



WAVES OF CHANGE DEI & INTEGRITY CONFERENCE



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of Azerbaijan Swimming Federation



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Oqtay Atayev - Secretary General
of Azerbaijan Swimming Federation



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CASE STUDIES / SHOWCASES
PRACTICAL IMPLEMENTATION
OF DEI



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Para Swimming inclusion within Czech Aquatics

From separate structures to one aquatic community

Jakub Tesarek

President, Czech Aquatics

October 9th, 2026



01

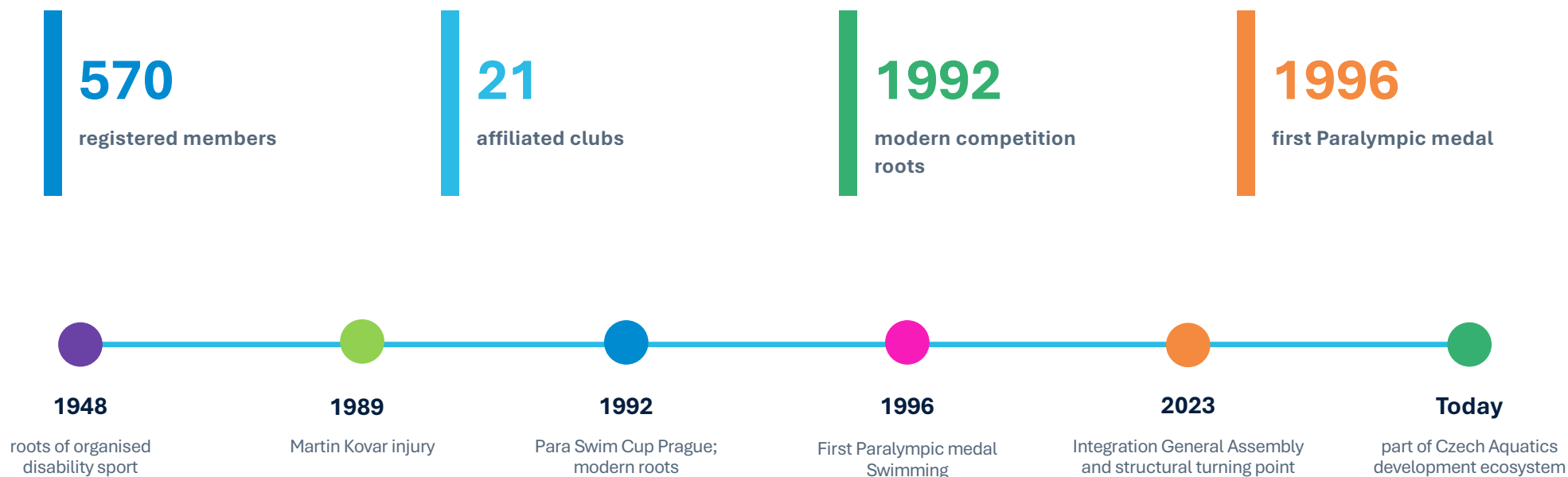
Para Swimming in Czechia

DEI&I Conference 2026 | Jakub Tesarek

October 9th, 2026



A well-established sport with its own identity.





02

Before integration



One sport. Several organisations.

- Para swimming was managed through several separate disability-sport organisations.
- The system created multiplied administration and uneven access to support.
- It was harder to communicate rules, classifications and disability-related exceptions.
- Athletes were swimming the same sport, but the structures around them were divided.

The sport needs a stronger institutional home.





03

The Change



Para Swimming became an integral part of Czech Aquatics.

Not a parallel organisation

Not only an external partner

A real part of the federation

- Integration did not remove the identity of Para Swimming.
- It strengthened the environment around it.



What integration changed?

From fragmented leadership to one clear operating model.



Core principle: Bring Para Swimming into the federation ´s structure, not merely onto its competition calendar.



What integration brought?

Shared resources made Para Swimming more professional and Swimming more visible.

Governance

one stable and recognised home

Technology

information system, timing, results

Officials & coaches

shared education and development

Administration

legal, accounting, grants, ethics

Communication

PR, media contacts, social media

Sport development

stronger club-level pathway

Professional federation infrastructure makes inclusion sustainable



What integration brought?

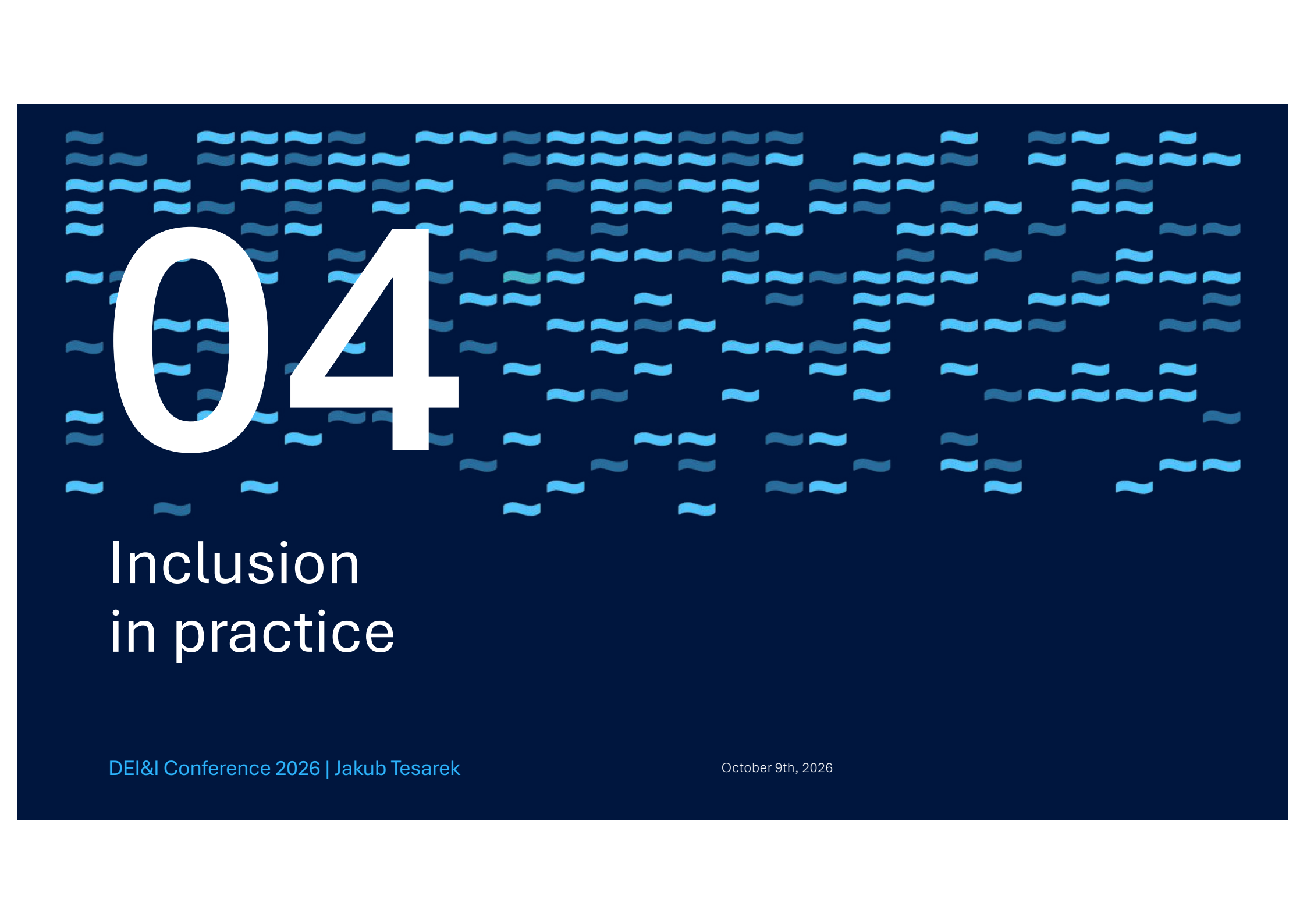
A stronger sporting environment. Integration improves performance, not only administration.

National Team Para swimmers train predominantly within mainstream swimming clubs

Athletes have access to more frequent training, experienced coaches and competitive club environment

The biggest benefit is not organisational. It happens every day on the pool deck

Inclusion must reach the club, the coach and the daily training lane and routine.



04

Inclusion in practice

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October 9th, 2026



Opening mainstream competitions to Para

Where appropriate, disability-related exceptions can allow a Para swimmer to start in mainstream swimming without chacking the nature of the race.

Example

visually impaired swimmer may require a taper

Example

paraplegic breaststroke swimmer may have adapted leg action

Principle

no competitive advantage — equal access to competition

But...

there are no advantages, athletes cannot qualify for major events, no ratification of national records, athletes must achieve a qualifying time, simply no excuses

This is where governance becomes practical inclusion.



Integration does not mean assimilation

One federation does not mean one identical sport.

Shared aquatic community

- federation support
- clubs and coaches
- media and visibility
- public credibility

Specific Para pathway

- classification system
- technical rules
- records and qualifying times
- sport-specific championships

Inclusion works best when differences are recognised rather than ignored

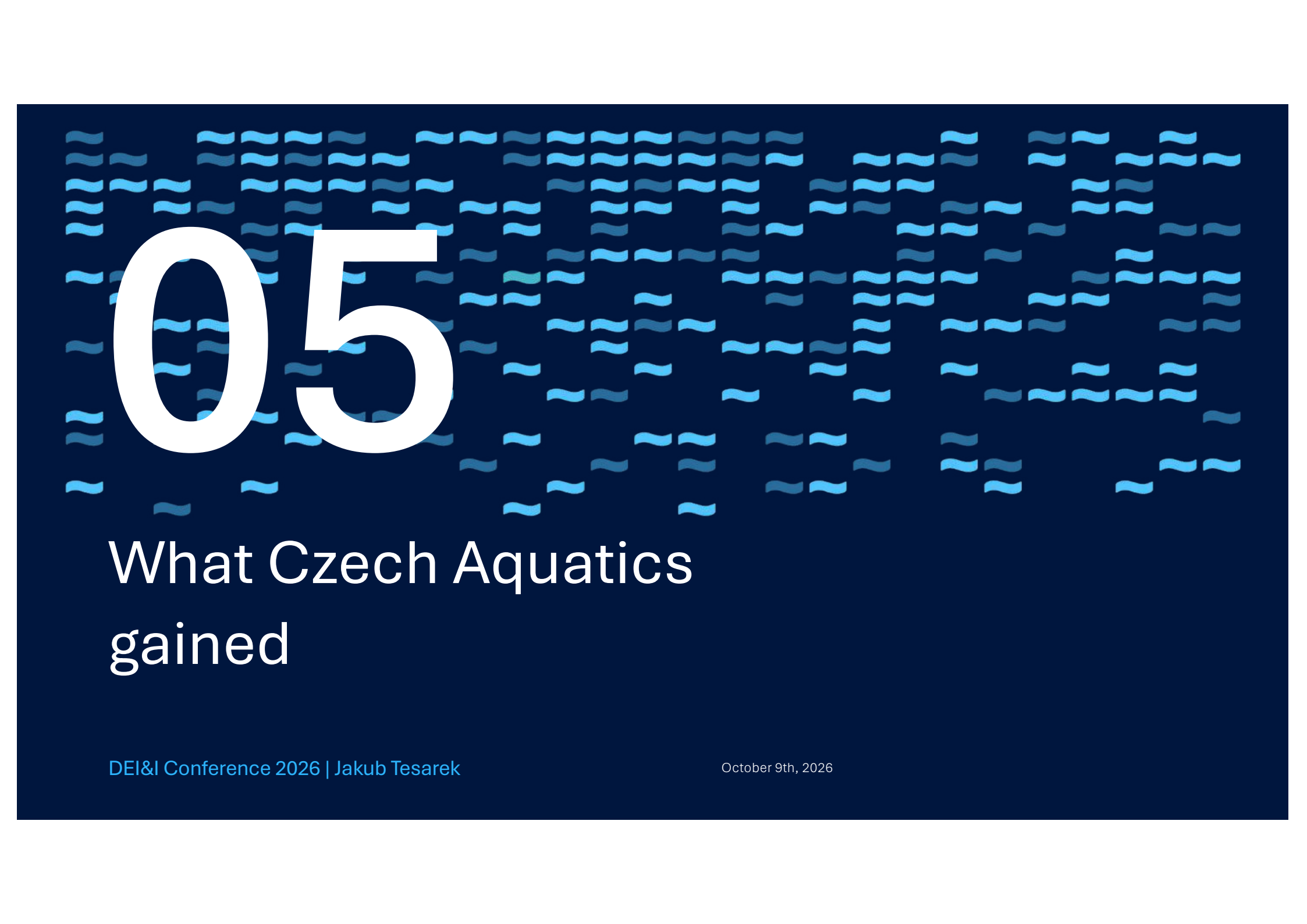


International Championships: Integrated Planning, Separate Events

One federation does not mean one identical sport.

- Separate championships allow both swimming and para-swimming to meet their specific competition needs.
- Large numbers of athletes, coaches and support personnel increase organisational challenges.
- Para-swimming requires a tailored timetable, with sufficient time for race preparation, transitions and recovery.
- Warm-up and warm-down arrangements must accommodate different support and accessibility needs, including dedicated lanes where required.
- A practical model: hold the para-swimming championship immediately after the swimming championship, using the same venue and shared organisational resources.

One venue. Consecutive championships. Equa standards.



05

What Czech Aquatics gained



Para Swimming did not simply join Czech Aquatics. It made Czech Aquatics stronger

-  **A broader swimming community**
-  **New expertise and perspectives**
-  **Stronger social impact**
-  **Better cooperation across clubs**
-  **A federation that represents swimming more completely**

**A more complete federation
serves more athletes.**



Lessons for other national federations

1

Give Para Swimming a formal home

committee, mandate, budget line and contact point

2

Use existing federation infrastructure

events, IT, timing, media, Education, administration

3

Open mainstream clubs and competitions

inclusion becomes real at club and pool level

4

Educate coaches and officials

confidence grows when people understand Para Swimming

5

Respect Para sport specificity

integration should create opportunity, not erase differences

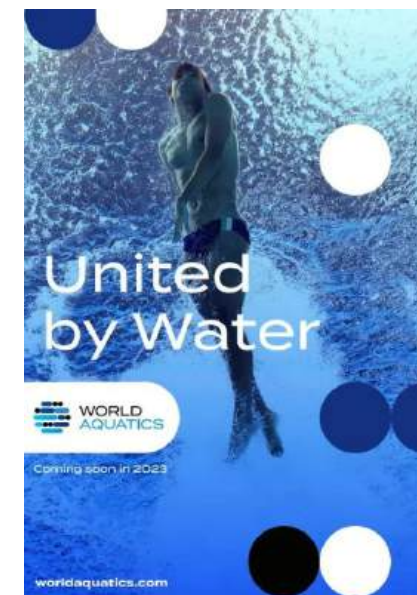
**Inclusion must be
structural, not
symbolic.**



Para Swimming already is swimming.

Our responsibility as national federations is to make sure our structures reflect that reality.

**One federation.
Different pathways. Equal belonging.**





Just be one team, united by water, by your element

Thank you



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Competition 12 and under – swimming

Keeping our young swimmers safe

Christer Magnusson, Sweden Aquatics





Guidelines for Aquatic Sports for children

February 1, 2022

For children 12 years and younger, competition activities must be designed so that:

- Focus on the individual's development rather than on comparative results
- Anyone who wants to participate in a competition should be able to do so
- Travel to competitions is minimized
- Result lists are only presented in alphabetical order regardless of results or gender*
- Competitions are to be conducted with mixed classes, i.e. without gender division
- The children do not participate in the league system and are not included in any rankings
- The children are not selected for national teams

Furthermore, the following rule also applies:

- Swimmers 12 years of age and younger are not allowed to participate in national championships.



Entry-level Competition in Swimming

The target group is children up to the age of 12, and beginners regardless of age

The competition is conducted without disqualifications; the focus is on good sportsmanship.

The swimmer swims the stroke and distance in the discipline to the best of his or her ability.

Limited number of officials and only one starter and a timer/lane are needed for timing.

No prior knowledge or training is required for officials, but instructions are given on site by the organizer.



Intermediate-level Competition in Swimming

The target group is children 12 and under, and also beginners regardless of age.

Disqualification will only take place if the swimmer:

- Makes a false start
- Swims the wrong stroke*
- Does not touch wall at all at turn or finish.
- Pulls on the laneline
- Hinders fellow competitors

** This means that the swimmer, for example, swims crawl instead of breaststroke. Not that the swimming is incorrect. For example, dragging arms in the water in butterfly, a single arm or leg stroke in the wrong stroke does not lead to disqualification either.*

Focus here is also on good sportsmanship.



Intermediate-level Competition in Swimming

If possible, officials are to report swims, start and/or turns that would lead to disqualification in a regular competition for swimmers 13 and older to the race director.

In the mixed relay, all combinations of girls and boys are allowed

Choice of competition swimsuits/competition swimwear are optional for both sexes, but so-called tech-suits should be avoided.



Why?

- Our competition format was developed by adults for adults and it developed in a society that was different from today's, some 100+ years ago.
- Guidelines for Children's and Youth Sports 2015 – Swedish Sports Confederation
- The UN Convention of the Rights of the Child

The UNCRC's core principles

- 2** All children have the same rights and are of equal worth.
- 3** The best interests of the child must be taken into account in all decisions concerning children.
- 6** All children have the right to life and development.
- 12** All children have the right to express their views and have them respected.





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When?

- "Long overdue"
- A restart after the pandemic

How?

- Working group with broad representation from clubs and regional organizations
- Q3-Q4 2021 Regional meetings with swimming clubs in Sweden



Challenges

- "Children are not allowed to compete anymore"
- "Children like winning medals"
- "Swedish children will fall behind compared to other countries"
- ...
- ...



Goals

- A safe environment for children
- Individual focus on development
- Easier to set up a competition – MORE competitions!
- Less early dropout from the sport
- Better adult swimmers in the future?



Why do I swim?

- Because it is FUN.

Why do I stop swimming?

- Because it is NOT fun.



What makes my sport fun?

- Research project – concept mapping
- Amanda J. Visek, PhD, CMPC
Associate Professor in the department of Exercise & Nutrition Sciences
Milken Institute of Public Health, George Washington University, Washington DC
- Previous research: soccer, hockey, basketball, tennis in USA and Sweden
- All aquatic sports in Sweden
- 368 children 10-19 years old
- Brain storming session: What makes my sport fun – children
- Clustering the answers – adults
- Ranking the clusters – children



Learning more ...

- Keep it **FUN**
- Keep it **SAFE**



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Baku, 9 October 2026

Not a project, a process

The Spanish experience in DEI & Integrity

Julio A. Ceniza Villacastín

Royal Spanish Swimming Federation (RFEN)





Julio A. Ceniza Villacastín

Director of Education, Athlete Support Area & Inclusion
Royal Spanish Swimming Federation (RFEN)



We are not here to give lessons.

We are here to share our experience:
what worked, and what didn't.

Years of work, not a single action



One area, many connections



HOW WE GREW

Before Education only



Today Multidisciplinary

Always moving. Trying to anticipate.

Education, Inclusion
& Athlete Support

WE SERVE



Coaches



Support staff



Athletes



Families



Official &
judges



Four cases from our journey

01



EQUITY
2024

Men's artistic
swimming camp

02



INTEGRITY
2021

Zero tolerance for
homophobia

03



INCLUSION
2026

A diving judge in a
wheelchair

04



SAFEGUARDING
2026

Child protection &
safe environments

01

Equity:
opening doors both ways

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Men's Artistic Swimming Training Camp



36

athletes



10

countries



3

days of training



CAR Sant Cugat (Barcelona) · 13–15 Dec 2024 · with European Aquatics

16 international athletes from 9 countries + 20 Spanish athletes

WHY

Artistic swimming has always been dominated by women.

Equity also means opening doors in the other direction.



02

Integrity:
zero tolerance for homophobia

DEI&I Conference 2026 | RFEN



The first sanction for homophobia in Spanish sport

1

What happened

April 2021. A player received homophobic insults in the post-match handshake. Referees did not see it — he spoke out publicly.

2

What we did

The RFEN Competition & Disciplinary Committee opened proceedings and sanctioned the offender: a 4-match ban and a fine.

3

Why it matters

It was the first sanction for homophobia in Spanish sport , a historic precedent.

1st

sanction for homophobia in
Spanish sport

Rules only count when they are applied.

03

Inclusion: integrate and learn

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03 | A diving judge in a wheelchair



HIS STORY



Former diver



After an accident, now a wheelchair user



Still involved in the sport, as a diving judge

WHAT WE DO



We organise his travel



Accessible means and personal assistance



Included: one of the team

WHAT WE LEARNED



Previous years: excellent result
Outstanding support from our partners



In 2026 the assistance was not good enough. We have taken note, and we will change it.

*Good enough is not enough. **It has to be excellent.***

04

Safeguarding:
prevent before it happens

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Child protection & safe environments



What is LOPIVI?

Spain's 2021 law on the protection of children and adolescents against violence.

It requires sports organisations to appoint a Child Protection Officer and to have protocols and training in place.



Our own protocols

We absorbed the law into RFEN procedures



Reporting channel

A safe way to raise any concern



Child Protection Officer

A dedicated person in RFEN



Training for everyone

Built into coach and support-staff courses

A real need.

Training the whole ecosystem

+400

people trained in child protection
only in 2026

Protection is not a document.
It's training the whole ecosystem.



Member of the National Child Protection
Network



Everyone on our team is either trained in child
protection or currently in training.





Our toolkit - open to everyone



Reporting channel



Equality plan



Work-life balance plan



Child protection protocols



Child Protection Officers



Disciplinary committees



All public at rfen.es feel free to use them. Partly framed by Spanish law, aligned with European Aquatics.



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THANK YOU

It's not a project. It's a process.

Julio A. Ceniza Villacastín





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Aquatics GB: Our DEI Journey

Karen Webb Moss

International & ASOIF GOVERNANCE REVIEW



Aquatics GB

Why this Matters:

- DEI embedded in overall governance with core indicators sitting in the Integrity pillar and next to Ethics, Anti-Corruption and Safeguarding
- DEI is assessed as a core obligation
- Intentions alone earn little credit. Higher scores require targets, published data, designated responsibility and evidence of implementation
- DEI is key benchmark for IFs - stakes are financial, not just reputational

Diversity, equality and inclusion in uk sport

- Shift in modern sport: **Voluntary compliance** → **mandatory accountability**. DEI is not just about ‘good practice’; it is legally and financially tied to funding via UK
 - ~ Sport England, Sport Wales, Sport Scotland
- The **Code for Sports Governance** requires all funded bodies to implement a **Diversity and**
 - ~ **Inclusion Action Plan**
- **The Strategy Shift**: System-wide strategies (e.g. UK Sport’s EDI Strategy) to focus on data-led baselines



UK sport Sector wide - progress

- **Governance Shifts:** Ethnic diversity on funded boards climbed from **8% to 15%**. Directors identifying as disabled or having long term health condition went from **13-17%**
- **High-Performance Coaching:** The percentage of female coaches in elite environments has doubled, moving from **10% to 20%**
- **International Influence:** British female representation in senior roles within international sports federations grown from **36% to 54%**
- **Structured leadership Pathways:** Initiatives are starting to pull diverse talent into high-performance pipelines
- **Data Transparency:** For the first time, sports councils have established a unified baseline of demographic data across athletes, boards, and staff

Sport Sector challenges

- **Boardroom Representation:** Sector-wide data show female board representation dropped from 43% to 41%
- **Senior Leadership:** Internal management teams (CEOs, Performance Directors) remain heavily non-diverse
- **Grassroot Participation Gaps:** Socio-economic and cultural barriers heavily impact participation and live event attendance among South Asian, Black and disabled communities





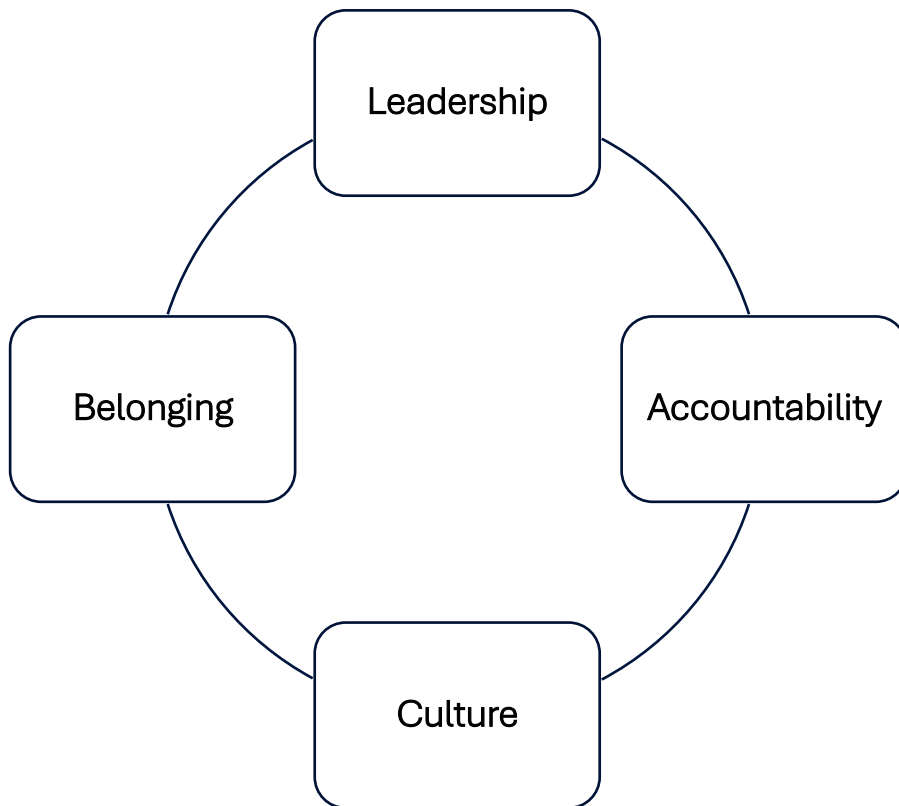
Accessibility

What We Know	The Evidence
Ethnicity	49% of ethnically diverse adults cannot swim 25 metres compared to 14% of white adults 97% of people from ethnically diverse communities said swimming is an important skill - Only 59% of ethnically diverse communities say swimming is accessible
Disability	47% of people with a disability participate in sports compared to 68% of people who do not have a disability Children with disabilities not getting access to swimming or water safe opportunities
Socioeconomic Inequality	Lower socio-economic groups remain under-represented group in the aquatics space.
Competitive Pathway	Increasing number of para athletes participating on a competitive level across the UK



INCLUSION MATTERS

Aquatics gb - our Commitment



- Greater accountability for the organisation to be reflective of our workforce and athletes to be more representative of society
- A more diverse leadership that is representative of society
- Holding the organisation accountable to targets in relation to DEI



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Key Priorities

- **Representative leadership**
We strive for our workforce, senior leadership team and board to better reflect society
- **Accountability**
We set objectives, monitor progress and report on our journey through using the Diversity and Inclusion Action Plan, ensuring inclusion is measurable
- **Culture and Belonging**
We want people to feel they belong, can contribute and can succeed regardless of background

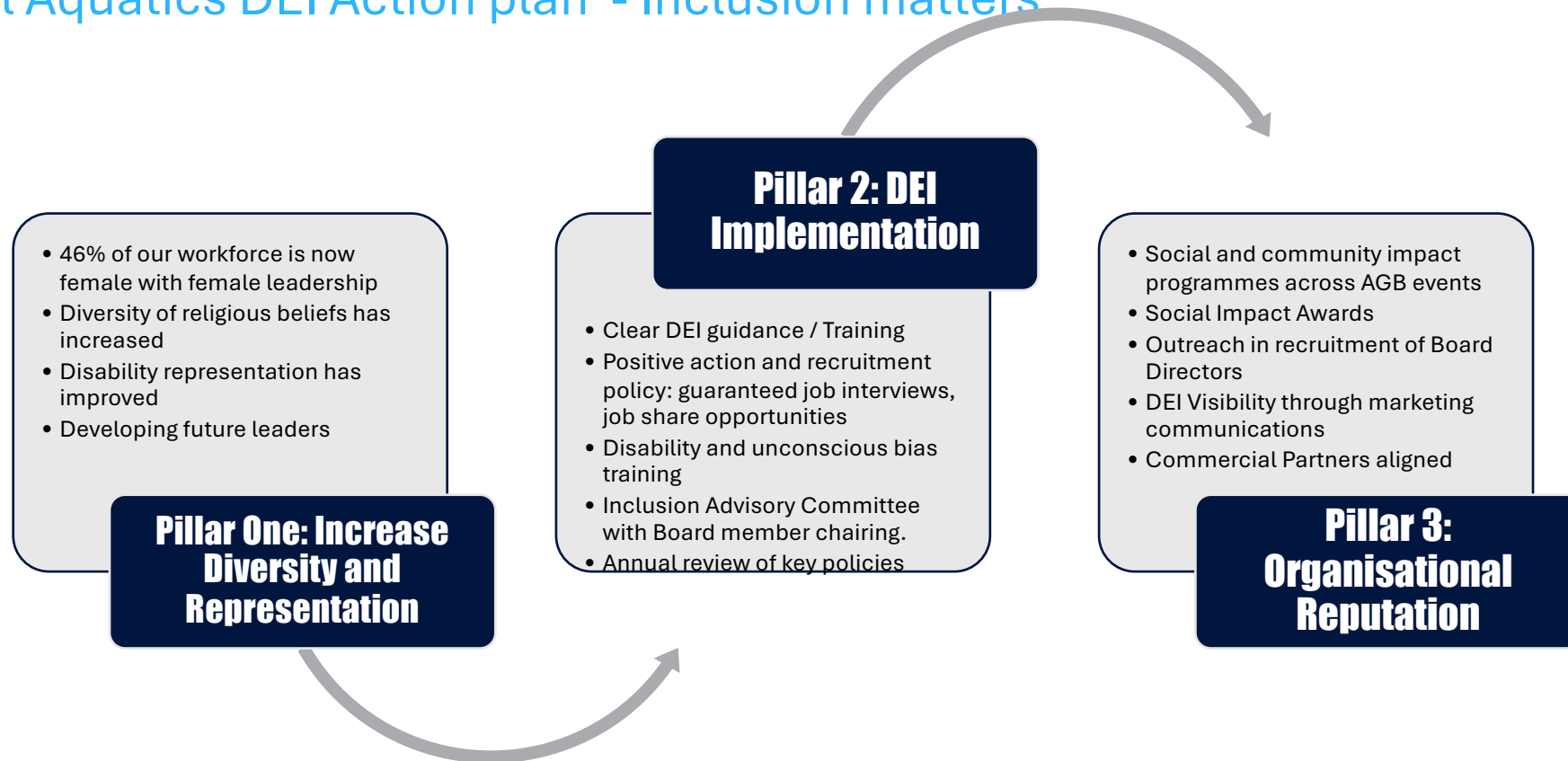
- *We strive to be the best aquatics organisation both in and out of the water!*





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All Aquatics DEI Action plan - Inclusion matters



Our challenges

- **Change Requires Investment**
 - Inclusion requires people, time and funding
 - The desire to make change is important
 - The ability to sustain that change is crucial
- **The Global Environment**
 - Public conversations around diversity and inclusion have become increasingly debated in many countries
 - This influences organisations everywhere
 - As leaders, we must continue to explain why inclusion matters and demonstrate its value through action
- **Representation in Coaching and Performance Support**
 - Underrepresentation in the following areas:
 - Coaching
 - Sports Science
 - Performance Support Functions
 - Technical Leadership Roles





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Connecting culture and performance

- Listening to athletes
- Including athlete voices in governance
- Using surveys to understand experiences
- Creating opportunities for feedback
- Ensuring inclusion is discussed alongside performance, welfare and wellbeing



Lessons learnt

- Culture matters more than programmes
 - One size does not fit all
 - Sustainable change needs sustainable funding
- ~ *Diversity is who is in the room*
- ~ *Inclusion is whether they feel they belong*
- ~ *Equity is whether the system gives them a genuinely fair chance to succeed...and*
BELONGING IS WHAT HAPPENS WHEN WE GET ALL THREE RIGHT!



THANK YOU!



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Scan the QR code
to get your Congress Pack





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COFFEE BREAK



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SAFE AND INCLUSIVE ENVIRONMENTS IN PRACTICE

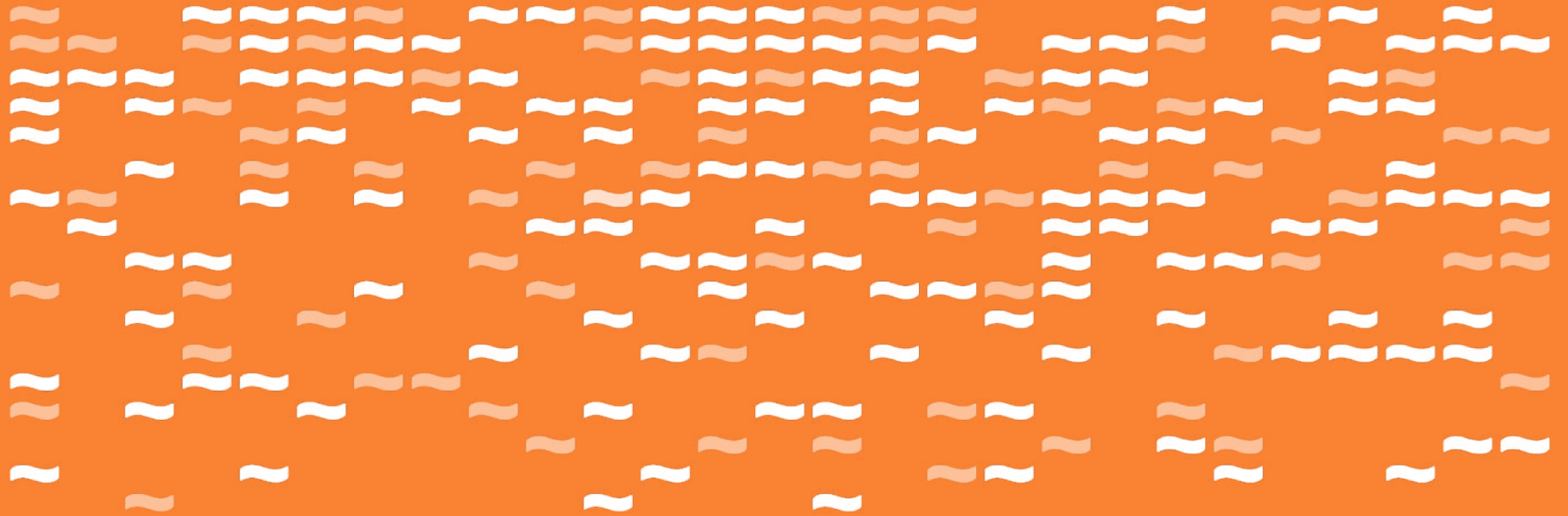


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Safe and Inclusive Environments in Practice

Dr Kate Hills
Head of Safeguarding
9th October 2026

**SWIM
IRELAND**



Unpacking the Box

DEI&I Conference 2026 | © Dr Kate Hills

**SWIM
IRELAND**



Setting the scene





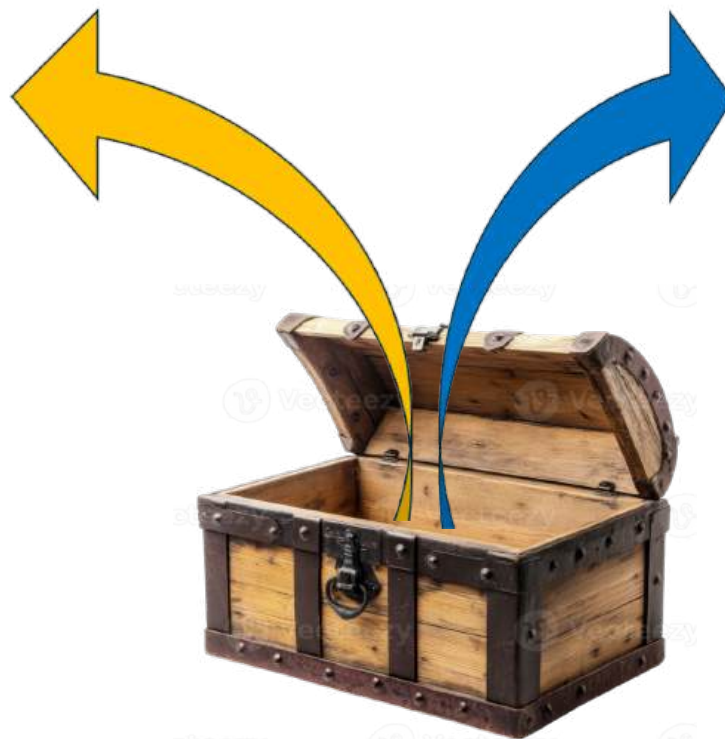
Objective – competitions

To have competition conducted in the spirit of fair play; be safe and inclusive; and for those involved to have fun



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- Athletes
- Team Staff
- Support team
- Officials
- Spectators
- Volunteers
- Federation/International staff
- Ancillary staff e.g. emergency services

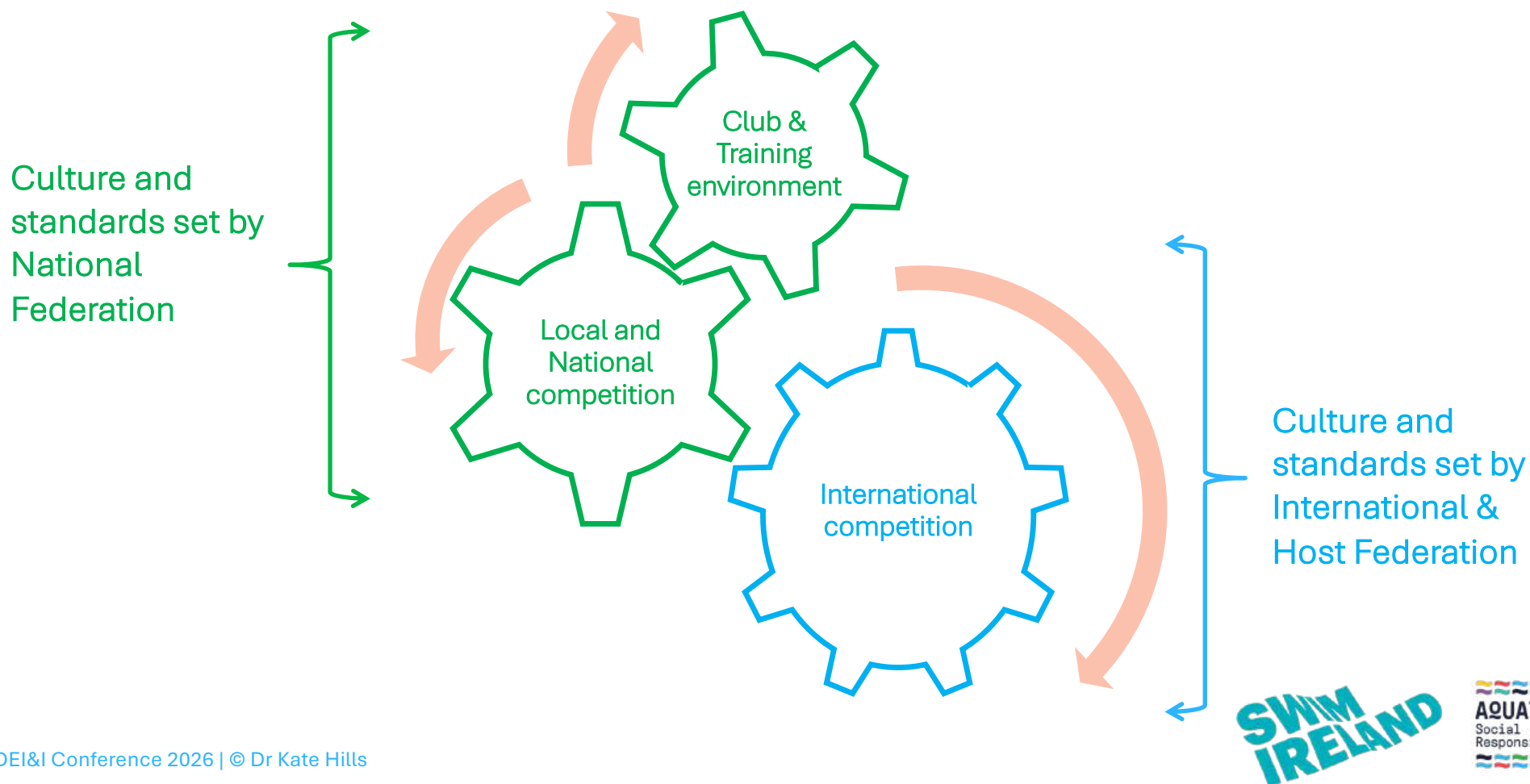


Competition venue(s)
Accommodation
Travel
Administration areas
Team/social areas
Service areas e.g. medical/physio
Plus ...

Challenge

Consider all cultures, laws, languages, people and environment

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Q: What is important for athletes to feel safe?

A: How do we know this, unless we have asked athletes!

Location **doesn't (shouldn't) matter**

How athletes feel safe **matters**

... and how we implement safeguarding culture **matters**

Safeguarding is not just a policy – it's a culture



Uniform standards – expected

Expected standard of behaviours = standardised reporting

Required safeguarding requirements for staff – identify & implement

Roles of staff – boundaries, training & knowledge

Spectators – controlled access or mix with team: identify risks

Safe environment – risk assess all venues & areas

Accessibility – for able and disabled athletes and staff

Accreditation – identify & control access

Quiet spaces + access to support staff – open, transparent, not stigmatised

Reporting concerns and behaviours – central reporting mechanism i.e. who to & how



Localised standards – additions

Local laws

Federation/host standards

Local support services

Specific risks identified – e.g. venues, accommodation, travel etc

Emergency procedures

Safety – i.e. places/activities: dos and don'ts in locality

No compromise = Rule v Law



Actions

- Safeguarding: not just a policy; it's a culture embedded across our ecosystem
- Opportunities for athletes to contribute
- Set uniform and localised standards & responsibilities that apply at national and international level
 - Policy – set out
 - Communicate – tell
 - Educate - train
- Method of reporting – one central system (esp. events)
- Integrity and Safeguarding Teams should ask the right question:

HOW CAN WE HELP?



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ATHLETES' VOICES
A PERSPECTIVE ON RIGHTS,
IDENTITY AND WELLBEING



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INTEGRITY SESSION



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MOVING FROM COMPLIANCE ON PAPER TO INTEGRITY IN PRACTICE

José Ricardo Gonçalves
Sports Lawyer / Chair of SIGA Audit and Compliance Committee

Baku
09/10/2026

Sports integrity is the commitment of everybody to ensuring that sport is conducted fairly, ethically and transparently, respecting the truth, with an uncertain outcome, protecting it from corruption, manipulation, abuse, discrimination and other forms of misconduct, safeguarding the fundamental values of sport and the trust on it.



www.europeanaquatics.org

What risks could undermine the integrity, transparency and credibility of our organisation, and are we prepared to detect and prevent them?



www.europeanaquatics.org



01

INTEGRITY CORE ASSUMPTIONS



COLLECTIVE TRUST IN SPORT



Spectators

Confidence in authentic competition and uncertain outcomes.



Athletes

Unbiased meritocracy, athlete safeguarding, and fair judging.



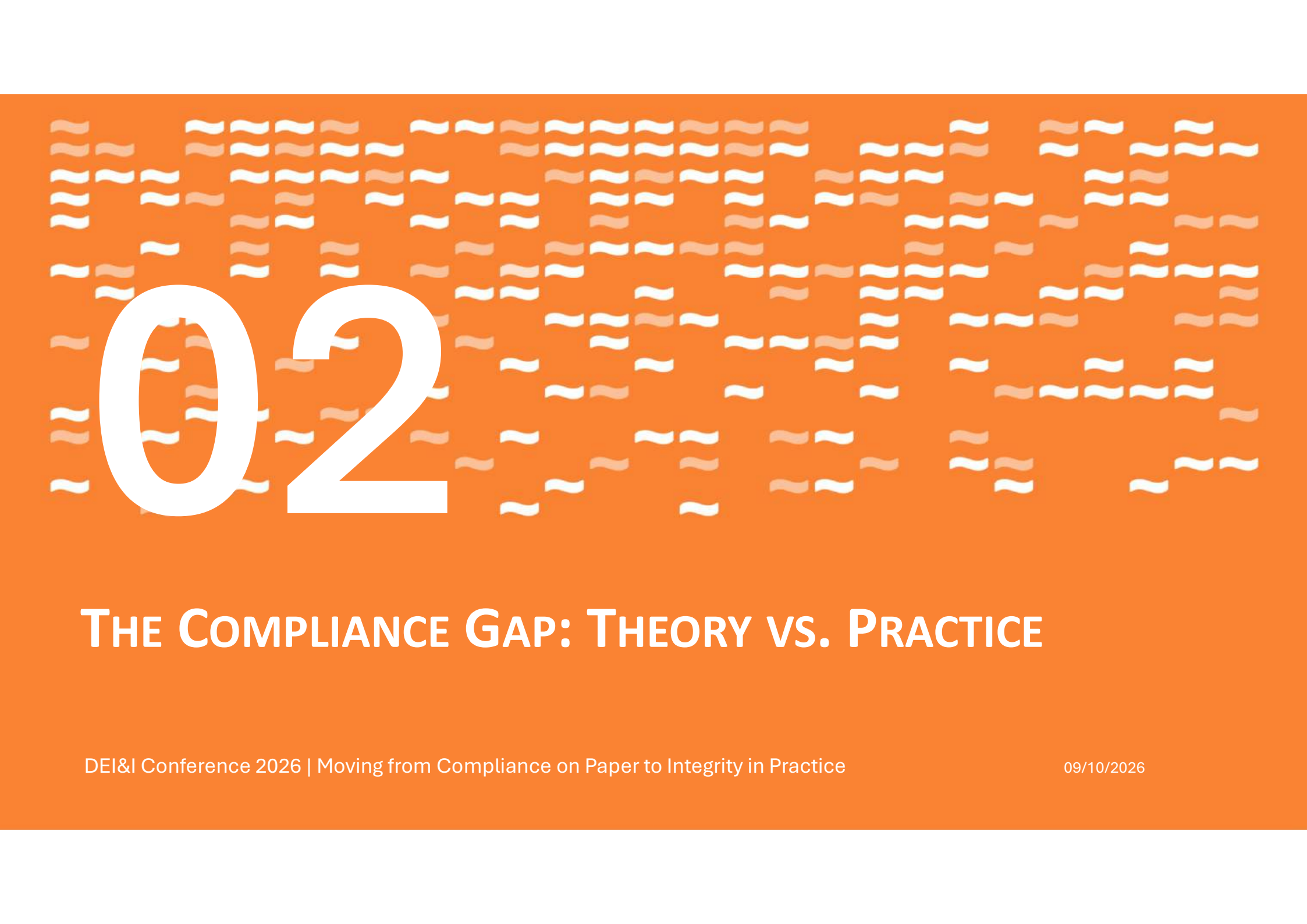
Sponsors

Brand safety anchored by trust and independently verified governance.



Institutions

Legitimate mandate to enforce regulations and sanction violations.



02

THE COMPLIANCE GAP: THEORY VS. PRACTICE

DEI&I Conference 2026 | Moving from Compliance on Paper to Integrity in Practice

09/10/2026

THE COMPLIANCE GAP: THEORY VS. PRACTICE

Having policies on paper means **nothing** without institutional courage.

COMPLIANCE ON PAPER (THEORY)

Written Policy: Formal codes without proactive audit

Selective Action: Investigates minor infractions easily

Advisory Function: Committees lack binding enforcement

Discretionary: Outcomes depend on individual seniority

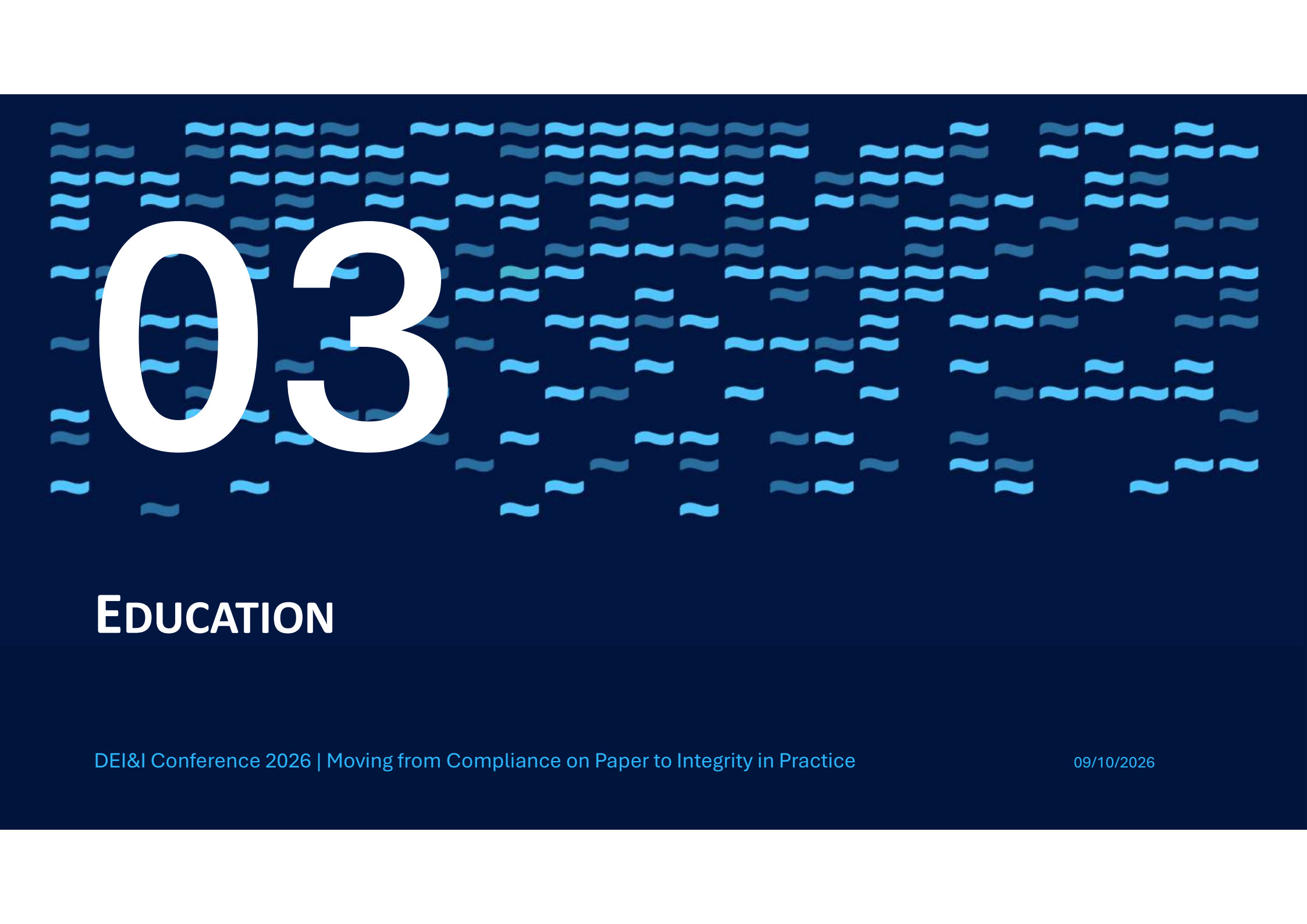
INTEGRITY IN PRACTICE (WISHFUL REALITY)

Active Monitoring: educate, know, understand, apply, daily enforcement, and routine scrutiny and audit

Courageous Assessment: Investigate leaders and influencers.

Autonomy and Independence: Binding recommendations capacity and budget

Objective Rule: Sanctions are universal and consistent



03

EDUCATION

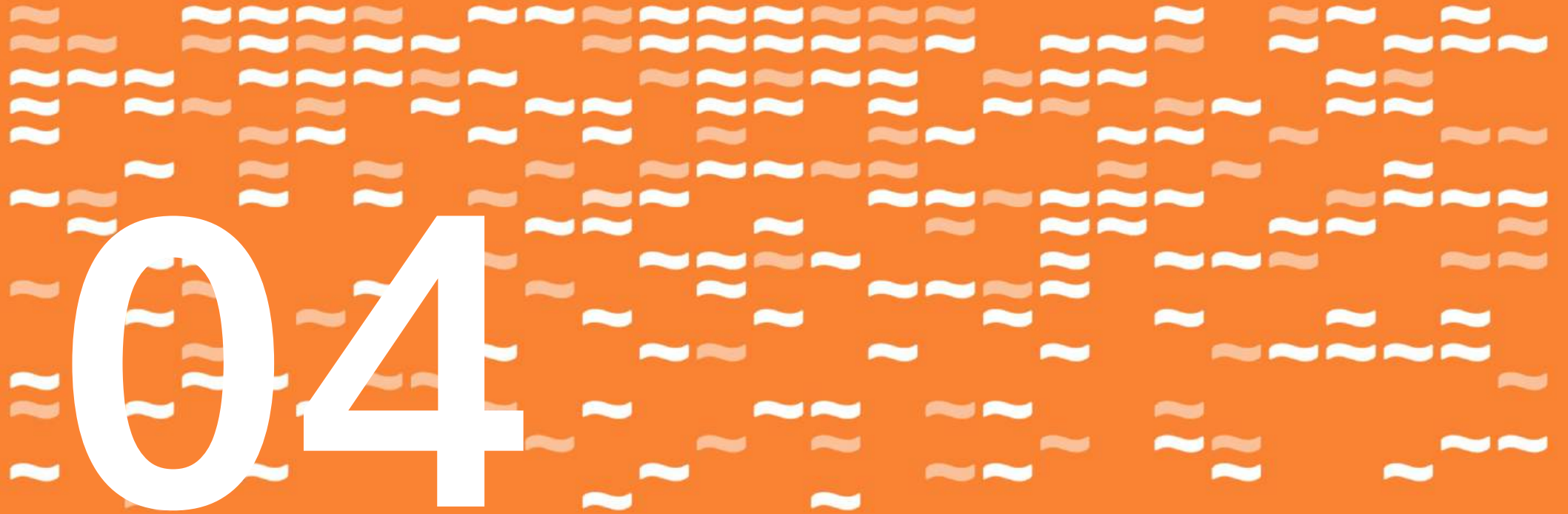


EDUCATION: THE FOUNDATION OF SPORT INTEGRITY

Building a culture of integrity demands education:

- ~ **Preventing** corruption, conflicts of interest, match-fixing, abuse and other integrity risks
- ~ **Empowering** athletes, coaches, officials, managers and other stakeholders to recognise risks and act appropriately, refusing and reporting in good faith (preventing of vexatious reporting)
- ~ **Recognizing** that ethical values guide behaviour and decisions
- ~ **Understanding** integrity risks before they become integrity crises

Educate to prevent, to protect trust, credibility, and reputation of sport.



04

SIGA FRAMEWORK

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FIVE GOALS

G

Good Governance

Clear structures, term limits, and democratic processes.

O

Outstanding Ethical Conduct

Uphold and respect of the fundamental principles of sport ethics.

A

Accountability

Audited accounts, public disclosure, and clear liability.

L

Legality

Full compliance with national and international law and regulations.

S

Scrutiny

Independent oversight free from executive veto.



European Aquatics & SIGA Certification (SIRVS)

European Aquatics, a founding member of the Sport Integrity Global Alliance (SIGA), went through a comprehensive independent audit scrutiny – Bronze certification.

The *SIGA Independent Rating and Verification System* provides impartial external evaluation, verifying the **practical implementation** of the Universal Standards in sport.

UNIVERSAL STANDARDS IN SPORT

Good Governance

Internal democracy, separation of powers, institutional accountability, and open transparency.

Financial Integrity

Full fiscal transparency, external financial audits, and rigorous budgetary monitoring.

Betting Integrity

Zero tolerance for illicit betting, active prevention of match-fixing, and betting restrictions.

Youth Protection

Comprehensive athlete safeguarding, physical and mental wellbeing, and anti-harassment protocols.

05

RISK ASSESSMENT



THE ANATOMY OF INSTITUTIONAL RISK

01. Oversight

Supervision Void

Lack of independent checks shielding executive leadership.

02. Ethics

Conflicts of Interest

Personal financial or personal interests deciding policy.

03. Finance

Financial Misconduct

Bribery, misappropriation, match manipulation, and illicit betting.

04. Regulatory

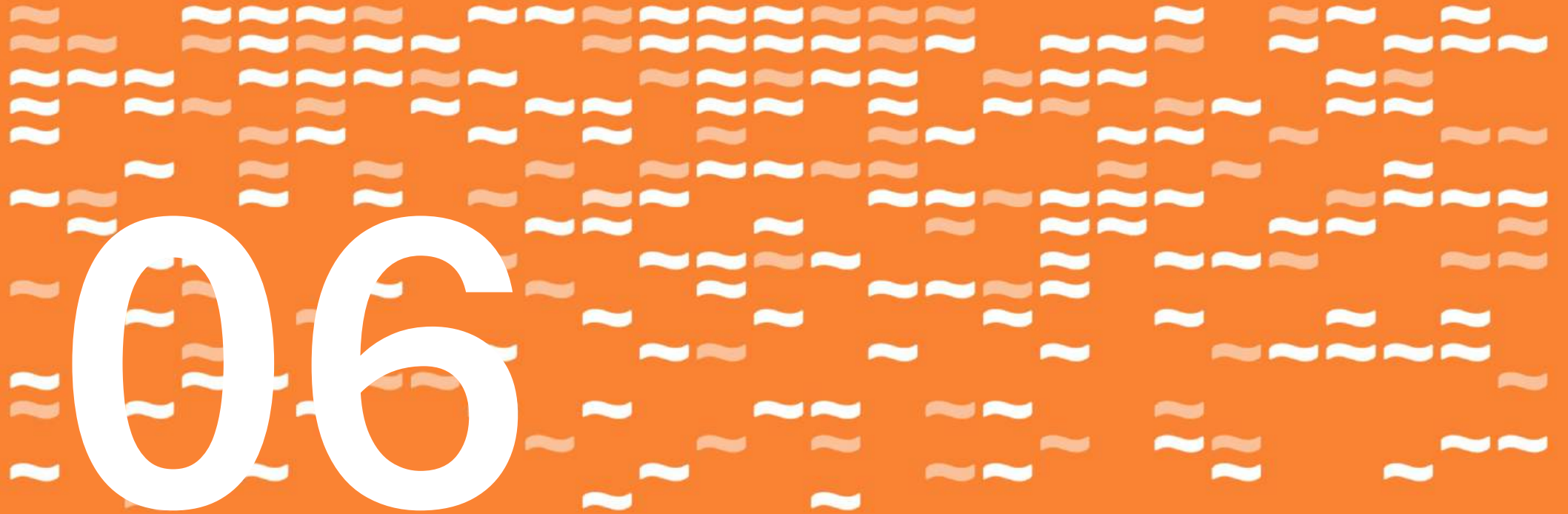
Legal Exposure

Failure to conform to international legal and statutory requirements.

05. Reputation

Public Fallout

Immediate loss of commercial confidence and institutional standing.



STRATEGIC PREVENTION



PREVENTIVE AND PROACTIVE ACTION VS. RETROACTIVE CRISIS CONTAINMENT

01

Risk Audit

Periodic audits evaluating legal, reputational, and governance gaps.

02

Real Autonomy

Properly budgeted and resourced compliance structures.

03

Whistleblower

Confidential, secure, and retaliation-free reporting lines.

04

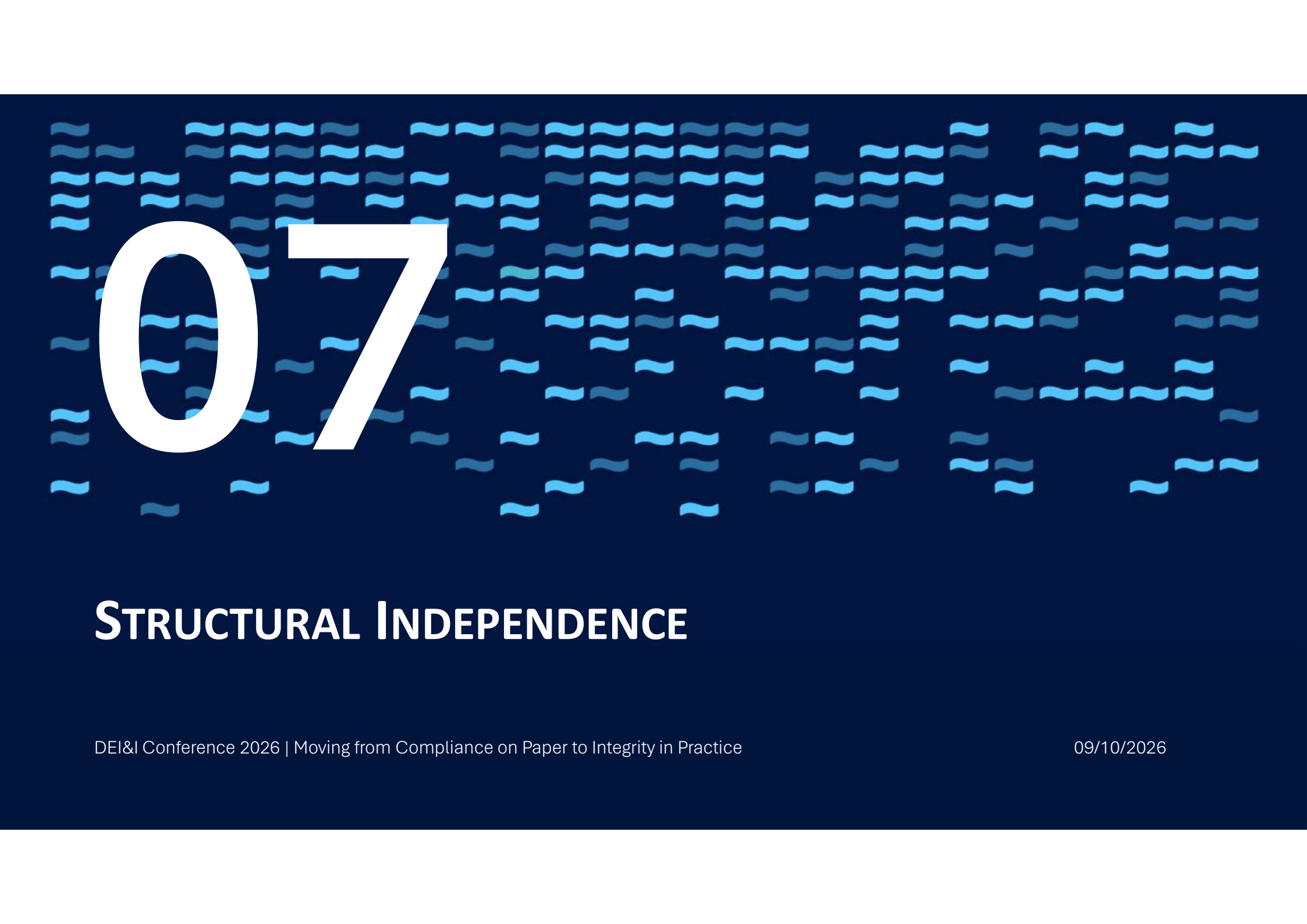
Third-Party

External independent evaluation and integrity certification.

05

Enforcement

Certainty of proportional sanctions paired with continuous education.



07

STRUCTURAL INDEPENDENCE

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EXECUTIVE POWER VS. COMPLIANCE AUTHORITY



Executive Body

Operational administration and strategic governance decisions.



Audit & Compliance Function



Independence from executive bodies



Unrestricted access to all financial records and minutes



Authority to challenge decisions and to make binding recommendations and to impose sanctions



Direct Reporting Line to Supervisory Board



08

COMPLIANCE & REPORTING

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09/10/2026



THE 3 R'S APPROACH

1

Recognise

Identify situations that compromise integrity or constitute irregular approaches.

2

Resist

Be aware of the consequences of illegal behaviors and have the courage to say NO!

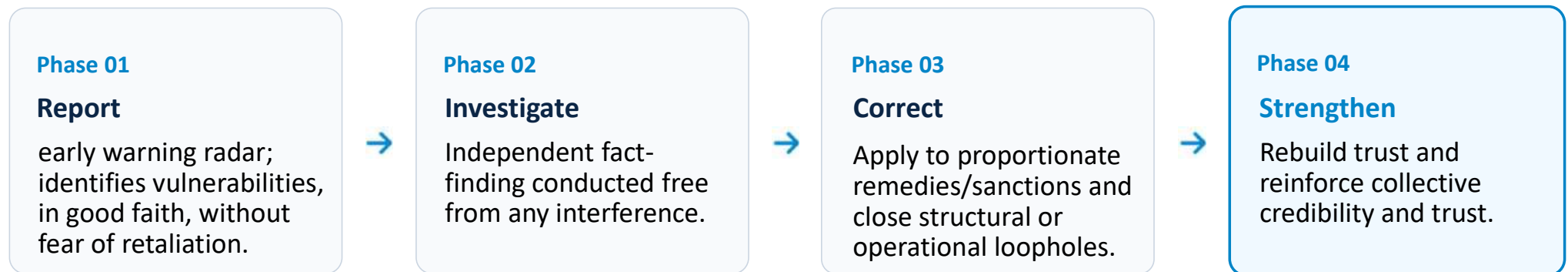
3

Report

Immediately notify through secure, confidential whistleblowing channels (e.g. the EA Ethics Officer).



REFRAMING THE WHISTLEBLOWER PARADIGM





EUROPEAN AQUATICS INTEGRITY CODE 2025

Milestone Date

28 Sept 2025

Official entry into force of the binding **European Aquatics Integrity Code** across all affiliated national federations and covered entities.

Universal Scope

Covers elected officers, athletes, coaches, agents, and referees.

Direct Jurisdiction

Independent investigatory jurisdiction without executive pre-approval.



THE SCOPE OF PROTECTION - MODERN SPORTING INTEGRITY STANDARDS

General Duties

Undivided loyalty, strict confidentiality, and duty to report violations.

Ethics & Finance

Bribery prohibition, conflict disclosures, gift caps (CHF 100 limit).

Competitions

Zero tolerance for match manipulation and betting participation.

Institutional

Neutrality during event biddings and fair democratic elections.

Safeguarding

Protection against harassment, hazing, abuse, and neglect.



ACHIEVING THE INTEGRITY STANDARDS

Risk

Conflicts of Interest



[EA Code Art. 13](#)

Mandatory disclosure declarations of any official after being appointed must be updated every 4 years.

Risk

Event Manipulation



[EA Code Art. 16](#)

Strict prohibitions on exploiting inside information and sports betting activities.

Risk

Lack of Oversight



[EA Code Art. 22](#)

Establishment of the independent European Aquatics Integrity Unit (EAIU).

THE ENFORCEMENT: EUROPEAN AQUATICS INTEGRITY UNIT

Integrity Council

3 independent members defining strategy, governance, supervision and regulatory guidance.

Ethics Officer

Independent, receives and assesses reports/complaints, prima facie evidence, leads investigations and refers cases to the Adjudicatory Body. Oversees whistleblower mechanism.

Adjudicatory Body

3-member independent panel, reviews investigation reports, takes the appropriate decisions and imposes binding sanctions.

European Aquatics Integrity Unit Briefing to Member Federations - Paris August 2026

[https://europeanaquatics.org/wp-content/uploads/2026/08/EAIU-Briefing-to-National-Federations Paris 12 August 2026 CI updated.pdf](https://europeanaquatics.org/wp-content/uploads/2026/08/EAIU-Briefing-to-National-Federations%20Paris%2012%20August%202026%20CI%20updated.pdf)

09

NATIONAL & STATUTORY BASELINES

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STATUTORY COMPLIANCE & TRANSPARENCY



Penal Liability

Criminal sanctions targeting corruption, illegal betting, and sports coercion with aggravated penalties for sports officials.

PORTUGAL - Law 14/2024



Public Transparency

Mandatory online publication of accounts, 3-year activity plans, governing boards, and club shareholder ownership.

PORTUGAL - DL 248-B/2008 & Law 39/2023



National Integrity Bodies

Active enforcement through specialized authorities (APCVD, Criminal Police Platform Against Matchfixing, and National Integrity Council).

PORTUGAL – institutional enforcement



Funding Sanctions

Immediate suspension of state subsidies and official public status if anti-corruption and anti-doping programs are breached.

PORTUGAL – finance enforcement

Universal Declaration on Sports Integrity 24.10.2025



10

HUMAN RIGHTS & WELFARE

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SAFEGUARDING: THE HUMAN CORE OF SPORT

Moving from institutional protection to an athlete-centred culture of safety and respect.



Welfare Definition

Proactive measures to prevent and respond to interpersonal violence, abuse, and harassment across the entire sporting ecosystem.

[IOC 2024 Consensus Statement](#)



Collective Responsibility

Keeping youth and athletes safe from harm is a shared obligation uniting clubs, schools, families, coaches, officials, and medical staff.

[2019 Council of the EU Conclusions](#)



The Cultural Switch

Cultural transformation requires time, clear incident reporting procedures, and non-negotiable enforcement across all competitive tiers.

[Policy, Education & Enforcement](#)



11

ACCOUNTABILITY



MEASURABLE ACCOUNTABILITY: SANCTIONS

GRADUATED SANCTIONS

Level 1: Formal Warning / Official Reprimand

Level 2: Fines / Return of Awards / Subsidies

Level 3: Suspension / Mandatory Educational Programs

Level 4: Exclusion / Period of Ineligibility

SANCTION MODIFIERS

Aggravating Factors

Repeated offenses, deliberate deception, and abuse of senior positions.

Mitigating Factors

Timely voluntary admission, genuine remorse, and substantial inquiry assistance.



CONCLUSION

Trust can no longer simply be asserted — it must be demonstrated in practice.

A well-governed organization isn't one that never faces problems, but one that identifies risks, responds swiftly, and holds individuals accountable regardless of their influence.



“Spectators, athletes, sponsors and investors must have confidence that sporting outcomes are determined by merit, talent, preparation and fair play, rather than by corruption, manipulation or undue influence. Trust is the invisible infrastructure upon which our societies function. Every financial transaction depends upon trust. Every institution depends upon trust. Every market depends upon trust. Every sporting competition depends upon trust. Every democratic society depends upon trust.”

”

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(Giovanni Tartaglia Polcini)

Thank you!

Q&A

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ROYAL SPANISH SWIMMING
FEDERATION



CZECH AQUATICS



SWIM IRELAND



SWEDEN AQUATICS



LAT- LETONIA



ESTONIAN SWIMMING
FEDERATION



MALTA ASSOCIATION



SWIMMING FEDERATION OF
BOSNIA AND HERZEGOVINA



ISRAEL SWIMMING ASSOCIATION



KOSOVO SWIMMING
FEDERATION



SWISS SWIMMING FEDERATION
(SWISS AQUATICS)



CROATIAN SWIMMING FEDERATION



SYNCHRONISED SWIMMING
FEDERATION OF SERBIA



GERMAN SWIMMING FEDERATION



AUSTRIAN SWIMMING FEDERATION



FRENCH SWIMMING FEDERATION



PORTUGUESE SWIMMING
FEDERATION



DANISH SWIMMING FEDERATION



AQUATICS GB



ITALIAN SWIMMING FEDERATION



ROYAL BELGIUM SWIMMING
FEDERATION



ROYAL DUTCH SWIMMING
FEDERATION



FAROE ISLANDS AQUATICS
FEDERATION



AQUATICS FINLAND



CYPRUS SWIMMING FEDERATION



SLOVENIAN SWIMMING
ASSOCIATION



FEDERACIÓ ANDORRANA
DE NATACIÓ



SWIMMING FEDERATION
OF MONACO



SWIMMING FEDERATION
OF ARMENIA



LTU AQUATICS



GEORGIAN AQUATIC SPORTS
NATIONAL FEDERATION



HELLENIC AQUATICS FEDERATION



TURKIYE SWIMMING FEDERATION



HUNGARIAN SWIMMING FEDERATION



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