information published on IF website</p> <p>2 - Publication of externally audited financial reports on IF website</p> <p>3 - Publication of audited financial reports, easy to find on IF website</p> <p>4 - Publication of state of art audited financial reports, easy to find on IF website, extra data, management letter</p>	<p>3</p> <p>A new publicly available Governance chapter has been implemented in the FIS website Document Library:  <a href="http://www.fis-ski.com/inside-fis/document-library/services/">http://www.fis-ski.com/inside-fis/document-library/services/</a>  i.e. <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/39/2014FISAccounts_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/39/2014FISAccounts_Neutral.pdf</a></p> <p>The extra data and management letter are included in the Congress Minutes which are published i.e. <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/47/2016FISCongress-Minutes_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/47/2016FISCongress-Minutes_Neutral.pdf</a></p>	<p>3</p> <p><i>OK. 2017 accounts (with FIS rather than auditor branding): <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/46/32/2017FISAccounts_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/46/32/2017FISAccounts_Neutral.pdf</a>. Letter from external auditor, internal auditor and explanatory information included in Congress minutes. Score of 3 as the extra information available relates to previous years</i></p>
2.8	Allowances and financial benefits of elected officials and senior executives <i>(revised)</i>	<p>0 – No</p> <p>1 - Some information on allowances and financial benefits of elected officials and senior executives</p> <p>2 - Allowances, per diem and benefits of elected officials and senior executives published on IF website</p> <p>3 - Full details published including total figure paid by the IF, easy to find on website</p> <p>4 - Full details published, easy to find on IF website, with extra data or information</p>	<p>2</p> <p>Guidelines for Council Members of the International Ski Federation, published on the FIS Website:  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/52/FISRulesforExpenses-GuidelinesforFISCouncilMembers_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/52/FISRulesforExpenses-GuidelinesforFISCouncilMembers_Neutral.pdf</a></p> <p>The information about allowances for FIS TDs and other officials can be found in the ICR (i.e. Art. 304 in the ICR Cross Country  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Cross-Country/02/95/69/ICRCross-Country2016_clean_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Cross-Country/02/95/69/ICRCross-Country2016_clean_English.pdf</a></p>	<p>2</p> <p><i>OK. Travel expenses policy and per diem information included in Guidelines and ICR. Global salaries budget and committee costs listed in annual accounts. Score of 2 in accordance with policy for this indicator developed for ASOIF members</i></p>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
2.9	General Assembly agenda with relevant documents (before) and minutes (after) with procedure for members to add items to agenda <i>(revised)</i>	<p>0 – No</p> <p>1 - Some information published on General Assembly</p> <p>2 - General Assembly agenda published in advance, minutes afterwards or live streaming which is recorded</p> <p>3 - General Assembly full details published with minutes, easy to find on IF website</p> <p>4 - Full publication and live streaming (recorded), easy to find on IF website, extra data or information, minutes archive</p>	<p>3</p> <p>New section Governance in the FIS website Document Library:  <a href="http://www.fis-ski.com/inside-fis/document-library/services/">http://www.fis-ski.com/inside-fis/document-library/services/</a></p> <p>The Congress Book, Agenda as well as the minutes can be found easily:  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/46/2016FISCongress-Congressbook_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/46/2016FISCongress-Congressbook_Neutral.pdf</a>  <a href="http://www.fis-ski.com/inside-fis/about/fis-structure/congress/index.html">http://www.fis-ski.com/inside-fis/about/fis-structure/congress/index.html</a>  <a href="http://www.fis-ski.com/inside-fis/about/fis-structure/congress/article=barcelona-spa-2014.html">http://www.fis-ski.com/inside-fis/about/fis-structure/congress/article=barcelona-spa-2014.html</a>  Full details for the NSAs in the Member Section on the FIS Website</p>	<p>3</p> <p><i>OK. Full set of documents for 2016 Congress available. Agenda for 2018 Congress not obviously published</i></p>
2.10	A summary of reports/decisions taken during Executive Board and Commission meetings and all other important decisions of IF <i>(revised)</i>	<p>0 – No</p> <p>1 - Some decisions from board and commission meetings published</p> <p>2 - All major reports/decisions from board and commission meetings are published on IF website</p> <p>3 - All major decisions are published appropriately promptly, easy to find on IF website in a designated section</p> <p>4 - All major decisions published appropriately promptly, easy to find on IF website in a designated section, extra detail or information</p>	<p>4</p> <p>The Council decisions in the "Short Summary of the Council Meeting" that include substantial additional information can be found in the new publicly available Governance section of the FIS Document Library <a href="http://www.fis-ski.com/inside-fis/document-library/services/">http://www.fis-ski.com/inside-fis/document-library/services/</a>:  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/87/2017FISCouncilNovember-ShortSummary_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/87/2017FISCouncilNovember-ShortSummary_Neutral.pdf</a></p>	<p>4</p> <p><i>OK. Good level of detail available. Report of Council meetings from May 2018: <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/19/CostaNavarino2018-ShortSummary_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/19/CostaNavarino2018-ShortSummary_English.pdf</a> . Decisions of Council press release: <a href="http://www.fis-ski.com/mm/Document/documentlibrary/General/12/45/42/councildecisionsprcostanavarino2018final_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/General/12/45/42/councildecisionsprcostanavarino2018final_Neutral.pdf</a></i></p>

No	Indicator	Score definitions	Self-assessed score/evidence	<i>Moderated score/evidence</i>
			Details on the FIS Website with official Media Info immediately after FIS Council Meetings: <a href="http://www.fis-ski.com/inside-fis/marketing-and-communication/communication/press-release/index.html">http://www.fis-ski.com/inside-fis/marketing-and-communication/communication/press-release/index.html</a>	

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
<b>3</b>	<b>INTEGRITY</b>			
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	<p>0 – No</p> <p>1 - A designated individual staff member/officer has responsibility for Code of Ethics compliance</p> <p>2 - Designated responsibility and a defined process for Code of Ethics compliance</p> <p>3 - Designated responsibility and a defined process for Code of Ethics compliance, evidence of implementation</p> <p>4 - State of the art unit and process for Code of Ethics compliance, evidence of implementation, outcomes published</p>	<p>4</p> <p>In May 2018 FIS has appointed Global Sports Investigations (GSI) to deliver and operate a series of governance reforms including a whistleblowing hotline, an independent ethics office for the preliminary assessment of concerns raised, as well as providing ancillary intelligence support:</p> <p><a href="http://www.fis-ski.com/news-multimedia/news/article=fis-takes-lead-best-practice-governance-with-gsi-appointment.html">http://www.fis-ski.com/news-multimedia/news/article=fis-takes-lead-best-practice-governance-with-gsi-appointment.html</a></p> <p>Art. 5 of FIS Universal Code of Ethics  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf</a></p>	<p>3</p> <p><i>OK. System is new. No case outcomes yet published so score of 3</i></p>
3.2	Has a unit or officer in charge of ensuring that the IF abides by the WADA World Anti-Doping Code	<p>0 – No</p> <p>1 - A designated individual staff member/officer has responsibility for World Anti-Doping Code compliance</p> <p>2 - Anti-doping team and officials in place with appropriate expertise and resources</p> <p>3 - Anti-doping team and officials in place with appropriate expertise and resources, outcomes published</p> <p>4 - State of the art independent anti-doping programme</p>	<p>4</p> <p><a href="http://www.fis-ski.com/inside-fis/medical-antidoping/anti-doping/index.html">http://www.fis-ski.com/inside-fis/medical-antidoping/anti-doping/index.html</a></p> <p>WADA has undertaken the Partnership To Quality review of the FIS Anti-Doping System in 2015 (as the first IF) and submitted a highly positive report. Subsequently the FIS Anti-Doping Coordinator has been included in WADA's expert group undertaking the Partnership to Quality visits. FIS works with an independent Anti-Doping-</p>	<p>4</p> <p><i>OK. Testing statistics published: <a href="http://www.fis-ski.com/news-multimedia/news/article=fis-wada-testing-statistics.html">http://www.fis-ski.com/news-multimedia/news/article=fis-wada-testing-statistics.html</a> . FIS in the process of moving to an independent anti-doping programme so score of 4 for consistency with ASOIF IFs in a similar position</i></p>



No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
			Consultant and specialist agency/ies. Additionally FIS is represented in the steering group/s of the Independent Testing Agency (ITA) to support its introduction and will work with the ITA. FIS runs its education and promotional programme under the title "Clean as Snow" <a href="http://www.fis-ski.com/inside-fis/medical-antidoping/clean-as-snow/">http://www.fis-ski.com/inside-fis/medical-antidoping/clean-as-snow/</a>	
3.3	Complies with the Olympic Movement Code on the Prevention of the Manipulation of Competitions (revised)	0 – No 1 - Recognition/adoption of the Code with a limited degree of compliance 2 - Appropriate expertise and resources dedicated to complying with the Code (e.g. member of IBIS) 3 - Appropriate expertise and resources dedicated to complying with the Code, outcomes published 4 - State of the art compliance with the Code	4 Close cooperation with IOC Ethics Department also outside of the Olympics. FIS has signed up with the International Olympic Committee's Integrity Betting Intelligence System, IBIS in 2014" <a href="http://www.fis-ski.com/news-multimedia/news/article=important-quiz-for-athletes-and-officials-protect-sport-from-competition-manipulation.html">http://www.fis-ski.com/news-multimedia/news/article=important-quiz-for-athletes-and-officials-protect-sport-from-competition-manipulation.html</a> <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Administrative/08/60/58/FISRulesonthePreventionoftheManipulationofCompetitions_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Administrative/08/60/58/FISRulesonthePreventionoftheManipulationofCompetitions_English.pdf</a>	3 <i>OK. Active implementation of IBIS. Outcomes not obviously published but there may not have been any cases. FIS response looks proportionate to the needs of the sport</i>
3.4	Has a programme or policies designed at ensuring that the IF member associations function in accordance with all recognised ethical codes and principles	0 – No 1 - Some activity to ensure that IF member associations follow recognised ethical codes and principles 2 - Rules and a programme in place to require member associations to comply with recognised ethical codes and principles	2 <a href="http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf</a> <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf</a>	2 <i>OK. Code of Ethics 2.1 - rules apply to FIS members. Statutes Article 8 - members must follow all FIS rules. Limited evidence of activity to monitor NSA compliance with FIS rules</i>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
		<p>3 - Rules and a programme in place to require member associations to comply, evidence of implementation</p> <p>4 - State of the art process in place to require member associations to comply, evidence of implementation, outcomes published</p>	<p>Newly adopted FIS Snow Safe Policy: <a href="http://www.fis-ski.com/news-multimedia/news/article=governance-adoption-fis-safe-snow-policy-engagement-global-sports-investigations.html">http://www.fis-ski.com/news-multimedia/news/article=governance-adoption-fis-safe-snow-policy-engagement-global-sports-investigations.html</a></p> <p><a href="http://www.fis-ski.com/mm/Document/documentlibrary/General/12/46/93/FISSnowSafePolicy2018_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/General/12/46/93/FISSnowSafePolicy2018_English.pdf</a></p> <p>In May 2018 FIS has appointed Global Sports Investigations (GSI) to deliver and operate a series of governance reforms including a whistleblowing hotline, an independent ethics office for the preliminary assessment of concerns raised, as well as providing ancillary intelligence support: (see above)</p>	
3.5	Establish confidential reporting mechanisms for “whistle blowers” with protection scheme for individuals coming forward	<p>0 – No</p> <p>1 - Some evidence of a response to comments and allegations</p> <p>2 - A confidential reporting mechanism is in place for whistle-blowers</p> <p>3 - A confidential reporting mechanism is in place for whistle- blowers with evidence of action taken</p> <p>4 - State of the art reporting mechanism with evidence of action taken, externally verified and some form of protection scheme for individuals coming forward</p>	<p>3</p> <p>Art. 4 of the FIS UNIVERSAL CODE OF ETHICS <a href="http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf</a></p> <p>In May 2018 FIS has appointed Global Sports Investigations (GSI) to deliver and operate a series of governance reforms including a whistleblowing hotline, an independent ethics office for the preliminary assessment of concerns raised, as well as providing ancillary intelligence</p>	<p>3</p> <p><i>OK. Code of Ethics 4-5 covers reporting rules and process. Whistleblowing contact information provided on anti-doping page but full details will be implemented through new website: <a href="http://www.fis-ski.com/inside-fis/medical-antidoping/anti-doping/index.html">http://www.fis-ski.com/inside-fis/medical-antidoping/anti-doping/index.html</a></i></p>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
			<p>support: (see above)  The set-up for the whistleblowing hotline will be made in the coming month/s and executed through the new FIS Website. Information about this agreement can be found in the 2018 FIS Council Short Summary (May): <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/19/CostaNavarino2018-ShortSummary_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/19/CostaNavarino2018-ShortSummary_English.pdf</a> Page 15  Further information: <a href="http://www.fis-ski.com/news-multimedia/news/article=fis-takes-lead-best-practice-governance-with-gsi-appointment.html">http://www.fis-ski.com/news-multimedia/news/article=fis-takes-lead-best-practice-governance-with-gsi-appointment.html</a></p>	
3.6	Put in place integrity awareness/education programmes	<p>0 – No  1 - At least some information on integrity awareness available  2 - Integrity awareness/education programmes in place  3 - Formal integrity awareness/education programmes in place with evidence of implementation  4 - State of the art integrity awareness/education programmes in place with evidence of implementation</p>	<p>3  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf</a>  FIS Represented in IOC Ethics Department Working Groups developing integrity/awareness education policies and programmes    New FIS Snow Safe Policy:  <a href="http://www.fis-ski.com/news-multimedia/news/article=fis-snow-safe-policy-safe-sport-for-all.html">http://www.fis-ski.com/news-multimedia/news/article=fis-snow-safe-policy-safe-sport-for-all.html</a>  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/General/12/47/11/CoverNote_FISSnowSafePolicy_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/General/12/47/11/CoverNote_FISSnowSafePolicy_English.pdf</a>  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/General/12/46/93/FISSnowSaf">http://www.fis-ski.com/mm/Document/documentlibrary/General/12/46/93/FISSnowSaf</a></p>	<p>3  <i>OK. Evidence in annual report of anti-doping education activity. Snow Safe Policy is focused on welfare of athletes and is in the process of implementation. Some education activity on risk of competition manipulation: <a href="http://www.fis-ski.com/news-multimedia/news/article=important-quiz-for-athletes-and-officials-protect-sport-from-competition-manipulation.html">http://www.fis-ski.com/news-multimedia/news/article=important-quiz-for-athletes-and-officials-protect-sport-from-competition-manipulation.html</a></i></p>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
			<p>ePolicy2018_English.pdf  <a href="http://www.fis-ski.com/news-multimedia/news/article=governance-adoption-fis-safe-snow-policy-engagement-global-sports-investigations.html">http://www.fis-ski.com/news-multimedia/news/article=governance-adoption-fis-safe-snow-policy-engagement-global-sports-investigations.html</a></p>	
3.7	Provide for appropriate investigation of threats to sport integrity (revised)	<p>0 – No            1 - Some reference to investigation of threats to sports integrity in official documents            2 - Defined investigation process for threats to sports integrity (e.g. through participation in IBIS)            3 - Dedicated resources and process for threats to sports integrity, evidence of implementation            4 - State of the art investigation and reporting process for threats to sports integrity, implementation</p>	<p>4</p> <p>Art. 5 FIS Universal Code of Ethics  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf</a>            Close cooperation with IOC pre and during the Olympics: <a href="http://www.fis-ski.com/news-multimedia/news/article=important-quizz-for-athletes-and-officials-protect-sport-from-competition-manipulation.html">http://www.fis-ski.com/news-multimedia/news/article=important-quizz-for-athletes-and-officials-protect-sport-from-competition-manipulation.html</a>            FIS is part of the IOC working group</p> <p>In May 2018 FIS has appointed Global Sports Investigations (GSI) to deliver and operate a series of governance reforms including a whistleblowing hotline, an independent ethics office for the preliminary assessment of concerns raised, as well as providing ancillary intelligence support: (see above). The whistleblowing hotline will go live on 15th June (can be confirmed by GSI). Information about this agreement can be found in the FIS Council Short Summary (May 2018).</p>	<p>3</p> <p><i>OK. Rules on Prevention of Manipulation 4.1 on investigations: <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Administrative/08/60/58/FISRulesonthePreventionoftheManipulationofCompetitions_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Administrative/08/60/58/FISRulesonthePreventionoftheManipulationofCompetitions_English.pdf</a>. External service is new so score of 3</i></p>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
			<a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/19/CostaNavarino2018-ShortSummary_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/19/CostaNavarino2018-ShortSummary_English.pdf</a> Page 15 <a href="http://www.fis-ski.com/news-multimedia/news/article=fis-takes-lead-best-practice-governance-with-gsi-appointment.html">http://www.fis-ski.com/news-multimedia/news/article=fis-takes-lead-best-practice-governance-with-gsi-appointment.html</a>	
3.8	Make public all decisions of disciplinary bodies and related sanctions, as well as pending cases where applicable (revised)	0 – No 1 - Some information about decisions of disciplinary bodies and related sanctions published 2 - All decisions of disciplinary bodies and related sanctions published 3 - All decisions of disciplinary bodies and related sanctions published promptly with appropriate details 4 - All decisions of disciplinary bodies and related sanctions published, plus pending cases, extra info	3 Press releases, i.e. <a href="http://www.fis-ski.com/mm/Document/document/General/11/01/90/FISStatementonIOCbanoRussianNationalOlympicCommittee_3_Neutral.pdf">http://www.fis-ski.com/mm/Document/document/General/11/01/90/FISStatementonIOCbanoRussianNationalOlympicCommittee_3_Neutral.pdf</a> Full conformance to WADA Code.  Furthermore there is a full update in published FIS Council Short Summary about decisions of disciplinary bodies and related sanctions, plus pending cases, i.e. page 24: <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/19/CostaNavarino2018-ShortSummary_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/19/CostaNavarino2018-ShortSummary_English.pdf</a>	3 OK
3.9	Appropriate gender balance in governing bodies (new)	0 - Female representation is no more than 5% of Executive Board and Council or equivalent 1 - Female representation is more than 5% but no more than 15% 2 - Female representation is at least 15% with rules/policy to encourage gender balance 3 - Female representation is at least 25% with rules/policy to encourage gender balance 4 - Executive Board and Council include at least 40% of each gender with rules/policy to	2 Two female FIS Council members, whereby the main FIS Technical Committees have significant female representation including chair positions: <a href="http://www.fis-ski.com/inside-fis/about/fis-structure/council/index.html">http://www.fis-ski.com/inside-fis/about/fis-structure/council/index.html</a> FIS Committee List 2018-2020 (including gender indication) <a href="http://www.fis-ski.com/mm/Document/document/G">http://www.fis-ski.com/mm/Document/document/G</a>	1 OK. 2 women out of 20 Council members: <a href="http://www.fis-ski.com/inside-fis/about/fis-structure/council/index.html">http://www.fis-ski.com/inside-fis/about/fis-structure/council/index.html</a> . Below 15% threshold so score of 1. Only Council counted in accordance with policy developed for ASOIF members

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
		encourage gender balance	<p>eneral/12/47/43/FISCommitteeMembers2018-2020_English.pdf</p> <p>The FIS Management has currently 50% female representation: Secretary General, Communications Manager, Finance Manager</p> <p>The Council has established the Council Gender Equity Working Group in May 2018 which will now forge ahead with actions:  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/19/CostaNavarino2018-ShortSummary_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/19/CostaNavarino2018-ShortSummary_English.pdf</a> page 137</p>	
3.10	IF takes account of interests of wider stakeholders through appropriate co-operation with nongovernmental organisations/civil society (new)	<p>0 – No</p> <p>1 - Some evidence of cooperation with NGOs/civil society</p> <p>2 - Ad hoc, officially sanctioned cooperation with NGOs/civil society</p> <p>3 - Formal cooperation with NGOs/civil society, evidence of activity</p> <p>4 - State of the art cooperation with NGOs/civil society, evidence of activity</p>	<p>3</p> <p>Formal partnership with humanitarian organisation: Right To Play  <a href="http://www.fis-ski.com/inside-fis/marketing-and-communication/marketing/partnership/index.html">http://www.fis-ski.com/inside-fis/marketing-and-communication/marketing/partnership/index.html</a>  <a href="http://www.righttoplay.ch/Learn/keyplayers/Pages/Partners.aspx">http://www.righttoplay.ch/Learn/keyplayers/Pages/Partners.aspx</a> (<a href="http://www.fis-ski.com/search/index.html?q=Right+to+play#q=%22Right%20to%20play%22&amp;hint=news">http://www.fis-ski.com/search/index.html?q=Right+to+play#q=%22Right%20to%20play%22&amp;hint=news</a>)</p> <p>Ad hoc cooperation with other bodies including NGOs such as the Council of Europe, UNESCO and others</p> <p>Cooperation with civil society is</p>	<p>3</p> <p><i>OK. World Snow Day: <a href="https://world-snow-day.com/">https://world-snow-day.com/</a> . Brief account in Bulletin</i></p>

No	Indicator	Score definitions	Self-assessed score/evidence	<i>Moderated score/evidence</i>
			taking place with the FIS World Snow Day. Furthermore close cooperation with the Swiss police in 2018 in one specific (classified) case.	

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
<b>4</b>	<b>DEMOCRACY</b>			
4.1	Election of the President and a majority of members of all executive bodies	<p>0 – No</p> <p>1 - Some elections but for limited number of roles</p> <p>2 - Elections for president and majority of members of executive bodies</p> <p>3 - Elections for president and majority of roles, voting numbers published</p> <p>4 - Elections for president and majority of roles, voting numbers published, external scrutiny</p>	<p>3</p> <p>According to Art. 22 of the FIS Statutes: <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf</a></p> <p>FIS Congress Minutes including appointment of tellers to verify voting and number of votes per candidate, Item 18: <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/47/2016FISCongress-Minutes_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/47/2016FISCongress-Minutes_Neutral.pdf</a></p> <p>Elections FIS Congress 2018 including publication of number of votes in media info: (Congress Minutes not yet prepared) <a href="http://www.fis-ski.com/mm/Document/document/General/12/45/43/fiscongresscostanavarino2018decisionsfinal_Neutral.pdf">http://www.fis-ski.com/mm/Document/document/General/12/45/43/fiscongresscostanavarino2018decisionsfinal_Neutral.pdf</a></p>	<p>3</p> <p>OK</p>
4.2	Clear policies to ensure election candidates can campaign on balanced footing including opportunity for candidates to present their vision/programmes (revised)	<p>0 – No</p> <p>1 - Some opportunity for candidates to present their programme/manifesto in advance</p> <p>2 - Designated opportunity for candidates to present programme in advance with equal treatment</p> <p>3 - Candidates can announce well in advance (e.g. 3 months) and present programmes, including at General Assembly</p> <p>4 - Candidates can announce well in advance and present programmes, with campaign funding rules</p>	<p>3</p> <p>National Ski Associations submit their candidates latest 30 days before the FIS Congress and each one has the opportunity to communicate information about themselves and their programme at this time. Each candidate is given the opportunity to address the delegates in person (max 5 minutes) at the FIS Congress (Item 18). The existing Council Members renounce their right to present themselves during the FIS</p>	<p>2</p> <p><i>OK. Limited evidence of campaigning rules, other than a brief reference in Code of Ethics 2.1. Nomination deadline 30 days before Congress restricts time for campaigning. 2014 Congress minutes mention that candidates for Council were presented to delegates: <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/42/2014FISCongress-Minutes_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/42/2014FISCongress-Minutes_Neutral.pdf</a></i></p>



No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
			Congress. The list of candidates for election to the FIS Council was published after the deadline for applications: <a href="http://www.fis-ski.com/mm/Document/document/General/12/43/06/FISCongressPreviewCostaNavarinoFINAL_Neutral.pdf">http://www.fis-ski.com/mm/Document/document/General/12/43/06/FISCongressPreviewCostaNavarinoFINAL_Neutral.pdf</a>	
4.3	Election process with secret ballot under a clear procedure/regulation <i>(revised)</i>	0 – No 1 - Some provision for secret ballots 2 - Clear procedure/regulations in the statutes for secret ballots 3 - Clear procedure/regulations for secret ballots, electronic and paper options 4 - Clear regulations for secret ballots, electronic and paper options, cover various scenarios including handling protests	2 Art. 22 of the FIS Statutes <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf</a> Based on moderated score 2017 there are no electronic elections or voting for technical reasons and not relating to governance. Experiences from IOC and IAAF have shown electronic malfunctions and therefore a properly scrutinised manual system is more transparent and avoids potential questioning of the result in the event of such malfunctions. For information the only secret vote at the FIS Congress 2018 was the election of the Council Members, all other votes were carried out transparently with a show of red, green or white cards.	2 <i>OK. Feedback on wording of scoring definitions is noted</i>
4.4	Make public all open positions for elections and non-staff appointments including the process for candidates	0 – No 1 - Some open positions made public 2 - All elections and non-staff appointments referenced in General Assembly documents with details of roles, requirements, assessment provided 3 - Elections/appointments advertised openly	3 Art. 22 of the FIS Statutes <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf</a>	1 <i>OK. Most of the information is available to members only. Wording of indicator was adjusted for 2017-18 so that it only covers non-staff roles</i>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
	and full details of the roles, job descriptions, application deadlines and assessment <i>(revised)</i>	with details of roles, requirements, assessment 4 - State of the art open recruitment for all roles with details of roles, requirements, assessment	In addition there is an information letter sent out to the NSAs with all the due dates for proposals and applications.  Information about all positions can be found in the Member Section of the FIS Website: Jobs page: <a href="http://www.fis-ski.com/inside-fis/about/jobs/">http://www.fis-ski.com/inside-fis/about/jobs/</a> and all positions are published in the FIS Newsflash	
4.5	Establishment and publication of eligibility rules for candidates for election together with due diligence Assessment <i>(revised)</i>	0 – No 1 - Some rules about eligibility for election candidates 2 - Published eligibility rules for election candidates with a nominations process unrestricted except for proportionate rules to ensure involvement in the sport 3 - Published eligibility rules with unrestricted nominations and a nominations commission 4 - State of the art eligibility rules, a nomination commission	2  Art. 22 of the FIS Statutes in regard to Council candidates qualifications and suitability: <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf</a>	2  <i>OK. Nominations are unrestricted</i>
4.6	Term limits for elected officials	0 – No 1 - Some term limits but possibility of multiple re-elections to the same position 2 - Term limits in place with a maximum of no more than 12 years in 1 role 3 - Term limits in place with a maximum of 3 x 4 year cumulative terms in the same or multiple roles 4 - Term limits with a max of 3 x 4 year terms in same or multiple roles, waiting period before new role	1  Art. 25 of the FIS Statutes <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf</a> The newly formed Working Group for Governance will make a proposal for term limits. Presently the terms limits are subject to National Associations nomination of suitable candidates and elections for all positions every two years.	0  <i>OK. There are no term limits currently in place</i>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
4.7	Provide for the representation of key stakeholders (e.g. “active” athletes as defined in the Olympic Charter) in governing bodies <i>(revised)</i>	<p>0 – No</p> <p>1 - Some representation of key stakeholders in governing bodies</p> <p>2 - Designated key stakeholder representatives in governing bodies (not consultative)</p> <p>3 - Representation of key stakeholders including athlete(s) on Executive Board</p> <p>4 - State of art athlete and other key stakeholder representation</p>	<p>4</p> <p>The FIS Congress 2018 decided to add a second athlete representative in the FIS Council; one of each gender and representing different disciplines:  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf</a></p> <p>The FIS Athletes Commission members are elected by their peers: one athlete per discipline and per gender:  <a href="http://www.fis-ski.com/inside-fis/about/fis-structure/athletes-commission/article=composition-48806.html">http://www.fis-ski.com/inside-fis/about/fis-structure/athletes-commission/article=composition-48806.html</a></p> <p>The members of the Athlete Commission represent the athletes in their discipline's Technical Committee/s  <a href="http://www.fis-ski.com/news-multimedia/news/article=decisions-the-51st-international-ski-congress-costa-navarino-gre.html">http://www.fis-ski.com/news-multimedia/news/article=decisions-the-51st-international-ski-congress-costa-navarino-gre.html</a>  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/AlpineSkiing/03/29/54/ICR_clean.01082016_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/AlpineSkiing/03/29/54/ICR_clean.01082016_Neutral.pdf</a>  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf</a></p>	<p>3</p> <p><i>OK. Athletes are well-represented. Congress decision: <a href="http://www.fis-ski.com/mm/Document/documentlibrary/General/12/45/43/fiscongresscostanavarino2018decisionsfinal_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/General/12/45/43/fiscongresscostanavarino2018decisionsfinal_Neutral.pdf</a> . Some evidence of other stakeholders represented in committees</i></p>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
4.8	Defined conflict of interest policy with exclusion of members with a manifest, declared or perceived conflict	0 – No 1 - Some conflict of interest rules 2 - Defined conflict of interest policy 3 - Defined conflict of interest policy, evidence of implementation 4 - State of the art conflict of interest policy, checked against register and evidence of implementation	3 Art. 3.3 of the FIS Universal Code of Ethics <a href="http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf</a> Verification to be undertaken by Global Intelligence Services wherever necessary.	2 <i>OK. Limited evidence of implementation so far, such as a requirement for officials to submit a official declaration of interests form</i>
4.9	Governing bodies meet regularly <i>(revised)</i>	0 – No 1 - General Assembly meets at least every 4 years 2 - General Assembly meets at least every 2 years and other representative governing bodies meet at least every year with decisions published 3 - General Assembly meets at least every 2 years and other representative governing bodies meet multiple times per year with decisions and, calendar published 4 - General Assembly annual, other bodies meet several times per year, calendar, decisions and extra info published	3 Newly decided by the FIS Congress 2018 to add a "Presidents Conference" as part of the FIS Calendar Conference which takes place in the alternate years to the FIS Congress: <a href="http://www.fis-ski.com/mm/Document/document/General/12/45/43/fiscongresscostanavarino2018decisionsfinal_Neutral.pdf">http://www.fis-ski.com/mm/Document/document/General/12/45/43/fiscongresscostanavarino2018decisionsfinal_Neutral.pdf</a>  Art. 14 of FIS Statutes <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf</a> The FIS Council meets at least twice per year (Art. 29 of FIS Statutes). The FIS Council decisions can be found in the publicly accessible Governance Section of the FIS Document Library: <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/19/CostaNavarino2018-ShortSummary_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/19/CostaNavarino2018-ShortSummary_English.pdf</a>	3 <i>OK. Statutes Article 14.1 - Congress meets every 2 years, 29 - Council usually meets twice per year</i>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
			<p>The governing FIS Technical Committees which serve as the Advisory Bodies to the FIS Council also meet twice per year prior to the Council and the proposals and decisions are also published in the Short Summary</p>	
4.10	<p>Ensuring equal opportunities for members to participate in the General Assembly (new)</p>	<p>0 - No support for members to attend General Assembly            1 - Livestream of General Assembly so that members who do not attend can follow proceedings            2 - Published criteria for method of ensuring equal opportunities for members to participate            3 - Published criteria for method of ensuring equal opportunities for members to participate with equal status            4 - Published criteria for method of ensuring equal opportunities for members to participate with equal status; costs/support for members published</p>	<p>3</p> <p>The attendance of every member NSA at the FIS Congress is supported and facilitated by FIS, with the Congress package paid for one representative: this includes flight and accommodation, attendance at all meetings, events and social activities. Confirmed by the FIS Council and published: <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/87/2017FISCouncilNovember-ShortSummary_Neutral.pdf">www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/87/2017FISCouncilNovember-ShortSummary_Neutral.pdf</a> Page 109</p> <p>Every full member NSA is entitled to participate at the General Assembly with up to three delegates irrespective if they have 1, 2 or 3 votes - and the different number of votes is determined by clear criteria defined in the FIS Statutes (<a href="http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf</a>, art. 17)</p>	<p>3</p> <p><i>OK. 1 budget line in 2016 accounts for Congress (cost of subsidising NSAs not listed separately): <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/44/2016FISAccounts_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/44/2016FISAccounts_Neutral.pdf</a></i></p>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
<b>5</b>	<b>DEVELOPMENT AND SOLIDARITY</b>			
5.1	Transparent process to determine allocation of resources in declared development objectives (revised)	<p>0 – No</p> <p>1 - Some information about allocation of resources in development objectives</p> <p>2 - Defined, transparent process to determine allocation of resources in development objectives</p> <p>3 - Defined, transparent process for allocating resources in development objectives, all info published</p> <p>4 - State of the art process for allocating resources in development objectives, all info published</p>	<p>4</p> <p>FIS Development Programme information: <a href="http://www.fis-ski.com/inside-fis/development/fis-aid-and-promotion/index.html">http://www.fis-ski.com/inside-fis/development/fis-aid-and-promotion/index.html</a>. FIS Development Programme Guidelines: <a href="http://www.fis-ski.com/mm/Document/document/General/08/57/58/">http://www.fis-ski.com/mm/Document/document/General/08/57/58/</a></p> <p>Application Form for FIS Solidarity Support with clear instructions and criteria: <a href="http://www.fis-ski.com/mm/Document/document/General/08/57/58/DRAFTFDPGuidelines_21.05.2018_English.pdf">http://www.fis-ski.com/mm/Document/document/General/08/57/58/DRAFTFDPGuidelines_21.05.2018_English.pdf</a> and <a href="http://www.fis-ski.com/mm/Document/document/General/05/62/49/FISSolidarityApplicationForm2018_English.pdf">http://www.fis-ski.com/mm/Document/document/General/05/62/49/FISSolidarityApplicationForm2018_English.pdf</a></p>	<p>4</p> <p><i>OK. Development Programme Guidelines 2018-19:</i> <a href="http://www.fis-ski.com/mm/Document/document/General/08/57/58/DRAFTFDPGuidelines_21.05.2018_English.pdf">http://www.fis-ski.com/mm/Document/document/General/08/57/58/DRAFTFDPGuidelines_21.05.2018_English.pdf</a>. <i>Criteria and application process are clear. Members classified by eligibility and priority:</i> <a href="http://www.fis-ski.com/mm/Document/document/General/08/58/46/NeueStrukturierte_FDPMembersListe_2016_English.pdf">http://www.fis-ski.com/mm/Document/document/General/08/58/46/NeueStrukturierte_FDPMembersListe_2016_English.pdf</a></p>
5.2	Redistribution policy and programmes for main stakeholders (revised)	<p>0 – No</p> <p>1 - Some redistribution among main stakeholders</p> <p>2 - Formal redistribution policy or programme for main stakeholders, which may involve providing services directly</p> <p>3 - Formal redistribution policy or programme for main stakeholders, which may involve providing services directly, with financial figures published</p> <p>4 - State of the art redistribution programme for stakeholders, declared criteria and financial figures published</p>	<p>4</p> <p>Full information about the system for financial support based on objective criteria at the FIS Congress and in the minutes: <a href="http://www.fis-ski.com/mm/Document/document/General/10/19/42/Cancun2016-CongressMinutes_Neutral.pdf">http://www.fis-ski.com/mm/Document/document/General/10/19/42/Cancun2016-CongressMinutes_Neutral.pdf</a></p> <p>Furthermore the FIS Financial Support criteria and regulations are published on the website <a href="http://www.fis-ski.com/mm/Document/document/library/Services/12/47/20/FISFinancialSupportPrincipals_Neutral.pdf">http://www.fis-ski.com/mm/Document/document/library/Services/12/47/20/FISFinancialSupportPrincipals_Neutral.pdf</a></p>	<p>4</p> <p><i>OK. Financial information on development included in 2017 accounts, including full list of solidarity funding by NSA</i></p>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
5.3	Monitoring / audit process of the use of distributed funds (revised)	<p>0 – No</p> <p>1 - Funding recipients provide a report on how money is spent</p> <p>2 - Monitoring / audit process in place for use of distributed funds and/or directly funded development work</p> <p>3 - Independent monitoring / audit process in place for use of distributed funds and/or directly funded development work</p> <p>4 - Independent monitoring/ audit process in place for use of distributed funds and/or directly funded development work, results published</p>	<p>3</p> <p>FIS Solidarity: All information about the programme and opportunities available are described on the FIS website <a href="http://www.fis-ski.com/inside-fis/development/fis-solidarity/">http://www.fis-ski.com/inside-fis/development/fis-solidarity/</a>.</p> <p>Payments for FIS Solidarity support are made after the completion of a written report from the NSA and provision of receipts, etc. The independent auditors elected at the FIS Congress review the FIS Solidarity Support financial reports during the audit.</p>	<p>2</p> <p><i>OK. FIS undergoes an external audit. It is not clear that expenditure of development funds is audited. However, FIS approach appears proportionate to level of investment</i></p>
5.4	Respect principles of sustainable development and regard for the environment (revised)	<p>0 – No</p> <p>1 - At least some reference to environmental responsibility in official documents</p> <p>2 - Official guidance on respecting principles of sustainable development and environment in Statutes and/or event hosting rules</p> <p>3 - Policy and measures on environmental responsibility, evidence of implementation, details published</p> <p>4 - State of the art policy on environmental responsibility, monitoring in place, details published</p>	<p>3</p> <p><a href="http://www.fis-ski.com/inside-fis/development/fis-sustainability/">http://www.fis-ski.com/inside-fis/development/fis-sustainability/</a> Additionally the FIS Rules have added clear information about regard for the environment in the regulations for homologation of courses (<a href="http://www.fis-ski.com/mm/Document/documentlibrary/AlpineSkiing/03/29/54/ICR_2017_final_08082017_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/AlpineSkiing/03/29/54/ICR_2017_final_08082017_Neutral.pdf</a>, art. 650). A link to the Alpine rules, which is similar across all FIS disciplines.</p>	<p>3</p> <p><i>OK. Mainau Manifesto with broad sustainability principles: <a href="http://www.fis-ski.com/mm/Document/document/General/10/82/39/MainauManifestoNeutral.pdf">http://www.fis-ski.com/mm/Document/document/General/10/82/39/MainauManifestoNeutral.pdf</a>. Green Event manual: <a href="http://www.fis-ski.com/mm/Document/document/General/04/39/58/FISGreenEventManualEN_Neutral.pdf">http://www.fis-ski.com/mm/Document/document/General/04/39/58/FISGreenEventManualEN_Neutral.pdf</a>. Homologation rules justify score of 3</i></p>
5.5	Existence of social responsibility policy and participation programmes targeting hard to reach areas (revised)	<p>0 – No</p> <p>1 - At least some reference to social responsibility in official documents</p> <p>2 - Social responsibility policy and programmes in place</p> <p>3 - Social responsibility policy and programmes in place, evidence of implementation, details published</p> <p>4 - State of the art social responsibility policy,</p>	<p>3</p> <p>FIS Bring Children To The Snow programme with National Ski Associations, Organisers and also the wider Winter Sports community and industry:  <a href="https://www.snowkidz.com/">https://www.snowkidz.com/</a>  <a href="https://world-snow-day.com/">https://world-snow-day.com/</a></p>	<p>3</p> <p><i>OK. Good range of activity. Summary of Marc Hodler Foundation investment provided. Some information on community activity published in Bulletin</i></p>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
		monitoring in place, details published	<p>Reference moderated score, Marc Hodler Foundation does not only focus and support competitive athletes who have had serious accidents, illness or hardship (which is surely a definition of social responsibility), it is also contributing to activities that support wider snowsports related activities (see accompanying information). More specific details of projects supported can be provided on request</p> <p><a href="http://www.fis-ski.com/inside-fis/about/fis-structure/marc-hodlerfoundation/index.html">http://www.fis-ski.com/inside-fis/about/fis-structure/marc-hodlerfoundation/index.html</a></p> <p>Cooperation with Humanitarian Organisation: Right to Play:  <a href="http://www.fis-ski.com/search/index.html?q=Right+to+play#q=%22Right%20to%20play%22&amp;hint=news">http://www.fis-ski.com/search/index.html?q=Right+to+play#q=%22Right%20to%20play%22&amp;hint=news</a></p>	
5.6	Education programmes and assistance to coaches, judges, referees and athletes <i>(revised)</i>	<p>0 – No</p> <p>1 - At least some educational support for coaches, judges, referees and athletes</p> <p>2 - Education programme and assistance for coaches, judges, referees and athletes</p> <p>3 - Education programme and assistance for coaches, judges, referees and athletes with details published</p> <p>4 - State of the art education programme for coaches, judges, referees and athletes with details published</p>	<p>4</p> <p>Education of officials per discipline is extensive with both compulsory attendance at seminars and e-learning: i.e. E-Learning platform Ski Jumping; Technical Delegate and Officials Seminars per discipline</p> <p><a href="http://www.fis-ski.com/mm/Document/documentlibrary/AlpineSkiing/03/29/54/ICR_clean.01082016_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/AlpineSkiing/03/29/54/ICR_clean.01082016_Neutral.pdf</a></p> <p>TD courses: <a href="http://www.fis-ski.com/nordic-combined/news-multimedia/news/article=multifaceted-seminar-seefeld.html">http://www.fis-ski.com/nordic-combined/news-multimedia/news/article=multifaceted-seminar-seefeld.html</a></p>	<p>4</p> <p><i>OK. Limited information available about seminars and e-learning (other than documents on rules and operations) but activity is presumably extensive. Some evidence of educational seminars in Bulletin - overlap with development. Investment in education activities is not obviously listed in the 2017 accounts - possibly covered in development, staff time, travel costs etc.</i></p>



No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
			<p>Information at the Leaders Seminar 2016 in Cancun (<a href="http://www.fis-ski.com/mm/Document/document/General/08/55/56/LadiesSeminar2016_Neutral.pdf">http://www.fis-ski.com/mm/Document/document/General/08/55/56/LadiesSeminar2016_Neutral.pdf</a>)            Education for Athletes with Anti-Doping information including Outreach programmes at FIS World Championships together with the NADO and the IOC Awareness programme for the prevention of manipulation of competitions:  <a href="http://www.fis-ski.com/news-multimedia/news/article=fis-launches-outreach-programme-lahti-2017-promote-clean-sport-message.html">http://www.fis-ski.com/news-multimedia/news/article=fis-launches-outreach-programme-lahti-2017-promote-clean-sport-message.html</a>  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Administrative/08/60/58/FISRulesonthePreventionoftheManipulationofCompetitions_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Administrative/08/60/58/FISRulesonthePreventionoftheManipulationofCompetitions_English.pdf</a></p>	
5.7	Solidarity programmes pay due regard to gender and geographical representation through internal guidelines	<p>0 – No            1 - Some solidarity guidelines relating geographical representation            2 - Formal solidarity guidelines covering gender and geographical representation            3 - Formal solidarity guidelines covering gender and geographical representation, figures published            4 - State of the art solidarity guidelines covering gender and geographical representation, results published</p>	<p>4            FIS Development Programme criteria have been updated and clearly define balanced gender participation:  <a href="http://www.fis-ski.com/mm/Document/document/General/08/57/58/DRAFTFDPGuidelines_21.05.2018_English.pdf">http://www.fis-ski.com/mm/Document/document/General/08/57/58/DRAFTFDPGuidelines_21.05.2018_English.pdf</a>            FIS Development Programme activity report published in the FIS Bulletin, FIS Website and Short Summary of the Council Minutes:  <a href="http://www.fis-ski.com/search/index.html?q=%22D">http://www.fis-ski.com/search/index.html?q=%22D</a></p>	<p>3  <i>OK. Development Programme criteria include geographic targeting based on need. Funding details included in 2017 accounts and there is some information on participant numbers and outcomes in Council minutes</i></p>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
			<p>velopment+Programme%22#q=%22Development%20Programme%22&amp;hint=news</p> <p>6th Ladies Seminar was held during the FIS Congress in Costa Navarino 2018:  <a href="http://www.fis-ski.com/mm/Document/document/General/12/47/31/LadiesSeminar2018_English.pdf">http://www.fis-ski.com/mm/Document/document/General/12/47/31/LadiesSeminar2018_English.pdf</a></p> <p>FDP Budget with geographic allocation and grants, training camp regulations for equal gender participation:</p>	
5.8	Legacy programmes to assist communities in which events are hosted	<p>0 – No</p> <p>1 - Some support for communities which host events in their legacy planning</p> <p>2 - Legacy programmes to assist communities in which events are hosted</p> <p>3 - Formal legacy programme and resources to assist communities in which events are hosted</p> <p>4 - State of the art programme and resources to assist event host communities, monitoring, details published</p>	<p>3</p> <p>The FIS World Championship Inspection Group Questionnaire and Evaluation has a strong focus on Legacy: <a href="http://www.fis-ski.com/mm/Document/documentlibrary/WSCCandidates/12/46/76/wscalpinecandidates2023-fisinspectiongroupfinalreport10042018_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/WSCCandidates/12/46/76/wscalpinecandidates2023-fisinspectiongroupfinalreport10042018_English.pdf</a></p> <p><a href="http://www.fis-ski.com/mm/Document/documentlibrary/WSCCandidates/06/96/06/WSCCandidates_EnvironmentalGuidelines15052017_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/WSCCandidates/06/96/06/WSCCandidates_EnvironmentalGuidelines15052017_English.pdf</a></p> <p><a href="http://www.fis-ski.com/mm/Document/documentlibrary/WSCCandidates/07/07/55/Checklistenvironmentalguidelines_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/WSCCandidates/07/07/55/Checklistenvironmentalguidelines_English.pdf</a></p> <p>FIS World Championships take place at leading, regular World Cup sites in order to ensure future legacy and stimulate further activity</p>	<p>3</p> <p><i>OK. Specific requirements regarding environmental legacy for major events, including a checklist for organisers. Useful report from 2017 Alpine World Ski Championships</i></p>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
			<p>According to the FIS WSC Rules:  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/MajorEvents/05/55/15/WSCRules2017E_clean_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/MajorEvents/05/55/15/WSCRules2017E_clean_English.pdf</a>            Legacy Reports from FIS World Championships 2017  <a href="http://kt.fis-ski.com/sites/default/files/St.%20Moritz%202017%20-%20Final%20Report%20May%202017.pdf">http://kt.fis-ski.com/sites/default/files/St.%20Moritz%202017%20-%20Final%20Report%20May%202017.pdf</a></p>	
5.9	Anti-discrimination policies on racial, religious or sexual orientation	<p>0 – No            1 - Recognition of antidiscrimination issues in official documents            2 - Official antidiscrimination policy or policies in place            3 - Anti-discrimination policy/ policies covering all characteristics, evidence of Implementation            4 - State of the art antidiscrimination policies, evidence of implementation, results published</p>	<p>3            Art. 4.1 FIS Statutes:  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf</a>            Art. 3.5 FIS Universal Code of Ethics:  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf</a>            New FIS Snow Safe Policy:  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/General/12/46/93/FISSnowSafePolicy2018_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/General/12/46/93/FISSnowSafePolicy2018_English.pdf</a>            FIS World Championship regulations, art. 5.2.2  <a href="http://www.fis-ski.com/inside-fis/document-library/major-events/">http://www.fis-ski.com/inside-fis/document-library/major-events/</a>  <a href="http://www.fis-ski.com/inside-fis/document-library/world-championship-candidates/">http://www.fis-ski.com/inside-fis/document-library/world-championship-candidates/</a></p>	<p>3  <i>OK. Score of 3 due to new Snow Safe Policy on athlete welfare. Evidence of implementation of anti-discrimination policies could be positive action, such as education work, or disciplinary cases in the event of allegations</i></p>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
5.10	IF dedicates appropriate resources to the Paralympic/disability discipline(s) in the sport (Note: for sports that have no Paralympic or disability discipline, the mean score for the rest of the questionnaire will be awarded for this question) <i>(new)</i>	<p>0 – No</p> <p>1 - IF provides some limited support to the organisation responsible for the Paralympic/disability discipline(s) in the sport</p> <p>2 - IF has a committee and some staff support to oversee the Paralympic/disability discipline(s), or IF has a formal agreement in place with the responsible organisation</p> <p>3 - IF support for Paralympic/disability discipline(s) integrated through multiple departments with appropriate resources</p> <p>4 - IF provides state of the art support for Paralympic/disability discipline(s) integrated through all relevant departments with appropriate resources</p>	4	4
			<p>Para competitions are fully integrated in the FIS Calendar:  <a href="https://data.fis-ski.com/global-links/all-fis-results.html?place_search=&amp;seasoncode_search=all&amp;sector_search=AL&amp;date_search=&amp;gender_search=&amp;category_search=PARA&amp;codex_search=&amp;nation_search=&amp;disciplinecode_search=&amp;date_from=01&amp;search=Search&amp;limit=50">https://data.fis-ski.com/global-links/all-fis-results.html?place_search=&amp;seasoncode_search=all&amp;sector_search=AL&amp;date_search=&amp;gender_search=&amp;category_search=PARA&amp;codex_search=&amp;nation_search=&amp;disciplinecode_search=&amp;date_from=01&amp;search=Search&amp;limit=50</a></p> <p>Dedicated FIS Committee for Para Snowsports (<a href="http://www.fis-ski.com/inside-fis/about/fis-structure/committees/index.html">http://www.fis-ski.com/inside-fis/about/fis-structure/committees/index.html</a>)</p> <p>The committee members are welcome to attend all other FIS Committee meetings</p> <p>The FIS International Competition Rules, all guidelines, etc. are provided to the IPC Technical Commissions as their own rule book. FIS TDs are assigned to IPC competitions - IPC specific TD education is coordinated with FIS</p> <p>Joint official inspections of Olympic Venues with the FIS and IPC designated expert/s are carried out.</p> <p>IPC runs the FIS disciplines itself and wishes to continue to do so - FIS has a MoU with IPC since 5+ years and supports extensively as described</p>	<i>OK. IPC governs the disability disciplines but co-operation seems extensive.</i>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
<b>6</b>	<b>CHECKS AND BALANCES / CONTROL MECHANISMS</b>			
6.1	Establish an internal ethics committee with independent representation	<p>0 – No</p> <p>1 - Some monitoring of ethical behaviour</p> <p>2 - Ethics committee with independent representation in place to monitor application of ethics rules</p> <p>3 - Ethics committee with majority independent representation in place, can propose sanctions</p> <p>4 - State of the art ethics committee, independent majority, starts investigations, proposes sanctions</p>	<p>4</p> <p>In May 2018 FIS has appointed an independent organisation Global Sports Investigations (GSI) to deliver and operate a series of governance reforms including a whistleblowing hotline, an independent ethics office for the preliminary assessment of concerns raised, as well as providing ancillary intelligence support:</p> <p><a href="http://www.fis-ski.com/news-multimedia/news/article=fis-takes-lead-best-practice-governance-with-gsi-appointment.html">http://www.fis-ski.com/news-multimedia/news/article=fis-takes-lead-best-practice-governance-with-gsi-appointment.html</a></p> <p>Art. 5 of FIS Universal Code of Ethics  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/General/07/34/09/FISUniversalCodeofEthicsNovember2016_English.pdf</a></p>	<p>4</p> <p><i>OK. Code of Ethics 5.2.2 - independent representation on Ethics Commission. 5.3-5.4 - Ethics Commission can propose sanctions. Names of Ethics Commission members are not obviously published. External support is new and in the process of implementation. This provides investigative capacity</i></p>
6.2	Establish an internal audit committee that is independent from the IF decision-making body <i>(revised)</i>	<p>0 – No</p> <p>1 - Audit committee in place but no independence</p> <p>2 - Audit committee in place with independent (meaning not IF staff or members of IF executive) representation</p> <p>3 - Audit committee in place with independent majority, activity published</p> <p>4 - State of the art audit committee with independent majority, reports directly to members, activity published</p>	<p>3</p> <p>Item 19 of the FIS Congress Minutes: Election of two auditors of the accounts for the next financial period who may not be active members of a FIS governing body or NSA:  <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/47/2016FISCongress-Minutes_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/11/37/47/2016FISCongress-Minutes_Neutral.pdf</a>  Report published in Congress Minutes: Auditors Report on page</p>	<p>3</p> <p><i>OK. Statutes Article 44 - role of internal auditors. Eligibility restrictions for internal auditors are not referenced in the Statutes but are presumably covered elsewhere</i></p>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
			160 - 170 in FIS Congress Minutes. In addition the Finance Commission has it's regulatory meetings and a report is published in the public FIS Short Summary, item 8 on pages 12-14: <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/19/CostaNavarino2018-ShortSummary_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/19/CostaNavarino2018-ShortSummary_English.pdf</a>	
6.3	Adopt accounting control mechanisms and external financial audit (revised)	0 – No 1 - Some accounting control mechanisms and/or an external financial audit 2 - Official accounting control mechanisms in place and an external financial audit 3 - Official accounting control mechanisms in place and an external financial audit, details published 4 - State of the art accounting controls in place and external financial audit, details published	4 The Internal Controlling System (ICS) was implemented in 2008 and is reviewed every year by the external financial auditors. In addition to the external financial auditors, FIS has an internal audit (Statutes Art. 44ff) and a Finance Commission (Statutes Art. 35). According to the Swiss Law, based on the size and turnover FIS would have to conduct only a limited statutory examination, but the FIS Council decided in 2016 to fulfill a Normal Statutory Audit. In addition a Risk Management has been implemented in 2016, which is reviewed annually as part of the external audit and has been approved by the external financial auditors.	4 <i>OK. Audited accounts are published. Report of the Finance Commission in Council meeting summary from May 2018 and level of detail in audited accounts demonstrate that accounting controls are in place</i>
6.4	Adopt policies and processes for internal control (revised)	0 – No 1 - Some systems in place for internal control and/or risk management 2 - Official procedure in place for internal control and risk management 3 - Official procedure in place for internal control and risk management, evidence of implementation	4 The financial reports of the accounts with detailed commentary are provided on a quarterly basis to the FIS Finance Commission and	4 <i>OK. Brief reference to foreign exchange risk in reports by internal and external auditors. Risk management is the</i>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
		4 - State of the art internal control and risk management procedure, evidence of implementation	FIS Council. The full audit reports are distributed to the NSAs in the Member Section of the FIS Website before the FIS Congress and annually as from immediately (decision FIS Congress 2018) The publicly published FIS Congress minutes include financial statements, internal and external audit reports are published. The FIS Presidents Conference will take place every second year between FIS Congresses to review and approve the accounts. ( <a href="http://www.fis-ski.com/mm/Document/document/General/12/45/43/fiscongresscostanavarino2018decisionsfinal_Neutral.pdf">http://www.fis-ski.com/mm/Document/document/General/12/45/43/fiscongresscostanavarino2018decisionsfinal_Neutral.pdf</a> ) Separate Risk Management with an Excel Worksheet are provided for each meeting of the Finance Commission and FIS Council since 2017.	<i>responsibility of the Council and Finance Committee</i>
6.5	Adopt policies and mechanisms to prevent commercial interests from overriding sporting regulations e.g. in selection of event hosts, conduct of draws, complying with “public order” including anti-trust legislation (revised)	0 – No 1 - Some acknowledgement of potential issue in official documents 2 - Policies and mechanisms in place 3 - Policies and mechanisms in place, including reference in Code of Ethics, evidence of implementation in decision-making 4 - State of the art policies and mechanisms, evidence of implementation in decision-making	3 Defined in the ICR (International Competition Rules) Art. 206.7. Defined in the FIS Code of Ethics, Art 3.2.1 e.g. "in selection of event hosts" Example election of hosts for FIS World Championships 2023 following the evaluation report of the FIS Inspection Group: Nordic disciplines in Planica, Slovenia, 5th candidacy elected over Trondheim, Norway which has much greater financial potential (no. spectators, national sport, commercial market)	3 <i>OK. ICR 206.7 - restrictions on commercial betting sector for sponsorship. Code of Ethics 3.2.4 - broadcasters and sponsors should not interfere in running of FIS. The intention of the indicator is not that IFs should reject commercial opportunities but that the risks of inappropriate influence should be managed</i>

No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
			and similarly Courchevel-Meribel, France elected over Saalbach, Austria also greater commercial potential, but Austria hosted the championships previously much more recently than France	
6.6	Observe open tenders for major commercial and procurement contracts (other than events) <i>(revised)</i>	0 – No 1 - Some tenders for major commercial and procurement contracts 2 - Regular open tenders for major commercial and procurement contracts 3 - Regular open tenders for major commercial and procurement contracts, full documentation 4 - State of the art open tenders for major contracts, full documentation, publication of appointments	2 Tenders for major investment/contracts/services. Recent tenders include for media impact review services The largest contract for FIS (around 30% total FIS income) is for broadcast and commercial rights for the FIS Alpine and Nordic World Ski Championships: link to FIS launches tender link to decision to appoint Infront: <a href="http://www.fis-ski.com/news-multimedia/news/article=fis-appoints-infront-market-the-fis-alpine-and-nordic-world-ski-championships-2023-and-2025-124485.html">http://www.fis-ski.com/news-multimedia/news/article=fis-appoints-infront-market-the-fis-alpine-and-nordic-world-ski-championships-2023-and-2025-124485.html</a>	2 <i>OK. Invitation to tender published: <a href="http://www.fis-ski.com/mm/Document/document/General/12/04/68/ITTforFISWorldChampionships2023and2025_Neutral.pdf">http://www.fis-ski.com/mm/Document/document/General/12/04/68/ITTforFISWorldChampionships2023and2025_Neutral.pdf</a></i>
6.7	Decisions can be challenged through internal appeal mechanisms on the basis of clear rules	0 – No 1 - Some opportunity for internal appeals 2 - Internal appeals policy in place 3 - Internal appeals policy in place, evidence of implementation 4 - State of the art appeals policy, evidence of implementation, outcomes published	4 Art. 52 of the FIS Statutes <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes2016-complete_Neutral.pdf</a> The outcomes are published as press releases i.e. <a href="http://www.fis-ski.com/mm/Document/document/General/09/18/20/DecisiononappealsoftheprovisionallysuspendedRussianCrossCountryathletes_Neutral.pdf">http://www.fis-ski.com/mm/Document/document/General/09/18/20/DecisiononappealsoftheprovisionallysuspendedRussianCrossCountryathletes_Neutral.pdf</a>	4 <i>OK. Statutes Article 52 - appeals of certain types may be heard by the FIS Court. Example of an appeal decision by the Doping Panel: <a href="http://www.fis-ski.com/news-multimedia/news/article=fis-doping-panel-decision-appeals-the-provisionally-suspended-russian-cross-country-athletes.html">http://www.fis-ski.com/news-multimedia/news/article=fis-doping-panel-decision-appeals-the-provisionally-suspended-russian-cross-country-athletes.html</a></i>



No	Indicator	Score definitions	Self-assessed score/evidence	Moderated score/evidence
6.8	Due diligence and effective risk management in bidding requirements, presentation, assessment and allocation of main events	0 – No 1 - Some due diligence and/or risk management in bidding and allocation of major events 2 - Designated due diligence and risk management process for bidding, assessment, event allocation 3 - Due diligence and risk management process for bidding, assessment, event allocation, info published 4 - State of the art due diligence/ risk management for event process, info published, with element of external bidding assessment	3	<i>OK. Detailed bidding regulations and process in place. Candidacy questionnaire and work of Inspection Group allow FIS to assess bids against criteria</i>
			<a href="http://www.fis-ski.com/inside-fis/document-library/major-events/">http://www.fis-ski.com/inside-fis/document-library/major-events/</a> <a href="http://www.fis-ski.com/mm/Document/documentlibrary/WSCCandidates/07/07/66/WSCCandidates2022_2023_ConditionsProcedure_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/WSCCandidates/07/07/66/WSCCandidates2022_2023_ConditionsProcedure_English.pdf</a> <a href="http://www.fis-ski.com/mm/Document/documentlibrary/WSCCandidates/09/30/24/WSCEventBidInformationJanuary2017_Neutral.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/WSCCandidates/09/30/24/WSCEventBidInformationJanuary2017_Neutral.pdf</a> <a href="http://www.fis-ski.com/mm/Document/documentlibrary/MajorEvents/05/55/15/WSCRules2016Eclean19122016_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/MajorEvents/05/55/15/WSCRules2016Eclean19122016_English.pdf</a> Questionnaire	
6.9	Awarding of main events follows an open and transparent process (revised)	0 – No 1 - Some information published about process for awarding main events 2 - Process for awarding main events with rules including criteria, fair timetables, outcomes published 3 - Process for awarding events, rules include criteria, fair timetables, shortlisting or rotation 4 - Process for awarding events, rules include criteria, fair timetables, shortlisting or rotation, with element of external bidding assessment	3	<i>OK. Rules for Organisation of FIS World Championships 4.3 sets out voting process for Council to allocate events. Council meeting notes from May 2018 reference votes and allocation of events. Conditions Procedure document sets out a bidding timetable: <a href="http://www.fis-ski.com/mm/Document/documentlibrary/WSCCandidates/07/07/66/WSCCandidates2022_2023_ConditionsProcedure_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/WSCCandidates/07/07/66/WSCCandidates2022_2023_ConditionsProcedure_English.pdf</a></i>
			Defined in the RULES FOR THE ORGANISATION OF FIS WORLD CHAMPIONSHIPS <a href="http://www.fis-ski.com/mm/Document/documentlibrary/MajorEvents/05/55/15/WSCRules2016Eclean19122016_English.pdf">http://www.fis-ski.com/mm/Document/documentlibrary/MajorEvents/05/55/15/WSCRules2016Eclean19122016_English.pdf</a> Report of the FIS Inspection Group and Candidate's projects published: <a href="http://www.fis-ski.com/search/index.html?q=Coordination+Group#q=%22Coordination%20Group%22&amp;hint=news">http://www.fis-ski.com/search/index.html?q=Coordination+Group#q=%22Coordination%20Group%22&amp;hint=news</a>	
6.10	Internal decisions can be appealed with final recourse to the Court of Arbitration for Sport	0 – No 1 - Some opportunity for external Appeals 2 - Right of appeal for some internal decisions to CAS or similar	4	<i>OK. There are also cases published on the CAS database</i>
			Art. 52.4 of the FIS Statutes <a href="http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes201">http://www.fis-ski.com/mm/Document/documentlibrary/Statutes/02/03/06/Statutes201</a>	

<b>No</b>	<b>Indicator</b>	<b>Score definitions</b>	<b>Self-assessed score/evidence</b>	<b><i>Moderated score/evidence</i></b>
		3 - Right of appeal in statutes for all relevant internal decisions to CAS, evidence of implementation 4 - Right of appeal in statutes for all relevant decisions to CAS, implementation, outcomes published	6-complete_Neutral.pdf The outcome is published as press releases i.e. <a href="http://www.fis-ski.com/mm/Document/document/General/11/73/22/FISStatementonCASdecisionregardingRussianathletes_Neutral.pdf">http://www.fis-ski.com/mm/Document/document/General/11/73/22/FISStatementonCASdecisionregardingRussianathletes_Neutral.pdf</a>	

## Summary scores

Section	2017		2018	
	Self-assessed score	Moderated score	Self-assessed score	Moderated score
Transparency	29	28	33	33
Integrity	26	20	32	28
Democracy	20	14	27	22
Development / Solidarity	25	22	35	33
Checks and Balances / Control Mechanisms	32	29	34	34
Total (sections 2-6)	132	113	161	150
Mean	2.64	2.26	3.22	3

## Overview of IF groups based on total moderated scores

	Total score	Number of ASOIF IFs
Group A1	152 - 177	6
Group A2	120 - 142	8
Group B	96 - 112	10
Group C	46 - 89	9

	2017	2018
Total moderated score	<b>113</b>	<b>150</b>
IF group based on total moderated score	<b>B</b>	<b>A1 / A2</b>

The maximum theoretical score is 200 (40 for each of five sections). Due to the scoring method, percentages should not be used. The margin of error for the total moderated score is estimated at -7 to +7.

Further analysis and comparisons between ASOIF members can be found in the [Second Review of IF Governance](#), published on 17 April 2018. Analysis of AIOWF members as a group will be available by September 2018.

## Selected points

### Overall:

- FIS is on the borderline between groups A1 and A2
- The difference between the self-assessed and moderated scores of 11 is lower than last year, when the mark-down was 19 points in the moderation process
- The improvement in the moderated score of 37 from last year is one of the highest among IFs and considerably more than the average increase of about 20 across all IFs
- There were only 3 scores of 0 or 1 out of the 50 indicators in total, including 2 in the Democracy section
- There were 39 scores of 3 or 4 with at least 8 out of 10 in each section except for Democracy
- Note that the assessment is based on measures which were already in place by mid-July 2018. Credit has not been given for reforms to be implemented or proposed at a later date. This is consistent with the approach adopted for other IFs

### Positive:

- A very good increase in the score since last year with evidence of improvements in various aspects of the governance of FIS
- A good range of information is published, including increased detail about Council decisions
- New external support for handling allegations and investigations on ethical issues
- Generally strong in the Checks and Balances / Control Mechanisms section
- The details provided about the Development / Solidarity programmes are more extensive than for many IFs

### Areas for improvement:

- Indicators with a score of 0 or 1 would merit attention
- Electoral system and rules are less comprehensive than many other IFs

### Potential good practice examples:

- 2.2 – Explanation of structure of FIS: <http://www.fis-ski.com/inside-fis/about/fis-structure/structure/index.html>
- 2.10 – Summary of committee decisions:
  - Meeting documents - <http://www.fis-ski.com/inside-fis/document-library/services/>
  - Example of “Decisions of Council” press release - [http://www.fis-ski.com/mm/Document/document/General/12/45/42/councildecisionsprcostanavarino2018final\\_Neutral.pdf](http://www.fis-ski.com/mm/Document/document/General/12/45/42/councildecisionsprcostanavarino2018final_Neutral.pdf)
- 3.10 – Co-operation with NGOs/civil society – World Snow Day - <https://world-snow-day.com/>
- 5.1 / 5.2 – Development policy and programme:

- Guidelines 2018-19 - [http://www.fis-ski.com/mm/Document/document/General/08/57/58/DRAFTFDPGuidelines\\_21.05.2018\\_English.pdf](http://www.fis-ski.com/mm/Document/document/General/08/57/58/DRAFTFDPGuidelines_21.05.2018_English.pdf)
- Financial support criteria - [http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/20/FISFinancialSupportPrincipals\\_Neutral.pdf](http://www.fis-ski.com/mm/Document/documentlibrary/Services/12/47/20/FISFinancialSupportPrincipals_Neutral.pdf)
- 6.7 – Process for internal appeals – Statutes Article 52
- 6.8 / 6.9 – Process for bidding and awarding of events - <http://www.fis-ski.com/inside-fis/document-library/major-events/>

A set of more than 100 good practice examples drawn from over 20 ASOIF members is available [here](#).