



FINANCIAL INTEGRITY &  
TRANSPARENCY IN SPORT FORUM

# EVENT GUIDE

3 - 4 SEPTEMBER 2015

WIPO CONFERENCE HALL  
GENEVA



#FITSForum



# WELCOME FROM THE ICSS PRESIDENT



Dear Friends,

Thank you for joining us in beautiful Geneva for what promises to be a compelling and rewarding two days.

The **FITS FORUM** is a call to action to you, the leaders and experts from sport, government, financial and commercial sectors, so that collectively, we may address the most critical threats facing financial integrity and transparency in sport and implement long overdue reforms.

Earlier this year in Switzerland, events took place that shook the foundations of sport. The Swiss authorities, along with their colleagues from the US Department of Justice, together stood up and said no more to corruption in sport. We must use that momentum and the groundswell of public interest in sports governance that it generated as a catalyst for change.

This is the first time that the world of sport has seen such a pool of knowledge, expertise and leadership join forces to discuss both the challenges and solutions to financial integrity and governance issues affecting sport. Together we can hasten much-needed reforms across all levels and key areas of sport so as to welcome a new era of transparency and accountability.

We are here to set the agenda, to change the course of world sport for the better, to safeguard sport's values and preserve sport's purity and integrity for future generations.

I look forward to the FITS FORUM and thank you for your participation.

Best Regards

Mohammed Hanzab  
President of The ICSS

# WELCOME FROM CEO ICSS EUROPE



Dear Friends,

Welcome to the inaugural Financial Integrity and Transparency in Sport (FITS) FORUM.

Here in the heart of Switzerland, on the shores of Lake Geneva we come together with an important mission. Our duty over the coming days is to create a pathway towards a coordinated, global and holistic approach to protect against the threats and enhance financial integrity and transparency in sport. Judging by the huge representation from leaders and experts involved in sport, gathered at the FITS FORUM, it is clear that we all choose to accept this mission and work together positively to transform sport. Each of us here today has a role to play in this mission and with joint effort, we can succeed.

Over the last decade, sport has experienced unprecedented commercial and financial growth and has an increasingly significant economic, cultural and social impact on people and societies around the world.

Unfortunately the supervision and regulation of this growth has not sufficiently kept pace with the sophisticated financial transactions that have developed, resulting in some damaging financial practices taking root. Such practices undermine the values of sport that are based on principles of fair play, honesty and integrity.

The need for concrete action, enhanced cooperation and global leadership is greater than ever. Since November 2014, against this background, the ICSS developed the FITS Project as a mechanism to examine sport's financial processes and establish a rigorous and independent diagnosis of the current realities and threats facing financial integrity in sport, as well as the proposed solutions.

We are committed to safeguarding sport against the risks of corruption and fostering the implementation of much needed solutions with the aim of developing a set of globally recognised standards for implementation by sport, governments, financial institutions and commercial businesses and other key stakeholders.

The FITS FORUM offers us a platform where we can work together to pioneer stronger international policies, strategic reforms and solutions that safeguard sport and pave the way towards a credible, concerted and coordinated approach on a national, regional and global level.

I would like to thank our hosts, the City of Geneva for their gracious support and I look forward to a productive and fruitful debate and to working with you to transform this dialogue into much-needed action.

Best Regards

Emanuel Macedo de Medeiros  
CEO, ICSS EUROPE and LATIN AMERICA

# INTRODUCTION TO FITS

Over the last decade, sport, and more specifically soccer, has undergone exponential commercial and economic growth. With players' transfers, television rights and sponsorship deals now worth billions of euros, football is a global business, with unprecedented impact on our societies and economies.

Such economic growth has generated positive impact across many areas. But it has also led to an increasing sophistication in the way that business and financial transactions are conducted and increasingly worrying trends. Arrangements such as third party ownership of players' economic rights, offshore investment funds, complex and opaque club ownership structures, bidding processes for sports events and media rights have raised substantial controversy in recent years. In addition, growing reports of money laundering, racketeering, tax evasion and other detrimental practices have contributed to tarnish the financial integrity and reputation of sport.

The recent corruption crisis in football has shocked the world and plunged football's governing body into the worse crisis of its history - and football is not alone as other sports face similar allegations of unscrupulous conduct. Governance in sport, now more than ever, is at a crossroads. Whilst such allegations are detrimental to the reputation of the "beautiful game," and have negatively impacted sport, it does present a rare opportunity for much-needed reform.

To date the response and attitude by governments, financial institutions, sports governing bodies, commercial businesses and law enforcement agencies has fallen far short of the appropriate solutions. The lack of a robust international regulatory framework and international leadership has facilitated a promiscuous and permissive environment in which sports' ethos of honesty, integrity and fair play is undermined and placed at grave risk. If the erosion of sports' values continues, sport will lose its commercial and global appeal to investors and spectators and ultimately sport will lose - **IT IS TIME FOR ACTION!**

# THE FITS GLOBAL PROJECT

## ▶ CONCEPT

Against this background, the International Centre for Sport Security Europe (ICSS EUROPE) has been developing, since November 2014, an ambitious, independent and global project with the mission of promoting the necessary reforms across all levels of sport, concentrating in 2015 on football – the **“Financial Integrity and Transparency in Sport”** Project (FITS). The FITS Project is an innovative initiative aimed at providing, for the first time ever, a holistic, fact-based, rigorous and neutral diagnosis on the current realities and threats facing financial integrity and transparency in sport, as well as the most appropriate solutions.

## ▶ STRATEGIC OBJECTIVES

In the pursuance of the strategic objective to promote, instigate and implement change, the ICSS EUROPE recognises that it cannot work in isolation. To this end, the ICSS EUROPE is keen to cooperate with all relevant recipients and partners in the world of sport, including:

- ▶ Governments
- ▶ Banks
- ▶ International Organisations
- ▶ Sponsors
- ▶ Broadcasters
- ▶ Sport and the Olympic Movement
- ▶ Financial Supervisory Bodies
- ▶ Law Enforcement

Only a global and multi-sector approach can meaningfully tackle the international threats to financial integrity and transparency in sport. The FITS Global Project will address the following issues:

- ▶ Third Party Ownership of Player's Economic Rights
- ▶ Players' Transfers Dealings
- ▶ Clearing House System at National and International Level
- ▶ Offshore Companies and Investment Funds Operations
- ▶ Good Governance in Sport
- ▶ Players' and Clubs' Image Rights
- ▶ Players' Agents Activities and/or Regulation
- ▶ Fit and Proper Owners and Directors Test
- ▶ Money Laundering
- ▶ Tax Evasion
- ▶ FIFA Transfer Matching System
- ▶ Club Licensing Systems and Financial Regulations
- ▶ Club Ownership, Regulatory and Supervision Framework
- ▶ State Aid for Sports Organisation
- ▶ Selling of Commercial and Audio-visual Rights – Bidding Rules
- ▶ Bidding Criteria for Major Sports Events.

ICSS EUROPE is committed to safeguarding sport against the risks of corruption and fostering the implementation of much needed solutions with the aim of developing a set of globally recognised standards for implementation by sport, governments, financial institutions and commercial businesses.

## ▶ ACADEMIC TEAM

The ICSS EUROPE global initiative on Financial Integrity and Transparency in Sport is spearheaded by a research team under the leadership of the CEO of ICSS EUROPE & LATIN AMERICA, Dr Emanuel Macedo de Medeiros.

Overseeing the academic research and analytical framework effort is Executive Director of ICSS Enterprise, Dr Shaun McCarthy.

Professor of Public Policy of Harvard Kennedy School, Prof. Matt Andrews is leading the academic team, coordinating the overall findings, writing the final report and developing the analytical framework that will underpin the development of this intervention strategy.

▶ WELCOME & REGISTRATION  
10:30 - 11:25

▶ OPENING SESSION  
11:30 - 12:00



**WELCOME ADDRESS**  
Mohammed Hanzab  
President of The ICSS



**INTRODUCING FITS**  
Emanuel Macedo de Medeiros  
CEO of The ICSS EUROPE & LATIN AMERICA and FITS Global Project Leader

▶ PANEL 1 : GOOD GOVERNANCE IN SPORT : TIME FOR REFORM!  
12:00 - 13:00

The crisis that has just plunged FIFA into the worst reputational crisis in its 111-year history has showed that the need to implement serious, meaningful and long-overdue reforms is greater than ever. But neither the problems nor the need for reforms stop at FIFA or in football. All sports are now under scrutiny. This panel session will address the most critical questions and the pressing reforms so as to usher in a new era of greater democracy, accountability, transparency and integrity in decision making. If sport is to maintain its sacrosanct autonomy and be the author of its own rules, good governance is critical.



Lars-Christer Olsson  
President of the Swedish Football League / former CEO of UEFA



Roland Büchel  
Member of the Swiss Parliament



Jens Sejer Andersen  
International Director of Play the Game



Sir Ian Kennedy  
Chair of the Independent Parliamentary Standards Authority of the United Kingdom

**MODERATOR**  
David Eades  
BBC

▶ LUNCH BREAK 13:00 - 14:00

▶ PANEL 2 : THE AUTONOMY OF SPORT : A CONTEMPORARY PERSPECTIVE FROM GOVERNMENTS AND EUROPEAN UNION  
14:00 - 14:45

Sport has always claimed the ability to govern itself without interference from governments, economic regulators and courts. Governments and EU institutions agree on the merits of self-regulation in sport and recognise the autonomy of its representative bodies. However, this autonomy has never been unlimited and unconditional. Against the background of recent controversies and growing incidents related to money laundering, tax evasion and other detrimental practices, fundamental questions are now arising: do governments and EU institutions still think the same way? Is sport still considered fit to be self-regulated and enjoy a special category of its own creation or should it be treated like other sectors and be subject to government intervention? These are some of the key questions that will be explored in this panel session.



Miguel Cardenal  
Secretary of State of Sport of Spain



António Silva Mendes  
Director of Youth and Sport of the European Commission



Richard Caborn  
Former Minister of Sport of the United Kingdom

**MODERATOR**  
Gerardo Riquelme  
Sub-Director, MARCA

▶ PANEL 3 : MONEY-LAUNDERING & TAX EVASION : RISKS & CURES FOR A CLEAN SPORT  
14:45 - 15:45

Practices such as money laundering, tax evasion and disguised remuneration paid to offshore image right companies have increased in the sports sector in recent years. This is largely due to the exponential commercial development and levels of sophistication in the nature of the financial transactions and the proliferation of offshore investment funds and transactions. This panel session brings together, for the first time, leading international experts, including representation from the United States, whose strong stance in dealing with corruption on their shores demonstrates a zero tolerance policy to these practices.



Jane Lute  
Former Deputy Secretary, Homeland Security, United States



Rick McDonell  
Executive Secretary Financial Action Task Force (FATF)



Jennifer Shasky Galvery  
Director of the Financial Crimes Enforcement Network, United States Treasury



Daniel Thelesklaf  
Director, Financial Intelligence Unit Principality of Liechtenstein, Deputy Chair of Moneyval and Chair of the Egmont Training Working Group



Ruth Bailey  
Head of Investigations & Surveillance, Corporate and Personal Banking of Barclays Bank

**MODERATOR**  
David Eades  
BBC

▶ COFFEE BREAK 15:45 - 16:00

▶ ONE-TO-ONE SESSION - THE PUBLIC POLICY OF A LARGE CITY IN THE AREA OF SPORT 16:00 - 16:15



Sami Kanaan  
Administrative Councillor in Charge of Sport and Culture and former Mayor of Geneva

**MODERATOR**

Servan Peca  
Journalist Le Temps

▶ PANEL 4 : THE NEW SWISS REGULATORY APPROACH ON INTERNATIONAL SPORTS FEDERATIONS 16:15 - 16:45

Switzerland is home to over sixty international sports governing bodies, including the IOC, FIFA and UEFA. The country's rule of law plays a unique and powerful role in the governance and integrity in the world of sport. With the eyes of the world on the alpine nation, lawmakers have adopted a tougher regulatory approach. This session will explore what will be real impact of the new legislation on sports governing bodies and their executives, as well as on the Swiss banking sector.



Carlo Sommaruga  
Member of the Swiss Parliament



Roland Büchel  
Member of the Swiss Parliament

**MODERATOR**

Servan Peca  
Journalist Le Temps

▶ PANEL 5 : CLUB OWNERSHIP : SAFEGUARDING SPORT FROM CRIMINAL INFILTRATION 16:45 - 17:30

The landscape of club ownership has irrevocably changed over the last twenty years. Today, the variety of corporate structures and ways to own football clubs is diverse and increasingly sophisticated. Ownership of clubs range from global conglomerates owning several clubs spanning different geographic locations, wealthy international entrepreneurs bank rolling clubs for survival and even fans owning minority stakes in the wake of instances of insolvency. The recent TPO ban has also resulted in increasing club ownership investments by offshore companies and agents and not always in the most transparent ways. This panel will explore the vulnerabilities of existing club ownership rules and discuss the most adequate measures to prevent sport being a target for illegal activities, unscrupulous individuals and organised crime.



Nicola Bonucci  
Director Legal, OECD



Chris Eaton  
Executive Director of Sport Integrity, ICSS



Ronan O'Laoire  
Associate Crime Prevention and Criminal Justice Officer, UNODC



Claudius Schäfer  
CEO of the Swiss Football League

**MODERATOR**

David Eades  
BBC

▶ PANEL 6 : FINANCIAL SUPERVISION IN SPORT : SO FAR SO GOOD? 17:30 - 18:15

In a game where winning is everything, when the stakes of promotion can lead to vast riches generated from television rights, players' transfers and sponsorship deals worth billions of euros, the balance of ambition and overspending has never been more precarious. In recent years, positive strides have been made in terms of financial supervision in sport, but are these measures sufficient? Are sports governing bodies equipped to tackle alone the growing, increasingly complex and sophisticated threats to financial integrity and transparency in global sports? What else is actually missing?



Leonard McCarthy  
Vice President of the World Bank



Mark Goddard  
General Manager of the FIFA TMS GmbH



Andrea Traverso  
Head of Club Licensing and Financial Fair Play of UEFA



Joel Lange  
Managing Director, Dow Jones Risk & Compliance

**MODERATOR**

David Eades  
BBC

▶ OFFICIAL COCKTAIL RECEPTION 19:00 - 21:00

▶ **PANEL 1 : HOW CAN SPORT MAINTAIN ITS GLOBAL APPEAL AND COMMERCIAL SUCCESS IN THE FUTURE?**

09:00 - 09:45

Sport is one of the most popular and overwhelming activities in the world. On-field success brings glory and with it, the prospect of capitalising on commercial opportunities, including lucrative sponsorship, endorsement deals and the selling off of valuable television rights to broadcasters. However, these commercial revenue streams are only available if sport maintains its integrity and sound reputation. Through the perspectives of different sports governing bodies, this panel session explores their role as custodians of the sports they represent and their vision on how best to safeguard sport's long-term interests and future development.



**Nic Coward**  
General Secretary of The Premier League



**Robert Brophy**  
CFO of World Rugby



**Markus Stüder**  
COO of the International Basketball Federation (FIBA)



**Jane Purdon**  
Head of Governance of UK Sport

**MODERATOR**  
David Eades  
BBC

▶ **PANEL 2 : IS IT WORTH INVESTING IN SPORT?**

09:45 - 10:30

Investments in and through sport have recently reached an all-time record. Such investments have transformed sport from a leisure activity played for enjoyment to a sought-after global business. Commercial enterprises include big brands endorsing athletes and sponsoring events, media companies competing for the rights to broadcast live sport and even investment funds buying the economic rights of players. Through the unique lenses of those who invest in sport, the panel will focus on how financial integrity and transparency in sport is significant, not just from within, but to the third parties investing in sport.



**Jaimie Fuller**  
Executive Chairman of SKINS and member of NEW FIFA NOW



**Barney Francis**  
CEO of SKY SPORTS



**Chris Rodman**  
Vice President & Group Managing Director at Topps Europe



**Ricardo Guadalupe**  
CEO of HUBLLOT Watches

**MODERATOR**  
David Eades  
BBC

▶ **COFFEE BREAK** 10:30 - 10:55

▶ **PANEL 3 : SPORT, BUSINESS & ETHICS : WORLDS APART?**

11:00 - 11:45

Sport has a specific and unique nature that sets it apart from any other human activity or business. Its social role and economic dimension are widely recognised by all sectors. Is it possible for the worlds of sport, business and ethics to align or will the value systems of each keep them in separate orbit? This panel session will discuss the tensions between sport, business and ethics and lessons that can be learnt, from the view of leagues, public authorities and governments.



**Matthew H. King**  
Deputy Assistant Secretary, Department of Homeland Security, Office of International Affairs, United States



**Emídio Guerreiro**  
Secretary of State of Sport and Youth of Portugal



**Shaun Harvey**  
CEO of The Football League

**MODERATOR**  
Vitor Serpa  
Director of A Bola and Vice-President of the European Sports Media

**PANEL 4 : THIRD PARTY OWNERSHIP : PROHIBITION OR REGULATION?**  
11:45 - 12:30

Prohibition or regulation? This has been one of the most fracturing, controversial and heated questions over the last few years. With both sides of the barricade entrenched in their positions, consensus has been impossible. EPFL and ECA, the two European umbrella league and club representative organisations, have been incapable of finding consensus among their members and UEFA, FIFPro and the Premier League aligned in the demand for a global ban. FIFA's decision to prohibit such practices as of 1 May 2015 has fractured even further the football world. The decision has moved from football's corridors to the European Commission and the courts. To address the pros and cons, the risks and opportunities of TPO, as well as the sporting and financial impact of FIFA's ban, the ICSS has invited high profile football executives. Among other critical issues, we will examine how clubs, agents and investment funds are circumventing the TPO ban and what measures should be implemented to effectively safeguard the game's financial integrity and transparency.



**Javier Tebas**  
President of the Spanish Football League



**Sir David Richards**  
Former Chairman of the Premier League and the EPFL



**Alasdair Bell**  
General Counsel and Director of Legal Affairs, UEFA



**Daniel Cravo Souza**  
Senior Partner of CPB & Associates, Brazil

**MODERATOR**  
David Eades  
BBC

**CLOSING SESSION**  
12:30 - 13:00



**CONCLUSIONS OF THE FITS FORUM - GAME PLAN FOR THE FUTURE**  
**Emanuel Macedo de Medeiros**  
CEO of The ICSS EUROPE & LATIN AMERICA and FITS Global Project Leader



**CLOSING ADDRESS**  
**Mohammed Hanzab**  
President of The ICSS

NOVEMBER - DECEMBER 2014

- ▶ Develop Concept

2015 : FOOTBALL FOCUS

JANUARY - MARCH

- ▶ Engage Academic Team
- ▶ Academic Team provide Proposals on Approach
- ▶ Obtain the Support and Collaboration of Key Stakeholders in Football

APRIL - AUGUST

- ▶ Collection of Data & Research
- ▶ Launch of External Consultation Process to Building Coalition with all Recipients and Partners
- ▶ Interviews with Clubs, Leagues and Governing Bodies
- ▶ Establishment of Task Force on Good Governance & Financial Integrity
- ▶ Inaugural meeting of Task Force on Good Governance & Financial Integrity, 7 July 2015
- ▶ Preparations for Financial Integrity and Transparency in Sport Forum - FITS FORUM

SEPTEMBER

- ▶ **FITS FORUM**  
3-4 SEPTEMBER 2015, GENEVA
  - Gathering the worlds' leaders from sport, governmental, financial and commercial sectors
  - Addressing the most crucial threats and implement long overdue reforms
- ▶ External Consultation Process continues

OCTOBER - DECEMBER

- ▶ Focus Groups with Key Stakeholders
- ▶ Establishment of Steering Group
- ▶ Development of Draft White Paper
- ▶ Meeting with Steering Group
- ▶ Delivery of FITS White Paper
- ▶ Conclusions of FITS

JANUARY - FEBRUARY 2016

- ▶ FITS Launch Event
- ▶ Implementation of FITS Solutions

2016 AND BEYOND : OTHER SPORTS

# GENEVA MAP WIPO & INTERCONTINENTAL HOTEL

**INTERCONTINENTAL GENEVA**

**INTERCONTINENTAL**  
• GUEST HOTEL  
• OFFICIAL COCKTAIL RECEPTION

**INTERCONTINENTAL**  
Chemin du Petit-Saconnex 9,  
1209 Genève

**WIPO / OMPI**

**WORLD INTELLECTUAL  
PROPERTY ORGANISATION**  
• CONFERENCE CENTRE

**WIPO  
OMPI**

34, chemin des Colombettes  
1211 Geneva

EMERGENCY NUMBERS			
Police:	117	Ambulances:	144
Fire brigade:	118	Road assistance:	140
		Emergency doctors:	+ 41 22 321 21 21

# WIPO MAP

- LUNCH & COFFEE BREAK AREA
- REGISTRATION, ACCREDITATION & INFORMATION DESK
- WELCOME AREA
- INTERNET ROOM
- MEDIA ROOM
- CLOAKROOM

- MAIN CONFERENCE HALL
- ENTRANCE
- SPEAKER LOUNGE

# #FITSFForum

## INTERNATIONAL CENTRE FOR SPORT SECURITY

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PO Box 64163  
Doha  
Qatar

Phone +974 4430 8000  
Fax +974 4430 8001

[info@theicss.org](mailto:info@theicss.org)  
[www.theicss.org](http://www.theicss.org)

Twitter - @THE\_ICSS  
Facebook - theicss  
LinkedIn - the-icss

## ICSS EUROPE

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65 Sloane Street  
Knightsbridge, London  
United Kingdom SW1X 9SH  
Phone +44 (0) 203 751 3675

54 Quai de Coligny  
1223 Coligny  
Geneva  
Switzerland

House of Sports  
Av. des Arts, 43 – 7  
1040 Brussels  
Belgium