

# Proceedings



World Summit  
on Ethics in **Sports**

## World Summit on Ethics in Sports

**19<sup>th</sup> September 2014**  
**at the FIFA Headquarters, Zurich, Switzerland**

Organized by the World Forum for Ethics in Business



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# 1<sup>ST</sup> WORLD SUMMIT ON ETHICS IN SPORTS

19<sup>th</sup> September 2014 at the FIFA Headquarters, Zurich, Switzerland



## Ethics in Sports Award 2014

Katarina Witt, the Cruyff Foundation, and Team Tvilling are the recipients of the award that was presented at the WSES. The award winners have inspired people, inside as well as outside of organizational settings to observe and practice human values, and to give equal, if not greater importance, to human values vis-à-vis their own interests.



## The Role of Sports in Society

The 1st World Summit on Ethics in Sports was organized by the World Forum for Ethics in Business and hosted at the FIFA Headquarters in Zurich.

A multi-stakeholder platform, the summit welcomed participants from sports, business, politics, NGOs, interfaith-based organizations and the media.



# 1st World Summit on Ethics in Sports



## Chances & Challenges in Sports Ethics

The summit featured a mix of keynote addresses and interactive workshop discussions to identify and elaborate on the current chances and challenges on the pitch and off the pitch and to identify the role of sports in society.



## Connect through Sports

Participants and speakers from 35 countries and all segments of society experienced the power of sports when they connected in the penalty shoot-out with former Swiss national goalkeeper Pascal Zuberbühler.



# REVIEW: 1<sup>ST</sup> WORLD SUMMIT ON ETHICS IN SPORTS

**In a trailblazing intervention at the FIFA headquarters in Zurich, the World Forum for Ethics in Business convened the 1st World Summit on Ethics in Sports. Global stakeholders not only discussed on governance challenges in sports but also emphasized on the important values sports promotes and the enormous potential sports has to solve social problems.**

The current governance challenges in sports and in particular in soccer absorbed much attention at the 1st World Summit on Ethics in Sports that took place on 19th September 2014 in Zurich.

Participants and speakers agreed that the commercialization in sports threatens to overshadow the values that sports transports. In workshops and panel discussions solutions for protection of the purity and integrity of sports were discussed. "It is about finding the balance between virtue and addiction for fame, success and money", emphasized Brazilian swim legend and multiple Olympic medal winner Gustavo Borges, one of the 57 world-leaders and sports-stars speaking at the Summit.

WFEB Founder Sri Sri Ravi Shankar pointed out, that sports, if governed in the right way, 'can be a very important instrument to create peace in places where inter-cultural conflicts prevail.'

Slovenia's former Prime Minister and current MEP Alojz Peterle urged on the true meaning of sportsmanship, 'We will always have winners and losers in sports but we should not have victims.'

"Sports stands for personal excellence, for perseverance, intense resilience, teamwork, leadership, solidarity, health, well being and respect for all, said Rajita Kulkarni, President of the World Forum for Ethics in Business in her opening speech. 'Where politics might not always succeed, sports has the power to unite the world in many ways, cutting across language, culture and religion. Business, politics and society can learn from the great values sports promotes.'

FIFA President Joseph Blatter shared that 'FIFA is the only sports organization which has this independent body for ethics, nobody else, not even the IOC (International Olympic Committee).'

However, the speeches of Hans-Joachim Eckert, Chairman of the adjudicatory chamber of FIFA's independent Ethics Committee, and Michael J. Garcia, Chairman of the investigatory chamber of FIFA's independent Ethics Committee indicated, that final clarity concerning the investigations on the Qatar 2022 World Cup can only be expected towards the end of 2014.

The WSES featured a mix of keynote addresses and breakout sessions to enrich participants' overall knowledge and experience and to identify concrete action steps to tackle current shortcomings in ethics in sports.

Dr. Sanjay Pradhan, World Bank emphasized during the inaugural panel discussion that "Sports should have a dual bottom line, one that uplifts ethics in society."

"Can we save the soul of sports in spite big money involved? It must be possible", Jo Leinen, Member of European Parliament urged the audience.



David Walsh, Award Winning Sports Journalist; Chief Sports Writer of The Sunday Times added that “There will always be people who want to do things in a correct way, those are the people on whose side we should be on. If you win in a wrong way, you’re not just a loser, but you may become the most disgraced person in the history of sports.”

Further speakers included amongst others Luis Moreno Ocampo - First Prosecutor of the International Criminal Court, Christoph Daum - International Football Manager, Stanislas Frossard - Executive Secretary, Enlarged Partial Agreement on Sport, Council of Europe and renowned sports stars like Katarina Witt, Sven Hannawald, Alain Suter and Brazilian multiple Olympic medalist Gustavo Borges.

Amongst a total of 55 speakers, a number of NGO representatives like Sylvia Schenk, Senior Advisor for Sport at Transparency International and Manon Schick, Amnesty International's Swiss Head.

To honor true sportsmanship and showcase the values sports promotes, the World Summit awarded three Ethics in Sports Awards. In a moving ceremony, more than 300 delegates from 35 countries applauded the winners in the category Outstanding Team, the Team Tvillig, Peder and Steen Mondrup from Denmark. Peder Mondrup is the first athlete with cerebral palsy to complete an Ironman contest with his twin brother Steen. World famous figure skating icon and two times Olympic winner Katarina Witt won the title for the outstanding individual for her sportsmanship and service to society. The Johann Cruyff Foundation was awarded the title outstanding organization for the long lasting work in the field of education through sport.

During the closing session, WFEB President Rajita Kulkarni presented the framework on recommended action steps to move towards more integrity in ethics in sports on and off the pitch.

The WSES concluded with a festive penalty shoot-out, facilitated by former Swiss national goalkeeper Pascal Zuberbühler.

## About the World Summit on Ethics in Sports

The World Summit on Ethics in Sports is an initiative of The World Forum for Ethics in Business, a registered, Belgium-based public interest foundation. The mandate of the Forum includes all manner of pursuing and establishing the indispensable ethical foundations of business in a globalized world.

For eleven years the WFEB has convened in worldwide conference and since 2006 annually at the European Parliament in Brussels. In the past decade over 40.000 leaders from 60 countries have participated in this conference and innumerable stories of transformation at a personal as well as at a corporate level have been heard. Political leaders, Nobel Laureates and top executives from leading global companies have participated in the annual symposium and in satellite conferences around the world.

The 2014 Summit at the FIFA Headquarters in Zurich was the first conference of its kind. The World Forum for Ethics in Business has organized this summit in cooperation with Marti Communications and the International Association for Human Values.



# ADVOCACY AND ACTION: THE WORLD FORUM FOR ETHICS IN BUSINESS

## **The World Forum for Ethics in Business: Eleven years advocating and acting towards ethics in business, good governance and shared value**

The World Forum for Ethics in Business (WFEB) is a registered public interest foundation based in Belgium (N° 822.216.342). The mandate of the Forum includes all manners of pursuing and establishing the indispensable ethical foundations of business in a globalized world. Among the organization's main objectives are providing a platform for the promotion and defense of ethical approaches to business enterprise and corporate governance and facilitating global dialogue and fostering cooperation among the private sector, the academic world, government agencies, international organizations, the media, spiritual as well as secular communities and all other stakeholders.

The World Forum for Ethics in Business is governed by its President Rajita Kulkarni and its Board Members Dr. Sanjay Pradhan, Vice President for Change, Knowledge and Learning, World Bank; Jo Leinen, Member of European Parliament; Nirj Deva, Member of European Parliament; Madhu Rao, Vice Chairman Shangri-La Hotels; Roland Glaser, Former CEO Minerva School; and Ram Lakhina, Chairman of The Netherlands India Chamber of Commerce and Trade.

The strategic partners of the WFEB annual conference are the World Bank Group and the International Association for Human Values.

## **40,000 Participants, 60 Countries, 11 Years**

The Symposium was first launched on the inspiration of Sri Sri Ravi Shankar in 2003 in Bangalore, India, and the venue moved to the European Parliament in Brussels in 2006. Over the past eleven years, political leaders, Nobel Laureates and top executives from global companies such as Shell International B.V., Microsoft Corporation, Coca Cola, Infosys, ING Bank, GMR Group, Daimler AG and Tata Services have participated in this event.

In January 2010 stakeholders from previous conferences joined forces and established a new independent organization, the World Forum for Ethics in Business (WFEB).

## **Expanding Advocacy Platform to New Geographies**

The immediate priorities of the Forum for 2010 were to expand the conference to other regions and countries, to develop ethical leadership & governance programs for the private sector and to create a platform for sharing best practice and innovations in business ethics. Consequently the conference has expanded its advocacy platform in 2010 by reaching out to new geographic areas: In September 2010, regional conferences were hosted in Poland and Russia and action is now under way in these countries to implement business ethics on a local level. In November 2010, WFEB, IAHV and the World Bank co-hosted a conference focused on strengthening responsible business and good governance in Africa. In 2012, the network of ethics in business ambassadors was further expanded with satellite conferences held in Argentina, Singapore and the Netherlands. In 2013, satellite conferences were held in India, Slovenia and at the United Nations in Geneva. In 2014, a satellite conference has already been held in Nepal.





# THE WORLD FORUM FOR ETHICS IN BUSINESS BOARD MEMBERS



**Ms. Rajita Kulkarni**  
President,  
World Forum for Ethics in Business



**Mr. Jo Leinen**  
Member of the European Parliament,  
Board Member, WFEB



**Dr. Sanjay Pradhan**  
Vice President Leadership, Learning and  
Innovation, World Bank  
Board Member, WFEB



**Mr. Nirj Deva**  
MEP, Vice-President of the Development  
Committee in the European Parliament,  
Co-Founder & Board Member, WFEB



**Mr. Jules Goudsmit**  
CEO Coffral SA., Co-Founder & Board  
Member, WFEB



**Mr. Roland Glaser**  
Former CEO Minerva Schools Switzerland,  
Board Member, WFEB



**Mr. Madhu Rao**  
Vice Chairman Shangri-La Hotels,  
Co-Founder & Board Member, WFEB



**Mr. Ram Lakhina**  
Chairman, Netherlands-India Chamber  
of Commerce and Trade (NICCT), Co-  
Founder & Board Member, WFEB

## THE MANAGEMENT



**Mr. Christoph Glaser**  
Managing Director



**Mr. Ewald Poeran**  
Managing Director

# SPECIAL MESSAGES

**H.E. Narendra Modi**

The Prime Minister of India



सत्यमेव जयते

प्रधान मंत्री

Prime Minister

**MESSAGE**

I am happy to learn that The World Forum for Ethics in Business is organising a 'World Summit on Ethics in Sports' on 19 September, 2014 at FIFA Headquarters, Zurich, Switzerland.

The goodness of the human being is the backbone of every social, political, or commercial system. The sense of goodness is essential in every endeavour of life whether it is nation building, business, sports or philanthropy.

I hope that the Summit will be successful in disseminating the importance of ethics to the participants and the world at large.

I wish the event all success.



(Narendra Modi)

New Delhi  
13 September, 2014

# SPECIAL MESSAGES

## H.E. Wilfried Lemke

Under-Secretary-General, Special Adviser to the Secretary-General on Sport for Development and Peace



SPECIAL ADVISER  
TO THE UN SECRETARY-GENERAL  
ON SPORT FOR  
DEVELOPMENT AND PEACE

### Foreword by Mr. Wilfried Lemke

Special Adviser to the United Nations Secretary-General  
on Sport for Development and Peace

#### World Summit on Ethics in Sports



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It is an honor for me to have the opportunity to present the 1st World Summit on Ethics in Sport. This first meeting to discuss the role of sport in solving societal problems highlights sports' incredible power to focus energy for solving global issues.

Sport is not only a fundamental human right, but also a powerful tool to advance economic, social and human development around the world. Access to sport and physical activity are of crucial importance for both human health and the prevention of disease worldwide.

The field of Sport for Development and Peace (SDP) utilizes this potential inherent in the intentional use of sport and physical activity, in order to achieve specific development and peace objectives, in particular with regard to the eight UN Millennium Development Goals (MDGs).

As the Special Adviser to the United Nations Secretary-General on Sport for Development and Peace, my mandate is to advocate, facilitate and represent the UN on matters related to sport for development and peace. Over my tenure I have set out five priorities areas that I believe need the world's foremost attention in order to truly make sport available for all. These priorities are the development of Sub-Saharan Africa; encouraging dialogue in conflict areas; advancing gender equality; fostering the inclusion of persons with disabilities; and promoting youth development and supporting community role models.

Especially within the sphere of international humanitarian and social work, the potential of sport as a tool for peace and development has captured increasing attention during the past decade. As such, sport can be a powerful tool to provide employment, reduce poverty and facilitate sustainable development. It can also support reconciliation efforts in societies divided by war and contribute to long-lasting peace.

In closing, I wish you a successful and inspiring summit and I look forward to the many positive outcomes.

Geneva, 18 September 2014

Wilfried Lemke

Under-Secretary-General

Special Adviser to the Secretary-General  
on Sport for Development and Peace



# SPECIAL MESSAGES



## **Sports – a genuine expression of life and its joy**

### **Sri Sri Ravi Shankar**

Co-Founder, World Forum for Ethics in Business

“Sport is one of the indispensable expressions of human life. A child starts playing even before it learns language. Sports have a magnificent quality of uniting people across the globe irrespective of language, culture and even generations. Their purpose is to create joy and happiness in life, which would otherwise be dry. Sporting accomplishments often provide great inspiration to many and touch them deep inside.

People do not just adore sport stars; they revere them as larger-than-life heroes. It is unfortunate that corruption, which has now become a worldwide phenomenon, has not left even the arena of sports untouched. There is a danger that people might become so blinded by hunger for greed or glory that they lose perspective and end up doing things that not only bring shame but also damage the faith people have in fairness. Of late, in some cases, we have seen that games are fought like war and wars are being fought like games.

Sports should be thought of as a genuine expression of life and its joy. I am happy to see that this summit is bringing together distinguished people from the world of sports, politics and business to discuss ways to maintain ethics in sports.”



## **Sports – a passion that unites the world**

### **Prof. Ruud Lubbers**

Former Prime Minister of the Netherlands  
Head of the Advisory Board,  
World Forum for Ethics in Business

“As the Head of the Advisory Board of the World Forum for Ethics in Business, the organizer of this summit, I have followed the work of this organization closely since its formation, and I am impressed by the work that is being done around the globe to spread and inculcate ethics in business and good governance.

I believe it is just timely that the World Forum for Ethics in Business expands their focus and reach from business and politics to even a wider target group, and I am glad that during this summit the important question of ethics in sports will get addressed.

This conference is a unique platform to bring various pillars of society together by a passion that unites so many around the world: The passion for sports. Sports have always played a key role in fostering a connection between millions of people in cultural exchange and celebration through teamwork, competition and sportsmanship.

It is my hope that we will use this knowledge exchange to innovate solutions for today's toughest societal problems, and provide an opportunity for concrete action to improve the lives of everyone on the planet. In this spirit of learning from the past and driving forward with a focus on the positive, I wish that our efforts culminate in “a joyful celebration of life for all” and that is my sincere wish to you on this momentous occasion of our Inaugural World Summit on Ethics in Sports.”

# SPECIAL MESSAGES



**Mr. Joseph S. Blatter**

President of FIFA

"It is an honour for FIFA to host the inaugural World Summit on Ethics in Sport, a conference which is of great interest and relevance to the sports world, and therefore to our organization. I am convinced that the prominent speakers and participants present here today will make it a fruitful summit, and thus the first of many.

Between 2011 and 2013, FIFA undertook sweeping reforms. The Governance Reform Process, as it was dubbed, led to a series of changes in the field of ethics and integrity. This included a review of FIFA's Code of Ethics and Code of Conduct, as well as a restructuring of its independent Ethics Committee to be bicameral with investigatory and adjudicatory chambers. Beyond that, we introduced mandatory integrity checks for key officials, revised our definitions of bribery and corruption to be in line with OECD standards, and introduced a new confidential reporting mechanism. Collectively, we believe these measures have placed the organisation at the forefront of governance standards in sport.

The spirit of fair play and solidarity lies at the heart of football. Equally, ethics and ethical behaviour must be placed at the heart of everything we do in our work as the international governing body of the game. From organizing the FIFA World Cup to developing football everywhere, we are working hard to ensure that our organization and the global football community wholeheartedly embrace best practice and ethical behaviour. Ultimately, it is up to each of us individually to practise what we preach."



## SPECIAL MESSAGES



### **Mr. Mahendra Singh Dhoni**

Captain of the Indian National Cricket Team

I would like to thank you so much for the invitation to the World Summit on Ethics in Sports and I wish so much I could be there but as usual I'll be playing a bit of cricket as we do throughout the year!

I am, however, delighted that this important initiative is taking place. We often talk about ethics in business amongst other important social topics but I feel that Ethics in Sport has been neglected at times and so I am delighted at this initiative.

As an international sports person I am widely travelled and I have never found a universal language that equals sports. Brazilians playing football, English playing cricket, Indians hockey, the language is universal. When young people see these players and the various sports personalities it gives them something to which they can aspire. Life is a succession of ups and downs. And during the down times however low the sportsmen may feel they still have to go in there and compete. These are the sorts of things that youngsters look up to in their role models.

I feel that in the coming years sports will provide some very important building blocks. I know that in today's world we have FIFA as a Playstation program and it is becoming ever more popular but I want to see a world where my children are courageous. I want them outside on a field playing sport rather than saying to me: 'Dad we're playing Playstation FIFA.'

There are many things to be said on the topic of Ethics in Sport but as one of my coaches said, 'You know when it comes to ethics in sports it's a very simple thing - the spirit of the game.' I asked him what he meant by that and he said 'When there are games or an event on television you don't want your kids to see or learn anything negative as they watch the game. That's what the spirit of the game means and that's what we should be looking at.' Speaking as a sportsman it's clear to all of us what we need to do and how. We want young people look up to us when they observe everything we do on the field. So I'd like to end with these simple words: play hard but play fair.



# World Summit on Ethics in **Sports**



World Summit  
on Ethics in Sports

# WORLD SUMMIT ON ETHICS IN SPORTS

19th September 2014, FIFA Headquarters Zurich

## Sports meets Business – “Shared Value and the role of sports in solving societal problems”

The 1<sup>st</sup> World Summit on Ethics in Sports (WSES) aims to define the role of sports in solving societal problems and to celebrate best practice examples of ethical sportsmanship. The summit will elaborate on what business and politics can learn from sports, showcase successful CSR activities in the sports arena and assess and address current opportunities and challenges in sports ethics. This multi-stakeholder summit will feature a mix of keynote addresses and breakout sessions to enrich participants’ overall knowledge and experience and propose a substantial agenda for action.

### 08.15 – 08.45: Registration

### 08.45 – 09.00: Opening address

- **Mrs. Rajita Kulkarni**, President, World Forum for Ethics in Business

### 09.00 – 09.10: Welcome message

- **Mr. Joseph S. Blatter**, President of FIFA

### 09.10 – 10.35: Inaugural panel

- **Opening remarks: Mr. Jo Leinen**, Member of European Parliament; Board Member, World Forum for Ethics in Business
- **Dr. Sanjay Pradhan**, Vice President Leadership, Learning and Innovation, World Bank
- **Mr. Hans-Joachim Eckert**, Chairman of the adjudicatory chamber of the independent FIFA Ethics Committee
- **Mr. Alojz Peterle**, MEP, Former Prime Minister of the Republic of Slovenia
- **Mr. Gustavo Borges**, Brazilian former international swimmer and multiple Olympic medalist
- **Prof. Jiří Dvořák**, MD, FIFA Chief Medical Officer, Chairman F-MARC, Schulthess Clinic Zurich
- **Mr. Nirj Deva**, Member of European Parliament, Board Member; World Forum for Ethics in Business
- **Sri Sri Ravi Shankar**, Co-founder, World Forum for Ethics in Business

**Moderation: Mr. Christoph Glaser**, Director, World Forum for Ethics in Business

### 10.35 – 11.00: Break



## 11.00 – 12.15: Workshops

### Workshop 1: Shared Value and CSR – Sharing of best practices

We need a new paradigm for business wherein businesses generate economic value by tackling society's major needs and problems such as health, education and environmental degradation as a core value proposition. This broader notion of shared value can reshape the relationship of business to society and can legitimize business as a central partner in tackling society's problems. As some sports have grown into businesses they also carry a much larger responsibility for society. In this panel we share best practice from business, which could be scaled up for greater impact in the sporting community.

- **Mr. Robin Cornelius**, Founder and owner of Switcher SA
- **Prof. Livia Járóka**, Former MEP; Founder, Járóka Livia Talent Supporting Association
- **Prof. Dr. Gerhard Prätorius**, Head of CSR, Volkswagen AG
- **Mr. Richard Saller**, Founder, Saller-Sports
- **Ms. Manon Schick**, Amnesty International, Head of Swiss Section

**Moderation: Mr. Günter Conrad, CEO, Con-First GmbH**

Hall: "Training" - with English and German translation

### Workshop 2: Shaping the team to success – Learning from sports

Leadership is about bringing together diverse groups of people to achieve a common goal. Best practice from sports can be a great example on how to successfully lead teams. In this workshop world-renowned athletes and team players share their wisdom and secrets of success.

- **Mr. Jamilon Mülders**, Coach of Germany women's national field hockey team, Hockey world champion in 2002
- **Mr. Andreas Sachs**, Austrian racing cyclist, runner-up in the legendary Race Across America 2009 and the Race Across Australia 2011
- **Mr. Erik Thorstvedt**, Former Norwegian football player, TV football expert

**Moderation: Dr. Jana Leidenfrost**, Entrepreneur & Coach; Author of the book on Leadership and Sports „Naturally performing better“

Hall: "Kick & Score" - with English and German translation



World Summit  
on Ethics in Sports

### Workshop 3: The cutting edge of sports' performance: New horizons

Stronger faster higher, this is the evolution of sports. However, what is the line between acceptable and unacceptable performance enhancement in sports? In this workshop, scientists and practitioners will provide thought provoking insights and discussions on how to improve one's performance in today's world of competitive sports, with concrete solutions for future generations.

- **Prof. Fahri Saatcioglu**, Professor for Molecular and Cell Biology, Department of Biosciences, University of Oslo, Norway
- **Dr. Scott Paton**, Chiropractor, Certified Athletic Trainer, Masters Degree in Sports Medicine, Author, "Health Beyond Medicine", USA
- **Mr. Bryan Roy**, Football Manager of the Ajax Youth Team, Former Professional Player of the Dutch National Football Team
- **Ms. Lisette Sevens**, former Dutch field hockey defender, Olympic gold medalist with the field hockey national women's team

**Moderation: Ms. Janine Geigle**, Swiss Sports TV Reporter and Journalist

Hall: "Turf" – This workshop will be conducted in English

### Workshop 4: Coaching yourself to success – Learning from sports

Evolving oneself towards using one's full potential is most likely not only the desire and dream of every athlete but also of every professional. Taking inspiration from the life stories of four incredibly successful sports people, this workshop seeks to explore ways to coach oneself to success.

- **Mr. Heinz Frei**, Swiss wheelchair athlete, 15-times gold medalist at the summer and winter Paralympics, current world record holder
- **Mr. Robert Korzeniowski**, Former Polish racewalker, Four-times Olympic gold medalist
- **Mr. Miroslav Cerar**, Vice-President of the European Fair-Play Movement, Former Olympic gold medalist in gymnastics
- **Mr. Gustavo Borges**, Brazilian former international swimmer and multiple Olympic medalist

**Moderation: Mr. Rutger Koopmans**, Independent Advisor and Non-Executive Director, Acting CFO at Vertical Biomass Corporation

Hall: "Auditorium" - with English and German translation

**12.15 – 13.20: Lunch**

### 13.30 – 14.30: Afternoon opening panel

- **Mr. Luis Moreno Ocampo**, First Prosecutor of the International Criminal Court
- **Mr. Christoph Daum**, Former German Professional Football Player, International Football Manager
- **Mr. David Walsh**, Award Winning Sports Journalist; Chief Sports Writer of The Sunday Times
- **Dr. Mustafa Al-Sayed**, Secretary General, Royal Charity Organization, Kingdom of Bahrain

**Moderation:** **Dr. Sanjay Pradhan**, Vice President Leadership, Learning and Innovation, World Bank

### 14.30 – 15.40: Workshops

In recent years, sport organizations have been growing immensely in size and importance, therefore it is crucial that the structure, attitude, and culture keep pace with current challenges such as match fixing, doping, as well as with transfers and events. It is really about developing a whole program on how to ensure that athletes, suppliers and other stakeholders know about the expectations and stick to the rules. The Anti-Corruption Workshops 1 and 2 will assess the current reality in sports governance from different perspectives and suggest possible solutions.

#### Workshop 1: Anti-Corruption: Challenges on the pitch: Match Fixing & Doping

- **Mr. Ralf Mutschke**, Director of Security, FIFA
- **Mr. Simone Farina**, FIFA Ambassador for Fair Play
- **Prof. Jiří Dvořák**, MD, FIFA Chief Medical Officer, Chairman F-MARC, Schulthess Clinic Zurich, Switzerland
- **Mr. Stanislas Frossard**, Executive Secretary, Enlarged Partial Agreement on Sport, Council of Europe
- **Mr. Patrick K. Magyar**, Director, Weltklasse Zürich, CEO of the European Championships in Athletics 2014 Zurich

**Moderation:** **Dr. Jana Leidenfrost**, Entrepreneur & Coach; Author of the book on Leadership and Sports „Naturally performing better“

Hall: “Turf” – This workshop will be conducted in English

#### Workshop 2: Anti-Corruption: Challenges off the pitch: Transfers, Elections, Events

- **Mr. Michael J. Garcia**, Chairman of the investigatory chamber of the FIFA independent Ethics Committee
- **Mr. Roland Büchel**, Member of the National Council of Switzerland
- **Mr. Jo Leinen**, Member of European Parliament
- **Mr. Peter Nünlist**, CEO, PETER NÜNLIST AG, Investment Management & Services
- **Ms. Sylvia Schenk**, Senior Advisor for Sport, Transparency International

**Moderation:** **Ms. Erika Mann**, Former MEP; Managing Director Public Policy, Facebook, Board of Directors at ICANN

Hall: “Auditorium” – This workshop will be conducted in English



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### Workshop 3: The role of media to promote ethics in sports

It is obvious that the media wields an incredible influence on the world, and some statistics show 30% of media space is dedicated to sports. How does one tread the fine balance between keeping the news on sports entertaining, and informative, yet keeping it within the principles of truth, fairness, and decency? Where is the line between investigative journalism that reveals the truth, and pure sensationalism, which sells on negativity at the compromise of ethics?

- **Mr. Hanns-Bruno Kammertöns**, Managing Editor, Die Zeit, Germany
- **Mr. David Walsh**, Award Winning Sports Journalist; Chief Sports Writer of The Sunday Times
- **Mr. Bernard Thurnher**, Swiss TV Commentator, Sports Presenter and Showmaster
- **Mr. Christoph Daum**, Former German Professional Football Player, International Football Manager
- **Mr. Walter de Gregorio**, Director of Communications and Public Affairs, FIFA

**Moderation:** Mr. Michael Sokoll, CEO, Sokoll Communications

Hall: "Training" – with English and German translation

### Workshop 4: Winning ugly? Is there a place for sportsmanship in today's global sports scenario?

Sportsmanship is an aspiration or ethos that a sport or activity will be enjoyed for its own sake, with proper consideration for fairness, ethics, respect, and a sense of fellowship with one's competitors. However, as today it sometimes seems that the end justifies every means, the question arises: Are success and sportsmanship complementary or contradictory?

- **Ms. Yvonne Feri**, National Councillor, Switzerland
- **Dr. Catherine Ferrier**, Director, Executive Education in CSR, University of Geneva
- **Mr. David Endt**, Dutch sports journalist, author and columnist, Former team manager of FC Ajax Amsterdam
- **Prof. Jean-Loup Chappelet**, Professor of Public Management at IDHEAP, Université de Lausanne

**Moderation:** Mr. Christian Savioz, CEO, evolution4

Hall: "Kick & Score" – with English and German translation

**15.40 – 16.10: Break**

### 16.10 – 16.30: Ethics in Sports Awards

#### Felicitators:

- **Mrs. Rajita Kulkarni**, President, World Forum for Ethics in Business
- **Dr. Sanjay Pradhan**, Vice President Leadership, Learning and Innovation, World Bank
- **Mr. Werner Lüdemann**, President, International Association for Human Values Switzerland
- **Mr. Peter Marti**, CEO, Marti Communications

**Moderation:** **Mr. Michael Sokoll**, CEO, Sokoll Communications

### 16.30 - 17.30: Panel discussion: The role of sports in solving societal problems

- **Mr. Sven Hannawald**, former German ski jumper, Winner of the Four Hills Tournament, race-car driver
- **Mr. Alain Sutter**, Former Swiss Football Player; Author and TV Football expert
- **Ms. Katarina Witt**, Former German Figure Skater, Two-Time Olympic Gold Medalist, Four-time World Champion
- **Mr. Heinz Günthardt**, Former professional tennis player, Wimbledon Winner; Coach of the Swiss Fed Cup Team

**Moderation:** **Mr. Bernard Thurnher**, Swiss TV Commentator, Sports Presenter and Showmaster

### 17.30 – 18.30: Resolutions, action plans and closing

- **Mrs. Rajita Kulkarni**, President, World Forum for Ethics in Business
- **Dr. Sanjay Pradhan**, Vice President Leadership, Learning and Innovation, World Bank
- **Mr. Peter Marti**, CEO, Marti Communications

### 18.30: Aperitif and Penalty Challenge

#### Goalkeeper:

- **Mr. Pascal Zuberbühler**, Former Professional Goalkeeper of the Swiss National Football Team; Teleclub Expert for the Swiss League; Technical Director and Goalkeeper Coach, Servette Football Club Geneva

**Moderation:** **Mr. Andreas Förster**, Founder, Holistic Counselling

## Mr. Gustavo Borges

Brazilian former international swimmer and multiple Olympic medallist



*It is an honor to participate in this Forum, especially with the topics and the level of the participants. To talk about societal problems, or societal development, will be interesting because the environment (or context) that sports provides to a person has a great impact on the development of a human being. Most of the knowledge and experience I have come from sports, so the topic "Coaching yourself to success – learning from sports" has a deep impact on me. I really believe that the first step needs to be taken by ourselves. We always face different challenges throughout our life in all different areas, and we face important questions: To give up or to persist? To do the basics or to work with excellence? Let your life take you or take charge of your life? Depending on the direction you go, or choice, the outcome will have a huge impact on your goals.*

Gustavo Borges is a well-known athlete in his native Brazil. He made his international debut in swimming in Barcelona in 1992, winning the silver medal in the 100-meter freestyle. He later went on to participate in a total of four Olympic Games, winning 4 Olympic medals. Nowadays, Gustavo is dedicated to his swimming gyms where he has created a swimming methodology, which teaches children and adults how to swim. With five private gyms and three hundred licensees, he has applied all the skills acquired in sports directly to his business. His experience goes from being an athlete to developing his skills as an entrepreneur. Gustavo was an active member of the FINA Athletes Commission for 12 years. Today he sits on the Executive Board of Directors of IHRSA, an international association that focuses on Health Clubs all over the world, and is also a member of the Brazilian Athletes Committee.

## Mr. Roland Büchel

Member of the National Council of Switzerland



*Can sport, in particular top-level sport, solve social problems? No, but the big sport associations have to handle their own problems. As multi-billion groups they have to act ethically as is expected from the whole private sector. Doping and match fixing are problems of sports. The biggest challenge is corrupt functionaries. Having good intentions within the associations however can help to eradicate this disease.*

Roland Rino Büchel is an entrepreneur and a member of the Swiss Parliament for the Swiss People's Party. He was born on 8th October 1965. He went to primary and secondary school in his hometown Oberriet in the canton of St. Gallen. He then served a three-year apprenticeship in a bank. After that, he studied economics in St. Gallen and in Buenos Aires. After working for the Swiss Foreign Office in Venice, Marseille, Milan, Buenos Aires and Paris, he moved into the marketing business to take on the responsibility of the sponsorship of the Swiss Alpine Ski Team in the 90s. Later, he moved into international football marketing and was in charge of the rights delivery of several international football tournaments in Central America, South America and in Africa. In the 2004, he became a member of Parliament of the canton of St. Gallen. Since 2010 he has been a member of the National Parliament of his country.

He is the father of a 20 month old daughter. In his spare time he likes cycling, hiking and reading.

## Mr. Miroslav Cerar

Vice-President of the European Fair-Play Movement, Olympic gold medallist in gymnastics



*"In 2014 we celebrate 20 years of the EFPM – European Fair Play Movement, established by FIFA in Zurich in 1994. This incidence once again shows the interconnection and interaction between sports and business. Since then they have both become global and sport has changed from amateur to professional. Today, both sport and business need stricter rules and regulations, more external supervision, as well as more self-regulation and self-control. From a global perspective we should nevertheless stay focused on the human being, on each individual, and make sure to raise the awareness of tolerance, fair play, mutual respect and understanding as well as basic human values to be applied both in business and sporting worlds."*

Born in Ljubljana in 1939, Mr. Cerar graduated from the Faculty of Law in Ljubljana in 1964 and kept his private office as an attorney from 1973 to his retirement in 2005. Since 1992 he has been active as a sports official, first as an individual founder of the Slovenian Olympic Committee – Association of Sports Federations and been its Executive Committee member ever since; he was also the founder and the president of the Slovenian Olympic Academy and became the first and only President of the Club of the Slovenian Olympians. He was double Olympic champion on pommel horse in 1964 and 1968 and won bronze medals on horizontal bar (Tokyo and Mexico); he won two medals – gold on pommel horse and bronze on parallel bars at Pre-Olympic Games in 1963 and 1967 (Tokyo and Mexico) and has won in total 6 medals at the World Championships, 21 medals at the European Championships and 15 medals at the Mediterranean Games. He was awarded the "Olympic Order (L'Ordre Olympique)", the highest award of The International Olympic Committee and the highest state awards of former Yugoslavia and the Republic of Slovenia. From 1995 to today he has been appointed by the Slovenian Government as the National Ambassador of Sport, Tolerance and Fair Play, and in 1994 he was one of the founders of the EFPM (European Fair Play Movement) and remained a member till now. In 2013 he took over the position of EFPM Vice-President. Since 2008 Mr. Cerar has also been a member of the International Committee for Fair Play (CIFP) Council.

## Prof. Jean-Loup Chappelet

Professor of Public Management at IDHEAP, Université de Lausanne



*"Sport governing bodies should promote and develop sport. But sport has changed a lot since they were founded a century ago or so. They should promote, develop and defend SAFE (Sustainable, Addiction-free, Fair, Ethical) Sport."*

Jean-Loup Chappelet, PhD, is a full professor of public management at the Swiss Graduate School of Public Administration (IDHEAP) of the University of Lausanne. He was IDHEAP Dean from 2003 to 2011. He previously held managing positions at the International Olympic Committee and in a "big-four" firm. In 1995, at IDHEAP, he launched the first sports' management course in Switzerland which is still held every autumn. For twelve years (1999-2011) he was the director of the MEMOS programme, a master programme run by eleven universities for Olympic Solidarity. He founded in 2000 the Académie internationale des sciences et techniques du sport (AiSTS) with colleagues from the Universities of Lausanne and Geneva, and the Swiss Federal Institute of Technology (EPFL). He is the General Secretary of the International Coubertin Committee and a member of the Education Commission of the World Anti-Doping Agency (WADA). He has written many scientific articles and several books (including in Japanese, Korean and Russian) on sports' management and the Olympic phenomena, as well as on public management and information systems organization.

## Mr. Robin Cornelius

Founder and owner of Switcher SA



*"Whether they apply to sport or business, the rules must be the same for all concerned. Access to transparent information would enable each person concerned to measure themselves and to be measured. The Olympic Games without chronometers or anti-drug testing would be of little interest to spectators. The rules governing international economic competition are ill-defined. As consumers, we represent not only its public but have a direct impact on the question of competition by means of our purchasing choices. We would be able to do this more accurately if we had access to clear, transparent and reliable information."*

While still a student at the University of Lausanne Business School, Robin Cornelius had the idea of an enterprise that became the Switcher brand. He developed this while studying political science in the daytime and undertaking a temporary job at night as a taxi driver. The Swiss brand has become a reference for T-shirts, sweaters and polo shirts in a wealth of colours. Commitment to fair trade and environmental and social responsibility are hallmarks of the company which exist well beyond Swiss frontiers. Since 2006 the company has vouched for the total transparency of its Switcher products, through the [www.respect-code.org](http://www.respect-code.org).

"Made with Respect" – these words embody Switcher's identity. Respect and transparency, hand in hand with economic efficiency, environmental responsibility and social solidarity are the key values of the Swiss brand. The notion of sustainability lies at the heart of the concept. Switcher does not manufacture "throw away" objects, but rather long-life, quality products. Switcher offers an extensive range of T-shirts, polo shirts, sweatshirts, fleece and softshell jackets for different occasions in a spectrum of colours. All Switcher products bear the "respect-code" label, guaranteeing total traceability of the entire production line via [www.respect-code.org](http://www.respect-code.org). Furthermore, the Switcher Foundation supports social projects in India, Africa and Europe. In every sector, whether corporate, retail or tourism – Switcher is made with respect.

## Mr. Christoph Daum

Former German Professional Football Player, International Football Manager



*"You can fall. It is not important how many times you fall. You just have to get up again."*

Christoph Daum, who was born in 1953 in the mountainous area of Erzgebirge, grew up in the Ruhr region, and is one of the most prolific and idiosyncratic football coaches in Germany. For a quarter of a century he has been working successfully as the head coach of top European clubs; he won national titles in Germany, Turkey and Austria with his teams. Christoph Daum is the father of four children and married to his second wife. He lives with his family in Cologne.



## Mr. Nirj Deva

Member of European Parliament



*Gone is the time when we can act without being accountable for our actions. It is on us to demand something more; to translate the discussions of the coming forum into tangible actions. To build a society of conscience that we can be proud of.*

Nirj Deva is the first person in history to be born in one continent (Asia), to be elected to parliament in another continent (UK) and then elected to represent that country as a member of a multi-national Parliament (the European Parliament). He became in 1981 Chairman of the Bow Group, a leading British political think-tank. In 1985, he was honoured as the first Asian to be appointed by Her Majesty The Queen as a Deputy Lieutenant of Greater London. In 1992 he was elected to the United Kingdom Parliament, as the Conservative Member for Brentford and Isleworth (1992-1997). Nirj has subsequently been a Member of the European Parliament for the past 12 years, elected in 1999 from a Constituency of 7.5 million voters in the South East of England. Appointed Vice President of the Development Committee in 2009, he remains a Member of the South Asia Delegation and of the Subcommittee on Human Rights. He is a Fellow of Britain's Royal Society of Arts, Hon. Life President of the EU-India Chamber of Commerce, and Patron of the International Monarchist League. His phenomenal work on International Development led to his nomination for the post of Secretary General of the United Nations to succeed Kofi Annan in 2006. In 2011, Nirj was awarded MEP of the Year for Development. In 2012, Nirj has been honoured with the prestigious Priyadarshni Academy award for his services to international development. In 2012 he was nominated by a major political group and came second in the election to be the President of the European Parliament, beating the liberal candidate into third place.

## Prof. Jiří Dvořák

MD, FIFA Chief Medical Officer, Chairman F-MARC, Schulthess Clinic Zurich



*The motivation for participating in team sports is fun and at the same time embroils social involvement. Fair play is fundamental: don't cheat, don't harm your fellow player – both of which partially overlap medical ethics – Primum Nil Nocere. The main objective of Football Medicine is to promote football as a health enhancing leisure activity, improving social behaviour. Another aim is to use the popularity of football to disseminate health messages in order to tackle and prevent communicable and non-communicable diseases through the established global school system. From medicine for football, to football for health, doctors and scientists have proof, the football stars such as Messi, Ronaldo, Neymar, amongst a team of the 11, become educators. We have learnt on the field, that when football talks everybody listens. With the full support of the FIFA President, we avail of this platform, aiming to contribute towards the improvement of public health.*

Jiří Dvořák is Professor at the University of Zurich and Senior Consultant in Neurology at the Schulthess Spine Center in Zurich and Chief Medical Officer to FIFA. He is a senior Editor of the *British Journal of Sports Medicine* and deputy editor of *SPINE* and is widely published with 320 original articles and 48 books in different languages. His current research activities are focused on prevention of communicable and non-communicable diseases using the popularity of football within a larger project "Football for Health", as well as head and brain injuries. In 1994 he became the Chairman of F-MARC (FIFA Medical Assessment and Research Centre) and Chief Medical Officer to FIFA. He currently sits on the IOC Medical and Science Committee and is a member of the WADA Health, Medicine and Science Committee. As FIFA Chief Medical Officer he was in charge of medical organization of 6 past FIFA World Cups. Prof. Dvořák was also appointed as senior adviser to co-chairs of NCYSS (National Council of Youth Sports Safety). He has received numerous awards for his research work on the spine.

## Mr. Hans-Joachim Eckert

Chairman of the adjudicatory chamber of the independent FIFA Ethics Committee



*Ethics and morals are the basics of life. Playing sports just to make profit destroys the principles of fair play. We must ensure that rules are applied in sports.*

Joachim Eckert studied law in Munich and has worked in the field of justice for 40 years in Bavaria, Germany. Having been prosecutor and senior prosecutor for most of his life, he has been involved in investigating economic and financial crimes, cases of money laundering, tax-fraud, corruption and organized crime.

He is an expert for the European Union in reviewing different laws particularly in southeastern Europe, especially Bulgaria and Serbia. For more than 10 years he has been presiding as Judge of the Penal Court No. 1 in Munich handling big corruption cases and economic crime.

Since 2012 he is the Chairman of the Adjudicatory Chamber of the FIFA.

## Mr. David Endt

Dutch sports journalist, author and columnist, former team manager of FC Ajax Amsterdam



*I cherish the dream that football may be a unique and strong metaphor for a united world with tolerance, acceptance of any religion, race, political position, sexual preference, to be ONE TEAM that finds its winning in together making a better world.*

Born in 1954 in The Hague, Netherlands, David Endt grew up in Amsterdam. When very young he was captured by the magic of football and at seventeen, still at school, he was asked to play for Ajax youth development and later becoming semi professional for Ajax in the second team (1973-1977). In 1977 he went to play in the Third Division and then spent 1 year in Belgium before returning in 1979 he took up a job in a sports marketing company which detached him at FC Ajax football club as an editor's assistant in sponsorship affairs, scouting players etcetera. In 1985 he became press officer at Ajax and in 1997 teammanager with the first team. More frequently involved in organizational activities with the club amongst other social activities. In the 34 years working at top football level, he saw this world from 360 degrees, travelling the world and meeting people in every part of the world.

Already in 1998 he initiated a social model which involved children at school in a broad social context through the power of the popularity of football and the football celebrities, later adopted and activated by club sponsor Aegon and called "Street Wise". The aim is to install human and social values, normativs and ethics through footballs popularity.

He is a father of three children of 21, 15 and 12 years old.

## Mr. Simone Farina

FIFA Ambassador for Fair Play



*"I received an offer from a former teammate to fix a match.*

*I knew it was wrong and said no as it was against everything I learned as a footballer on Fair Play.*

*Despite all the challenging consequences following the reporting to the police, I would do it exactly the same way again.*

*Match fixing is one of the biggest threats in sports today and I support FIFA as an Ambassador and educate young players in order to protect the game."*

Nationality: Italian

Date of birth: 18 April 1982

Simone Farina is a former Italian footballer who today works for Aston Villa as Community Coach and Ambassador for FIFA and Interpol.

Farina retired from football in the summer of 2012 after an incident where he refused Euro € 200,000 to fix an Italian Cup game in November 2011 and reported it to the police.

He became an example and role model for resisting international match fixing and is supporting the FIFA-Interpol initiative with its communication strategy to fight match manipulation.

Simone is married and is a father of two children.

## Ms. Yvonne Feri

National Councillor, Switzerland



*Only those who have an education and vocational training or a university degree get the chance to lead a financially independent life one day. This reduces global poverty and health is kept stable. The World Forum for Ethics in Business has the task to illustrate this focus and put forward demands, so that people can lead a life of dignity around the world.*

Yvonne Feri is a member of the Swiss National Parliament and local councilor in Wettingen. Yvonne Feri is active in a number of committees and is president of SP Frauen Schweiz. She started her political career, serving for 10 years until 2008 as a member of the cantonal parliament of Aargau, and was in this capacity an active advocate for family and gender politics. When her parliamentary term ended in 2008, she became chief executive of the Zurich Teachers Association, a position she held until 2012. At the same time, she continued as a council member for the municipality of Wettingen (population 20,000), taking management responsibility for all health and social security related departments. During this time, she remained an active member of the Swiss Socialist Party, contributing actively to improve the position and influence of women in the work place and in wider Swiss society. In 2011, she was elected as a socialist member of the Swiss national parliament, representing the Canton of Aargau. Aside from the day-to-day parliamentary work in the chamber and in committee, she advocates the humanitarian contribution Switzerland can make internationally and seeks to improve the equality and position of working women in Switzerland.

## Dr. Catherine Ferrier

Director, Executive Education in CSR, University of Geneva



*"Shared value and the role of sports in solving societal problems": the World Summit on Ethics in Sport has set an ambitious and challenging discussion topic for its first edition. Is sport reflecting or influencing society, between sportsmanship and ugly winners? I am very much looking forward to the upcoming debates.*

Dr. Catherine Ferrier is the Director of the executive education programmes in Corporate Social Responsibility at the University of Geneva. She has been managing the Certificate of Advanced Studies in CSR since its launch in 2008 and developing activities including a Diploma of Advanced Studies, a CSR Executive Summer Course, CSR Thursday lunches, the course alumni association and the CSR International Forum.

A graduate of the Universities of Grenoble (France) and Geneva (Switzerland), she studied European and international affairs before focusing her research and teaching on environmental policies and CSR. In 2007 she gained her PhD in social sciences from the University of Geneva. Her thesis focuses on carbon markets, legal and institutional frameworks. She lectures on environmental policies and CSR in various Masters' and advanced education programmes.

## Mr. Heinz Frei

Swiss wheelchair athlete, 15 times gold medal winner at the summer and winter Paralympics, current world record holder



*Besides being an athlete, I work 50% in the Swiss Paraplegic Centre for Sport to bring the idea of sport to more people in wheelchairs. For me sport is much more than to win and to compete – what matters to me is the passion and the spirit around. Through the tournaments I do, I get to meet many people in different countries – it give me, so to say, many big souvenirs in my life. I would like to encourage everyone – whether with a handicap or not, to do sports, to enjoy the life-quality gained through it, and to have a good and healthy life-balance.*

Heinz Frei (born 28 January 1958) is a Swiss wheelchair athlete with a long career of racing. His friends have given him the title of Legend of wheelchair sport for his 15 gold medals at Paralympic games since 1984. He won these 15 gold medals in three sports: athletics in racing chair, in handcycling and in cross country skiing in winter games. He has won 112 marathons which include 20 times in Berlin, 14 times in Oita, in Japan, in Boston, London, L.A., Paris, Osaka, Frankfurt, Hamburg, Chicago to mention a few. He was the disabled athlete of the year in Switzerland 10 times. In 1999 he created a wheelchair world record in a Marathon: 1h20'14".

## Mr. Stanislas Frossard

Executive Secretary, Enlarged Partial Agreement on Sport, Council of Europe



*The fights against match fixing and doping both request co-operation between the sports movement and the public authorities. None of these stakeholders can tackle such issues alone.*

Since 2008, Stanislas Frossard has been the Executive Secretary of the “Enlarged Partial Agreement on Sport”, which is the intergovernmental platform of co-operation of the Council of Europe on sports policies. Mr. Frossard started in the Council of Europe as an Administrator in charge of the Sports Conventions Unit (Anti-Doping and Spectator Violence Conventions).

Before joining the Council of Europe Secretariat, he had various positions as an NGO leader, a trainer and a consultant in the areas of youth, refugees and environment. He managed a national referendum campaign to defend asylum rights for the Swiss Refugee Council in 2002, and he has been chief executive of national Youth NGOs.

Holder of a degree in economic and social sciences from the University of Geneva, with a specialization in international issues at the Graduate Institute of International Studies (Geneva), he also has a Masters in Public Administration from the Swiss Graduate School of Public Administration (Lausanne).

## Mr. Michael J. Garcia

Chairman of the investigatory chamber of the FIFA independent Ethics Committee



*“I am honored by the opportunity to participate in the World Summit on Ethics in Sports. I look forward to interacting with such a distinguished group of leaders in this field.”*

Michael J. Garcia is a partner at Kirkland & Ellis LLP in New York City. He serves as the Independent Chair of the Investigatory Chamber of the FIFA Ethics Committee. Prior to joining the Firm, he served as the Senate-confirmed United States Attorney for the Southern District of New York (SDNY). He spent two years as Assistant Secretary for Immigration and Customs Enforcement at the Department of Homeland Security. From 2001 to 2002, he served as Assistant Secretary of Commerce for Export Enforcement. From 1992 to 2001, Mr. Garcia was a federal prosecutor with the SDNY. He personally prosecuted a number of high-profile terrorism cases, including the 1993 bombing of the World Trade Center and the 1998 bombing of U.S. embassies in East Africa.

## Mr. Walter De Gregorio

Director of Communications and Public Affairs, FIFA



Walter De Gregorio studied history and political philosophy, and over the last 20 years has worked as a journalist, a columnist, and in management positions for various national and international newspapers. On 1 October 2011 Walter De Gregorio joined FIFA as Director of Communications & Public Affairs.

De Gregorio has dual Swiss-Italian nationality, has two children and lives in the Zurich area.

## Mr. Heinz Günthardt

Former professional tennis player, Wimbledon Winner; coach of the Swiss Fed Cup Team



*Since winning in sports is not everything, but the only thing – ethics in sports is nothing that comes naturally. It needs to be taught by example.*

Heinz Günthardt (born 8 February 1959 in Zurich, Switzerland) played on the professional tennis circuit from 1976-1986. During that time he won 5 singles titles and reached the quarter finals in Wimbledon and the US Open. He has also won 22 doubles titles, including the French Open, Wimbledon and three World Championships. After his illustrious playing career he also coached famous tennis stars like Steffi Graf, Jennifer Capriati, Dinara Safina and Ana Ivanovic among others. Today, he works as a commentator for Swiss Television and as a consultant for the Swiss Tennis Federation, where he also acts as Federation Cup Captain.

## Mr. Sven Hannawald

Former German ski jumper, Winner of the Four Hills Tournament, racing car driver



*As in life sports is full of striking success and failure. We need to learn to deal with these failures and setback in order to come out stronger in the end.*

Sven Hannawald, born November 9th, 1974 in Erlabrunn at Erzgebirge, is a former German world ski-jump and Olympic champion. Currently he is a racing car driver.

At the tender age of 7 after completing his first ski-jump training course successfully, Sven Hannawald launched his career as a professional ski-jumper. His athletic achievements are unsurpassed. In 2002 he was the first and only ski-jumper in history who won all four competitions of the Four-Hills-Tournament. Furthermore, he is an Olympic and world champion, became twice the world champion in ski-flying and was named "sportsman of the year" in 2002 in Germany.

In 2004, after suffering a burnout, Hannawald ended his career as a professional ski-jumper and became a TV-Expert. Today he pursues his two new passions: Car racing and football.

His autobiography entitled *Mein Höhenflug, mein Absturz, meine Landung im Leben* (Flying high, crashing and landing back into life) was published in September 2013.

Due to his all-time athletics achievements Sven Hannawald is still one of Germany's most popular and successful sportsmen.

## Prof. Lívia Járóka

Former MEP; Founder, Járóka Livia Talent Supporting Association



*"I am excited and honoured to be part of the World Summit on Ethics in Sports as it is one of the best platforms to make people aware of a healthy, self-conscious and nature conscious living, fighting poverty and for equal rights.*

*People coming from a disadvantaged background today in Europe are subject to very bad health conditions which makes most of them incapable to enter the labour force.*

*Sport has huge potentials as integrator for someone coming from the ghettos or Europe's rural poor settlements, therefore a strong sport and health element must accompany all poverty reduction mechanisms."*

Lívia Járóka, PhD. (1974) is an anthropologist and a human rights activist. She was a Member of the European Parliament from 2004 to 2014. She was the initiator and European Parliament rapporteur of the European Framework for National Roma Inclusion Strategies launched by the EU in 2011 aiming at the economic integration of the 40 million poorest European citizens.

She was the Vice-Chairman of the Committee on Women's Rights and Gender Equality of the European Parliament for 10 years. She has been carrying out extensive ethnographic research among poor communities throughout Europe since her 20's and has been active in the forefront of Hungarian and other international civil organisations aiming at the empowerment of the poor, prominent among them, Roma communities.

In 2006 and 2013 she was awarded MEP of the year in the category of Justice and Fundamental Rights. In 2014 she founded the Járóka Livia Talent Supporting Association to help children and their families fight poverty with an integrated atmosphere of education and sport. She also paved the way for a generation of progressive local economic actors and leaders come together and contribute to the betterment of the poor communities.

## Mr. Hanns-Bruno Kammertöns

Managing Editor, *Die Zeit*, Germany



*"Time has become fast-paced. The role of our newspaper Zeit, that since a few years has its own page on football, is to be regarded as a critical one when it comes to violation against ethics."*

Hanns-Bruno Kammertöns studied law, thereafter worked at WAZ newspaper in Essen; he changed to ZEIT in 1986. Since 2001 he is the managing editor at *Zeit*, and since 2009 responsible for the cover stories.

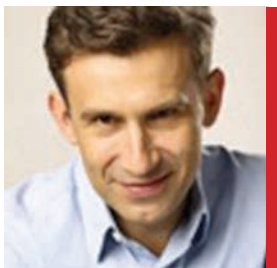
Hanns-Bruno Kammertöns also works as author and filmmaker.

Hanns-Bruno Kammertöns was a friend of Gunter Sachs for many years, whom he met regularly for talks. In the past year, together with Michael Wech, he made a film about Sachs's life that ended so suddenly with suicide.

Recently, Kammertöns completed a film about the legendary Udo Jürgens.

## Mr. Robert Korzeniowski

Former Polish racewalker, Four-times Olympic gold medallist



*"Success in sport and business are always based on long distance story and conditioned by the same human values. Only integrity of such values and victory oriented actions grant real progress and great legacy."*

*"Mission of former sports champions is to make a fusion between two worlds of human high performance."*

He is the first athlete in the history of Polish sports to win four gold medals in three consecutive Summer Olympics. His journey began in the Barcelona Olympics with a huge disappointment in 1992. He was on the verge of winning the silver medal, but after a controversial decision was disqualified 400 meters before the finish line and was stopped at the gates of the Montjuïc Stadium. However in 1996, he won the gold medal during the Olympic Games in Atlanta, and four years later in Sydney he became the first athlete to claim both the long distance and the short distance crown. He ended his professional career in 2004 in Athens where he became the Olympic champion for the fourth and last time. From 1997-2004, he was the Polish Ambassador for Tolerance and Fair Play at the European Council. From 2004-2009 he was the manager and chef redactor sport services at the Polish Public Television, TVP. Shortly after, he joined the Corporate Hospitality Team at UEFA Events, which was known as Club Prestige during the Euro 2012. During his work at UEFA till July 2012 he advised on the fields of PR and Marketing as well as Club Prestige packages. In October 2012 he became the Head of the Sports Business Insurance Department in one of the leading Polish brokers, Mentor S.A. He is a member of the IAAF Walking Committee as well as the chairman of the council "Fundacja Sportowa Polska" and "Fundacja Aktywnej Rehabilitacji". He conducts career development workshops based on his experience gained in professional sports as well as his business activity.



## Mrs. Rajita Kulkarni

President, World Forum for Ethics in Business

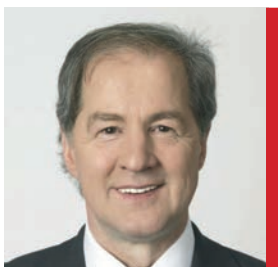


*"Given the immense importance sports have gained in today's society, a focus on true sportsmanship and the discussion on ethics in sports have become more relevant than ever."*

Rajita is a humanitarian, an educationist, a writer, a leadership guide and a global leader. She is the President of the World Forum for Ethics in Business and a Board member in a number of non-governmental organizations at a national and international level. She helps organizations globally to achieve excellence in governance, finance & administration. She is committed to create global advocacy to inspire individuals and corporations to embrace an ethical way of life. She has been instrumental in leading a number of action-oriented initiatives towards this goal. Apart from global responsibility of WFEB, her key current projects include the launch of the prestigious Sri Sri University in India, global design & roll out of TLEX & overseeing the administration of over 100 educational institutions. Her expertise lies in leading large, multicultural, multi country, diverse teams to unleash their full potential and fulfil their vision. She travels the world addressing various international fora to advocate the message of excellence, ethics and human values. Before committing her life to society 3 years ago, Rajita was a banker for 18 years with Citi. She held many international leadership positions in her career, last of which was Asia Pacific Head for Customer Advocacy & Training for the Retail Assets Business. Considered an expert in her field, she designed 85 management exercises and learning tools released in a book *Focus Forward*. She has won 17 awards for professional excellence in her field and has clocked over 1 million man-hours in training and development of over 100,000 participants.

## Mr. Jo Leinen

Member of European Parliament



*Sport serves as an excellent tool for international collaboration, and only fair play on and off the pitch can create trust and peace. The European Parliament has many a times called for a common code of conduct in sports and this Summit is very important for an open debate about common rules in sport competition to create consensus about fair play in sports. The WFEB has held various global sessions in the European Parliament in Brussels in the past, which were highly appreciated, and I am sure that this 1st WSES at FIFA is going to be a successful endeavor.*

Jo Leinen was born in the Saarland at the German-French border. Leinen began his career as a legal trainee at the Higher Regional Court Koblenz and soon after became a well-established lawyer in Freiburg/Breisgau. Before becoming an MEP, Jo Leinen was Minister for the Environment in the State Government of Saarland, Germany from 1985-1994. From November 1994 until September 1999, he played the triple role of Chairman of the Committee for European Affairs in the State Parliament of Saarland, Germany and member of both the Committee of the Regions and Congress of Regions of the Council of Europe. He served as Vice President of the European Movement International (EMI) from 2003 to 2011, before becoming its President in November 2011.

Since July 1999 Mr. Leinen has been a Member of the European Parliament. He was a Member of the Convention for the Elaboration of a Charter of Fundamental Rights for the EU. From 2004 to 2009 he was President of the Constitutional Affairs Committee and from 2009 to 2011 he chaired the Committee on the Environment, Public Health and Food Safety.

He is a full member in the Committee on the Environment, Public Health and Food Safety and a substitute member of the Committee for Foreign Affairs and of the EP's Working Group on EU-UN relations. He is also a full member of the Delegation for the relations with India and a substitute in the ACP-EU Joint Parliamentary Assembly.

## Mr. Patrick K. Magyar

Director, Weltklasse Zurich, CEO of the European Championships in Athletics 2014 Zurich

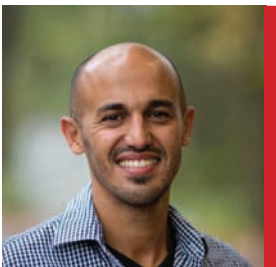


*"If money is the oxygen of modern sports, ethics are its food and water. They are as essential for the mid-term as for long-term survival; short-term profit maximization will simply not do."*

Patrick K. Magyar has gained a great reputation as one of the world's prime sports marketing experts. His career includes positions as Senior Vice-President of Athletics and Football at ISL, founding CEO of FIFA Marketing AG, General Manager of America's Cup winning Team Alinghi, Meeting Director of the prestigious athletics meeting Weltklasse Zürich and CEO of the European Championships in Athletics 2014 Zurich.

## Mr. Jamilon Mülders

Coach of the German women's national field hockey team and Hockey world champion in 2002



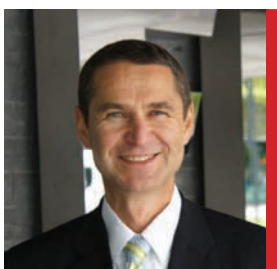
*"Our responsibility as a coach is to accompany and encourage our athletes on their way to top-performances. We need to give realistic feedback and clearly define goals to support our athletes."*

*"Open and honest communication is a prerequisite for creating an atmosphere of mutual trust. Only with such confidence in themselves and their skills is it possible to have a successful and long term sportsman career."*

Jamilon Mülders (29 May 1976, Düsseldorf) is a former German National Team hockey player, world champion and national coach of the junior German Hockey Federation (DHB). Currently, he is the federal coach of the German Women's National Team. His sports career started in 1991. Since then he passed through every selected team of the German Hockey Federation, participated in the Junior European Championship and World Cup. In 2001 he won the Champions Trophy with the German Men National Team. He played 41 caps with the national team and 104 junior national matches. In 2002, after his first World Cup victory in Kuala Lumpur, Mülders ended his active career as a professional hockey player. After that he worked 7 years as an athletic director in hockey and tennis for one of the biggest German tennis & hockey clubs (TC 1899 Blau-Weiss Berlin). Jamilon Mülders successfully graduated from the German Olympic Sports Confederation Training Academy with a very good mark in 2009. He assisted Markus Weise at the Champions Trophy and the Women's World Cup in 2006, before he took over as a coach of the National Junior Team in 2009. Since 2009 he has worked for the German Hockey Federation. Coaching the Junior National Team from 2009 to 2012, he laid the foundation for the World Cup success in India in 2013. Since 2012 Mülders is the responsible coach of the German Women's Team. He achieved victories at the European Championship and at the World League 2013, and was placed 8th at the World Cup 2014. His objectives are clear – he targets the Olympic games in Rio de Janeiro and Tokyo.

## Mr. Ralf Mutschke

Director of Security, FIFA



*Corruption does not only affect the economy but has a great impact on sports also. Match manipulation is the most prominent form of competition corruption and poses a major threat to football worldwide.*

*The FIFA Integrity Initiative is FIFA's response to preserving the integrity of football and the way forward.*

Ralf Mutschke has been appointed FIFA's Director of Security on 1 June 2012 and is responsible for matters related to the integrity and protection of the game itself along with matters concerning match manipulation for sporting advantage (FIFA integrity initiative). Mutschke is also in charge of all safety and security matters related to FIFA competitions across the world, global security concepts for football in general, safety and security at FIFA's headquarters in Zurich and for the FIFA President and the FIFA administration. Ralf Mutschke (55) has 33 years of experience in various roles at the German Federal Criminal Police Office (Bundeskriminalamt, BKA), where he was a senior manager leading the operational services subdivision and the deputy head of the central CID services division. His previous experience at the BKA includes supervising contact with team security officers at the 2006 FIFA World Cup™ and the FIFA Women's World Cup 2011™. A former police officer in Germany, Mutschke also held leading positions at INTERPOL, where he was the director of the regional and national police services and the assistant director of the sub-directorate for crimes against persons and property. He has also played football for various clubs in Germany at the highest amateur level (Sportfreunde Seligenstadt, Rot-Weiss Frankfurt and SV Wiesbaden).

## Mr. Peter Nünlist

CEO, Peter Nünlist AG Investment Management & Services



*As an independent asset manager, I am fully aware of my social and economic responsibility. Sustainability and trust are the basis of my client relationships. From the perspective of an inland financial consultant, I see it as my responsibility to shed light on potential chances, risks and the consequences of long term sustainable asset management and I want to reflect on common points between sports, business and ethics in a self critical way.*

Peter, born 1969 in Olten, Switzerland, started his career in 1992 as a portfolio manager at UBS. He later became Assistant to the Executive Board of Cantrade Private Bank before taking the role of Deputy Head of Portfolio Management at Bank Leu in Zurich. In 2001, he became Head of Portfolio Management & Research at PBS Private Bank Switzerland. In 2003, he changed to a private asset management company as Chief Investment Officer. Finally, in 2007, Peter founded his own company, Peter Nünlist Ltd. in Zurich, that he runs as CEO.

Peter Nünlist holds diplomas from the Universities of North-West Switzerland (Business Administration) and St. Gallen (Financial Mathematics) and he holds a master of economics from ESSEC Paris, France. Peter is also an examiner in economics and business administration for federal technical diploma of Switzerland and was an auditor of two of Switzerland's oldest foundations, the Swiss Schiller-Foundation and the Foundation of the Swiss Chemical Industry.

His favourite books are *The Flying Classroom* by Erich Kästner, *Der schwarze Obelisk*, by Erich Maria Remarque and *Unschlecht* by Gerold Späth. His favourite quote is 'Now are the good old days, after which we will yearn back in ten years'.

## Mr. Luis Moreno Ocampo

First Prosecutor of the International Criminal Court

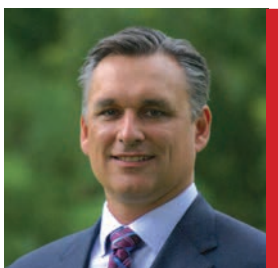


*The summit can help individual players to connect with new philosophies and practice such as those from Sri Sri Ravi Shankar. It could help football players to enhance their sports' abilities and to increase their commitment to fair play. The summit could also train people from all over the world on how to play well and respect rivals and the rules of the game.*

Luis Moreno Ocampo was the first Chief Prosecutor of the International Criminal Court (2003-2012). As such he was involved in the 20 biggest crises of the 21st century including Palestine, Korea and Libya and prosecuted more than 30 leaders involved in massive crimes including Muammar Gaddafi, President Bashir from Sudan and President Gbagbo from Ivory Coast. Currently he is in private practice at Getnick & Getnick, a boutique law firm specialized in anti fraud at New York and teaching at Yale and Harvard University.

## Dr. Scott Paton

Chiropractor, Certified Athletic Trainer, Masters, Degree in Sports Medicine, Author *Health Beyond Medicine*, USA



*The World Summit on Ethics in Sports is a very exciting event that will allow leaders from a myriad of professional backgrounds to come together to exchange ideas on how we can best lay the foundation for proper ethics and morals in our youth. The positive things children and young adults learn today through sport can be refined as they grow and then applied later in life, whether as a professional athlete or in business. I look forward to not only hearing interesting viewpoints, but also developing new friendships with like-minded people from around the world.*

Chiropractor certified in acupuncture, masters degree in sports medicine, certified athletic trainer.

A chiropractor with 14 years of experience, Dr Paton is the author of *Health Beyond Medicine*, a book that was inspired by his son's life changing chiropractic treatment. Dr Paton has appeared on television morning shows over twenty times on network television as well as on national television on FOX business and the nationally syndicated morning show, Daytime.

Dr Paton was the first chiropractor to present research at the Scientific Congress of the Olympics, which was held in Greece the week before the 2004 Olympics.

Additionally, he guest lectured at the European Parliament in 2010 during the World Forum for Ethics in Business.

Dr Paton has served as the official team chiropractor of St. Leo University for the past ten years as well as the official team chiropractor of the University of South Florida Bulls basketball program. He also provides chiropractic care to the Arena Football team, Tampa Bay Storm. He received the outstanding service award from St Leo University in 2011. He regularly guest lectures at St Leo University, University of South Florida, as well as the Florida Chiropractic association's state and national conventions.

Dr Paton's hobbies include spending time with his wife and three children. He enjoys boating and he is also a licensed pilot.

## Mr. Alojz Peterle

MEP, Former Prime Minister of the Republic of Slovenia



*The lack of rule of law inevitably leads to corruption. While we are all faced with the same global crisis, some of us perform and others not. When we look at where the effects were milder, the answer points to those countries where the rule of law works better. Therefore, the main reason for the crisis is not only in seemingly external or cyclical causes, but basically in the lack of values. In many cases, the management of public interests left behind the idea of the public good, transforming into clienteles and other sorts of destructive expressions. So, the basic ethical problem which we are now confronted is that this cost is now expected to be shared by everybody. Our duty is to rebuild the elites, also within politics. We need elites that would exercise ethics at all levels of decision-making and practice it for the common good.*

Alojz Peterle has been a member of the European Parliament since 2004 and is currently member of the Foreign Affairs Committee and substitute member of the committee on the environment, public health and food safety (ENVI). He is also the Vice-Chairman of the delegation to the EU-Russia Parliamentary Cooperation Committee and member of the delegation to the EU-Croatia Joint Parliamentary Committee. Moreover, he is the President of the parliamentary group Friends of Turkey, President of MAC group, Co-chair of ENVI Health Working Group and member of governing board of Knowledge4Innovation. Formerly, Prime Minister of Slovenia, the first since the country's independence, Mr. Peterle also held the position of Minister of Foreign Affairs twice. He was Vice-President of the European People's Party (EPP) and Head of the Slovenian National Delegation in the EPP. In 2005, he was appointed as personal representative of the OSCE Chairman in Office for Central Asia. He was appointed from the European parliament as member of the Observation Delegations in Azerbaijan, Cambodia and Ukraine. He was also appointed by High Representative/EC Vice-President Catherine Ashton as Chief Observer of the EU Election Observation Mission to Nigeria and to Kenya. Mr. Peterle has been an active promoter of cancer care, in particular as President of the informal all-party forum, 'MEPs against Cancer'.

## Dr. Sanjay Pradhan

Vice President Leadership, Learning and Innovation, World Bank



*"Sports is at an important junction in history. For sports to continue to be a source of inspiration and joy for hundreds of millions of fans across the globe, especially the youth, it needs genuine integrity and sportsmanship. For sports to continue to grow as a thriving business, they must act as role models and demonstrate social responsibility. Tackling the ethical challenges in sports requires collaborative leadership and collective actions by multi-stakeholders. The World Summit on Ethics in Sports provides an important platform for all the stakeholders to come together to form coalitions for change, for the benefits of the millions around the world whose lives are touched by sports."*

Mr. Sanjay Pradhan leads leadership, learning and innovation for development agenda of the World Bank Group. He played a leading role in the recent change process at the World Bank Group. He is also a member of the President's Senior Management Team.

Previously, Mr. Pradhan had the Vice President leading the World Bank Institute where he championed the open development agenda centered around knowledge & learning, collaboration and innovation. Mr. Pradhan is a recognized authority on governance and anticorruption issues. He served as the World Bank's Director for Governance, where he led the development of the Bank's Governance and Anticorruption Strategy, and provided strategic direction on improving governance and combating corruption.

Prior to that, Mr. Pradhan had a distinguished research record with extensive experience working in developing countries in South Asia, Europe and Central Asia, and East and West Africa. He has authored numerous publications including being a principal author of the 1997 World Development Report, The State in a Changing World. He has addressed major high-level forums including the European Parliament, the British House of Commons, the BBC World Debate, and the TED Global Conference.

Mr. Pradhan holds a PhD and a Bachelor's degree from Harvard University.

## Prof. Dr. Gerhard Prätorius

Head of CSR, Volkswagen AG



*The perception of social responsibility by companies means, first and foremost, that they introduce their problem-solving expertise. Corporate activity is problem-solving action for overriding purposes and not an end in itself. Strategic CSR is the implementation concept for ethically founded corporate activity and thereby the contribution towards a sustainable development.*

Since 2006 Gerhard Prätorius has been in charge of CSR and Sustainability at the Volkswagen Group. He joined Volkswagen in 1992 as manager for the environment and worked for the Volkswagen Group as a managing director for regional development agencies, which dealt with technology transfer, especially in the fields of new transportation systems and environmental technologies.

Gerhard Prätorius graduated in Economics, Political Science, and German Literature.

Prätorius is a honorary professor at the Technical University Braunschweig. He published numerous articles in the field of sustainability and mobility.

Prätorius is a member of the board of econsense – Forum for Sustainable Development of German Business e.V. – and of CSR Europe. Currently he is also a member of the Advisory Group Supply Chain Sustainability of the Global Compact.

## Mr. Bryan Roy

Football Manager of the Ajax Youth Team, Former Professional Player of the Dutch National Football Team

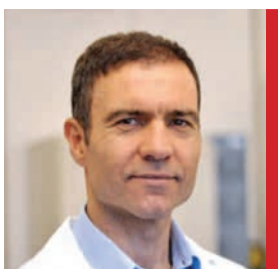


*So, why is football the metaphor for binding people together? Football as the World leading sports, with it's matchless power and influence of fully embraced football heroes is the illustrative platform to show the World that every individual is able to contribute his of her specific talents and competences to the team. To society. To the World.*

Bryan Roy (born 12 February 1970 in Amsterdam) is a Dutch football manager and a former professional player in the UK, Germany, Italy and the Netherlands. At the moment he is trainer at the Youth Academy of AFC Ajax. At Ajax he tries to combine the technical and tactical aspects of young players with performance training, science and mental fitness of the boys. Bryan has been working at Ajax as well as in business where he used his knowledge of football and big networks to connect companies with Ajax. As a member of the Group Cruyff he believes that individual training and mental stability is the core of a talented football player, together with the usual technical and tactical aspects on the pitch. Bryan is now working on a system that connects the tactics of football and science and intuition to its fullest.

## Prof. Fahri Saatcioglu

Professor for Molecular and Cell Biology, Department of Biosciences, University of Oslo, Norway



*The world urgently needs leaders that are equipped with the tools to guide our society to sustainability in an ethical and responsible manner. Sports is an arena where the necessary leadership qualities can be developed. This is because sports is not only a form of competition/recreation/entertainment, but is also an invaluable arena for human values and leadership training. Thus, sports, if utilized properly, can become a central tool to help develop leaders that are not only technically competent, but have the key soft qualities to integrate sustainability and ethical principles to the very DNA of our future.*

Fahri Saatcioglu is professor at the Department of Biosciences at the University of Oslo, head of the Section for Biochemistry and Molecular Biology, as well as researcher at the Division of Surgery and Cancer Medicine, Oslo University Hospital, Oslo, Norway. He is also a visiting scientist at Harvard School of Public Health, Boston. His research focuses on basic molecular and cell biology of cancer cells, in particular prostate, ovarian and breast cancer, including translational research based on these findings. His laboratory has cloned and characterized a number of novel genes, which encode proteins that have a role in cancer development in vitro and in vivo. The work of his laboratory has contributed significant new knowledge into androgen signaling, its interactions with other central signaling pathways, and its role in prostate cancer development. He is also interested in the biological effects and physiological mechanisms of evidence based traditional practices, in particular yoga and yogic breathing exercises, how they may affect health and wellness, and conducts research in these areas.

## Mr. Andreas Sachs

Austrian racing cyclist, runner-up in the legendary Race Across America 2009 and the Race Across Australia 2011



*"The conference theme is a relevant high interest theme and a real challenge to overcome in reality. I'm glad to contribute with my experience and my workshop theme to that topic. Sport is an ideal platform to see both aspects the positive and the negative ones of ethical impact.*

*There might be some simple basic motivational aspects in human being to provide sustainable principles for everybody. Let's learn together and bring the experience from everybody and possible solutions as multipliers to the world of sports."*

After receiving his University degree in Business Sciences in Vienna, Andreas Sachs, born 9 April 1960, had a successful 17 year long career with an international corporation, with his last position held being board member and Business Director at Unilever Bestfoods in Hamburg, Germany. He is now self-employed, since 2003, with his own business consulting company SooM (Vienna and Hamburg) – Network for Sport and Management. He focuses on Peak-performance for individuals, teams and organizations. In his athletic youth, he won multiple State Championships as well as one Junior National Championship in basketball. Later in his life, he completed 11 marathons, multiple Ironman competitions, the Vasalauf in Sweden, and was placed 2nd in the 4-Man team Race Across America 2009, which is considered as the toughest bike race in the world. In 2011, he set a new world record at the Race Across Australia with the Austrian Team and 2013 another world record in Russia, for 10,000 km from Moscow to Vladivostok, in a race against the clock and adding another continent to the mission "Race Across Continents". He is the author of a book for runners, co-author for the book *Punch & Power – What Top Managers can learn from Professional Athletes*, and has earned a reputation as a keynote speaker and for holding management consulting and training in the German-speaking area. In his latest book *Natural Top Performance*, as co-author with Jana Leidenfrost, he reflects 10 years consulting experience concerning peak performance.

**Mr. Richard Saller**

Founder, Saller-Sports



*A great idea for theoretically creating awareness with motivation for implementation.*

*Congratulations to the organizer. All people in charge should feel enthusiastic about character as a basis for education!*

Richard Saller was born on August 6th, 1946. He is a founder of SALLER Sports (brand). He is a Football Coach, publisher of specialist books on sport, sport-cds, and videos. He is an inventor of the project character-football (training basics); Sai-NaCa-Pro. These worldwide character programs are being prepared in several languages are in preparation!

**Dr. Mustafa Al-Sayed**

Secretary General, Royal Charity Organization, Kingdom of Bahrain



Dr. Mustafa Al Sayed, who is the Secretary General for Royal Charity Organization, was the Chief Executive of Bahrain Petroleum Company (BAPCO) until end 2007.

His previous positions include Chief Engineer with the Ministry of Works, Power & Water, responsible for power generation in Bahrain, Chief Executive at Midal Cables and General Manager with Gulf Petrochemical Industries Company (GPIC) and Power and Utilities Supervisor with Bahrain Petroleum Company.

A mechanical engineer by qualification, Mr. Al Sayed also holds a PhD and Masters in Industrial Management.

Mr. Al Sayed is the winner of Crown Prince Award for Best Research in Social Science in 2007 and the GCC Best Environment Personality Award for 2005-2006. He is the author of a management book, "The Key to Organizational Success".



## Ms. Sylvia Schenk

Senior Advisor for Sport, Transparency International



*"I hope for thorough debates on how international sport can regain credibility, support human development and have a positive impact on societies all over the world in such a discord year, a year full of horror and sorrow at so many places.*

*If the organizers and all participants use this opportunity to discuss openly the deficiencies of sport organizations, their challenges as well as the opportunities and hope sport can bring – with no one misusing this congress for "clean-washing" – the day in Zurich might be a starting point for fulfilling the promise of the Olympic Charter:*

*To place sport at the service of the harmonious development of humankind, with a view to promoting a peaceful society concerned with the preservation of human dignity."*

Sylvia Schenk is a lawyer in Frankfurt on Main, Germany. She worked as a judge at the Labor Court of Offenbach (1979-1989) and as a City Councilor in Frankfurt (1989-2001).

She has been a German champion and an Olympic athlete in 1972 800 m running and has served as a volunteer in national and international sports organizations since 1975. From 2001 to 2004, she was the President of German Cycling and from 2000 to 2005, member of the Management Committee of the International Cycling Union UCI.

From 2007 to 2010, she was on the chair of Transparency Germany and from 2006 to 2014, Senior Advisor for Sport of Transparency International, and is now chairing the Working Group Sport of Transparency Germany. She is a board member of the German Olympic Academy and an arbitrator at the Court of Arbitration for Sports (CAS) in Lausanne.

## Ms. Manon Schick

Head Swiss Section, Amnesty International



*In its report *The Dark Side of Migration: Spotlight on Qatar's construction sector ahead of the World Cup*, published in November 2013, Amnesty International interviewed dozens of migrant workers and documented grim abuses against them. The weaknesses in Qatari law do not absolve companies – including FIFA – of responsibility for labour abuses. International standards on business and human rights make clear that businesses must – at a minimum – respect human rights, including the rights of workers. Sports organisations have a role to play to protect human rights.*

Manon Schick has been the Director of the Swiss Section of Amnesty International since 2011. Born in 1974, she graduated in literature at Lausanne University and worked as a journalist for a magazine and on radio in Switzerland, before she left for Colombia to work as a volunteer with Peace Brigades International for one year in 2003.

She joined Amnesty International first as a volunteer in 1996, when she was 22 years old. She was appointed as spokeswoman in 2004, and as a member of the management team of the Swiss Section (Head of Communication) in 2007. She took part in several AI missions to Mexico, Turkey, DRC, Nigeria, Benin, Russia.

## Ms. Lisette Sevens

Former Dutch field hockey player, Olympic gold Medallist with the field hockey as captain of the women's national team



*To be here on the World Forum for Ethics in Sports is for me a dream comes true. As top sportsmen we all have to give the right example to all those who are looking at us, and the same is for all those who are leaders in this sportsfield. Sport is for fun and when we take it to serious and only want to win, fun is gone and ethics also!*

Lisette Sevens (1949) from the Netherlands is a former Olympic athlete. In the 70s and 80s she was the captain of the Dutch field hockey team. With this team she won 5 world championships, 1 European championship and as cream on the cake she won a gold medal at the Olympic Games of Los Angeles in 1984. In 2000 she was again at the Olympics in Sydney this time, as the manager of the Dutch ladies hockey team. She is a professional homeopathist, mother of 1 son, and from 2004 she met Art of Living, which she embraced fully. Now she is teacher for the Happiness program, Sri Sri Yoga and the Art of Silence. She experiences that her passion for teaching the Art of Living programs now equals the passion she previously had for sports.

## Sri Sri Ravi Shankar

Co-founder, World Forum for Ethics in Business; Founder, International Association for Human Values; Founder, The Art of Living



*"Corruption is an issue that ails all societies all over the world. It happens because of lack of connectedness among people. One cannot indulge in corrupt practices if you feel connected. It is much more difficult for an individual to fight corruption alone while collective efforts have always paid off. It is time for well-established business organizations to promote ethics in business so that the young entrepreneurs find a hope of participating in business without corrupt practices."*

Sri Sri Ravi Shankar is a humanitarian and spiritual teacher, an ambassador of peace and human values. He is the founder of the Art of Living and the International Association for Human Values. In a mere 31 years, his programs and initiatives have impacted over 370 million people in 152 countries with the premise of core values of respect for all, harmony in diversity, inner peace and service to society.

Through his life and work, Sri Sri has inspired millions around the world with a vision of a stress-free, violence-free world. He has founded courses that provide techniques and tools to live a deeper, more joyous life.

His two organisations are spearheading sustainable development in underprivileged communities across the world and have reached out to over 40,000 villages across India and are running 403 free schools.

As an ambassador of peace, Sri Sri Ravi Shankar plays a key role in conflict resolution and spreads his message of non-violence at public forums and gatherings world-wide. Regarded as a neutral figure with a sole agenda of peace, he represents hope to people in conflict. He has received particular credit for bringing opposing parties to the negotiating table in Iraq, the Ivory Coast, Kashmir and Bihar, India among others.

## Mr. Alain Sutter

Former Swiss Football Player; Author and TV Football expert



*I am very pleased to participate in the World Summit on Ethics in Sports. Sport has a wide appeal through which many children and young people can be reached and influenced. Hence as adults we have a great opportunity to teach ethical values to many children and adolescents through sport that will stay with them for the rest of their lives. This task is far more important than shaping winners and champions. Therefore, it is these ethical values that need to be reinforced particularly in sports officials and coaches so human development can be encouraged before sporting success.*

Alain Sutter was born in January 1968 in Bern. At 17 he began his football career. His clubs were Grasshopper Club Zurich, Young Boys Bern, 1st FC Nuremberg, Bayern Munich, SC Freiburg and Dallas Burn. After a few months in the National League A, he made his debut in the Swiss national team. He played 62 times for Switzerland, he regarded the 1994 World Cup in the USA, as the highlight of his career.

He currently works as a mental coach; is an expert on football on Swiss television and published a book last autumn entitled *Stress-Free Happy*. He regularly holds lectures and is committed to supporting young people in sport.

## Mr. Erik Thorstvedt

Former Norwegian football player, TV football expert



*"In a money and fame driven world, possible shortcuts and gains from bending the rules, can be hard to resist. To be conscious about this, and actively discuss the implications, will help us make good decisions in the future. To operate from a sound moral platform, will in the long run even make us better. I therefore welcome this conference, and am thrilled to be a part of it."*

Erik Thorstvedt is a former Norwegian professional goalkeeper. He played 97 matches for Norway – including the FIFA World Cup in 1994.

His club career includes: Viking Stavanger, Borussia Mönchengladbach, IFK Gothenburg and Tottenham Hotspur (218 appearances). After his career as a player he worked as a goalkeeping coach with the Norwegian national team in the FIFA World Cup 1998, and UEFA European Championship 2000.

He has since worked as Sports Director, fundraiser, TV host, football expert, and public speaker with teamwork as his main topic.

## Mr. Bernard Thurnheer

Swiss TV Commentator, Sports Presenter and Showmaster



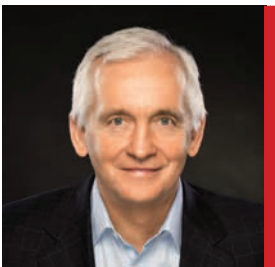
*Fairness is not a "nice to have" but a MUST.*

Bernard Thurnheer (born July 7 1949 in Winterthur) completed his law studies 'magna cum laude' in the summer of 1973 at the University of Zurich. Just 14 days later he accepted a part-time job at Swiss Radio, and since then the media has not let go of him.

For the last forty years he worked for Swiss radio and television, in sports and entertainment. Bernard Thurnheer became 'Beni national', as a media creator he has been able to adapt to any subject in the media. He rose to popularity through his TV shows 'Tell-Star' (1980-1991) and Benissimo (1992-2012), as well as his work as a football commentator for 8 World Cup Finals. His first World Cup Final in 1982, and the seventh, 2010, falling on his 33rd and 61st birthday respectively. Since 1976 he has contributed during the Olympic Summer and Winter Games in such diverse functions as announcer, radio reporter, live television commentator, interviewer and anchorman. Most recently, he commented in the 2014 Sochi Olympic Curling Tournament, in London at the Artistic Gymnastics Competitions, and repeatedly for the opening and closing ceremonies. He was honoured four times with the Prix Walo (Swiss 'Oscar') Award (1981-1999), won the 'Tele-Price' award (2000) for outstanding achievement in the field of electronic media, with an endowment of Fr 10,000, the 'TV Star' (2000) as a television personality of the year with an endowment of Fr 12,000, and was nominated as 'sports journalist of the year' (2007). His book *Anyhow, speech is silver*, a kind of autobiography, became a best seller in 2002, as the sequel is expected to be.

## Mr. David Walsh

Award Winning Sports Journalist; Chief Sports Writer of *The Sunday Times*



*For decades professional sport has nurtured a win-at-any-cost mentality and has paid a heavy toll for this philosophy. Doping scandals, match-fixing scandals and, at a lower level, various attempts to win unfair advantage are now part of the sport's narrative. Lance Armstrong's extraordinary story may be the benchmark for our collective loss of innocence and trust but if we're to learn from it, we must understand how it was allowed to happen.*

David Walsh is chief sportswriter at The Sunday Times in London. A four-time UK Sportswriter of the Year, he was named UK Journalist of the Year in 2012 for his work on the Lance Armstrong Story. He is co-author with Pierre Ballester of *L.A. Confidential: les secrets de Lance Armstrong* [2004] and author of *From Lance to Landis: Inside the American Doping Controversy at the Tour de France* [2007]. His more recent book on the subject *Seven Deadly Sins: My Pursuit of Lance Armstrong* became an international bestseller and has been adapted for a forthcoming Hollywood movie starring Ben Foster, Chris O'Dowd and Dustin Hoffman. Walsh is married and lives with his family in Suffolk, England.

## Ms. Katarina Witt

Former German Figure Skater, Two-time Olympic Gold Medallist, Four-time World Champion



Katarina Witt was born on 3 December 1965 in Staaken, East Germany. She currently lives in Berlin.

Always looking for challenges, she is continuously taking on new directions in her work. She's already added many diverse roles to her experience, the most renowned as figure skater, producer, TV-host, actress and author.

She became National Champion eight times, European Champion six times and World Champion four times. The back-to-back victories of the Olympic Games 1984 and 1988 made her the most successful figure skater in the world.

Afterwards, she toured North America for 15 years and starred in several famous figure-skating shows. She is the mind behind many international ice-show productions, including live events for German and American TV, which she writes, creates, performs, and co-produces. She has been working as a figure skating expert for the World Championships and Olympic Games telecast for American and German TV channels, like NBC, CBS, ABC, ZDF and ARD, since 1991. She co-starred in the movie "Ronin" with the Actors Robert De Niro and Jean Reno. She made her acting debut on stage in 2009 and also shot a prime-time TV-movie in 2012.

In 2005, she founded the Katarina-Witt-Foundation in order to provide aid for children and teens with disabilities.



World Summit  
on Ethics in **Sports**

**Mr. Günter Conrad**

CEO, Con-First GmbH



*True Leaders have always acknowledged the operating principles of our universe by being guided by ethics and values. The ignorance of many of these principles by many of today's leaders has caused the crisis and will cause further crisis based on the law of physics: "action causes reaction". – Pilots who ignore the operating principles of aircraft also crash. This is the reality. In the future we can only afford True Leaders, being well versed in the operating principles of our universe and being guided by them. Raising these principles is the generally acknowledged prerequisite to taking leadership responsibilities. This is the Paradigm Shift we have to implement.*

Mr. Conrad is a top management strategy consultant working with his clients on transforming their enterprise to be relevant in the future.

He served in Andersen Consulting/Accenture for twenty-seven years until 2001 and then founded his own company to work with his clients in reviewing their strategic positioning and in charting their future course.

During the past twenty years he has been developing and implementing enterprise transformation plans with his clients. His present research topic deals with effective leadership styles of entrepreneurs and executives in extraordinary turbulent times, moving from motivational to inspirational leadership to respond to the urgent call for aligning leaders' actions with the universal rules of this world.

**Mr. Andreas Förster**

Founder, Holistic Counselling



*"One good thing about life is that we all get our own.  
And you get to decide what you do with yours."*

Andreas is the Founder of Holistic Counselling, a high performance coaching and consulting business.

He was born and raised in Germany and has been a passionate athlete and football fan all his life.

Andreas delivers leadership & sales training as well as peak performance coaching in German and international companies. He also co-founded Resource Elements, a consulting business for start-ups that focuses on reaching success with healthy business models and life quality for all people that are involved.

## Ms. Janine Geigele

Swiss Sports TV Reporter and Journalist



*Fairness is something highly ethical and humane. It includes respect and responsibility vis-a-vis yourself and others. In high-performance sports and competition-driven society, fairness is under constant pressure. Do we need personal responsibility or regulation? We need both.*

I am a committed sports journalist and media/PR professional with more than 20 years experience in this field.

As a sports presenter and journalist with Swiss television and national radio, I reported on various Olympic Games as well as World and European Championships. I was involved in the 32nd America's Cup in Valencia, Spain as a PR professional. Most recently I was in charge of media management at the European Athletics Championships.

## Mr. Christoph Glaser

Managing Director, World Forum for Ethics in Business



*"Sports has provided some of the most wonderful experiences in my life. I believe that in sports, key values can be learned in a most playful manner. For me, this conference is an opportunity to learn from great leaders and athletes, and to think jointly on how we can preserve this enormous wealth."*

Born and raised in Basel, Switzerland, Christoph has served since 2006 as Managing Director for the International Leadership Symposium of the World Forum for Ethics in Business.

As a leadership expert and personal development coach, Christoph has delivered leadership programs in more than 50 countries over 15 years. This rich experience of diverse cultures and an understanding of global social economic and political scenarios has helped him to establish several public-private partnerships for social development. Since 2009 he acts as CEO for the TLEX Europe (Transformational Leadership) Seminars. Some of the organizations which he has worked with include: Harvard Business School, Accenture, Beiersdorf, Boston Consulting Group, General Electric, Microsoft, Shell and the World Bank Group.

Christoph currently serves on the Boards of a number of Non-Governmental Organizations internationally such as the International Association for Human Values. He holds a Master's degree in Public Policy (MPP) from the Humboldt-Viadrina School for Governance and graduated with honors from the Basel Business School, Switzerland.

## Mr. Rutger Koopmans

Independent Advisor and Non-Executive Director, Acting CFO at Vertical Biomass Corporation



*"I have been a great supporter of the WFEB for many years and I have had the opportunity to attend and contribute to many of their conferences on business ethics. I am also a great soccer fan and have had the privilege to work with great sportsmen like Johan Crujff and have learned from them how crucial it is to always be true to your own principles "on and off the pitch". Lastly, I am also a soccer referee in my spare time, which brings me very close to the subject of "ethics in sports in the heat of the moment". I am fascinated that with this conference all these aspects of ethical behavior are being brought together. There is a lot to share with each other and I am sure there is also a lot to learn from each other."*

Rutger Koopmans graduated in law, political science and business administration in Leiden, Rotterdam and in Rochester (USA). He was a banker between 1982 and 2008, working for MeesPierson (formerly Bank Mees & Hope) and ING. He has an extensive experience in international corporate banking, project finance and corporate finance, as well as insurance.

In 2008, Rutger decided to choose a new career path in order to create a broader context for his skills and expertise. He started working as an independent advisor for various companies, private individuals and institutions. He also advised the local government of Amsterdam on the issue of 'poverty', which is a topic still very close to his heart.

In 2012 Rutger joined as a partner within Melles & Partners (asset management) and NielenSchuman (corporate finance & debt advisory), two independent companies outside the banking industry but still within the financial services industry. Rutger is a strong believer of 'trusted financial advisory services' based on an aligned interest between the client and his advisor.

Rutger is currently involved as an acting-CFO within Vertical Biomass Corporation, who are establishing a vertically integrated, dedicated and a fast growing biomass plantation, power plant and a world scale pellet plant project in Sierra Leone.

Besides that he serves on the Board of various (national/international) companies, as well as on the Board of Toneelgroep Amsterdam, the largest theatre company in The Netherlands.

## Dr. Jana Leidenfrost

Entrepreneur & Coach; Author of the book on Leadership and Sports *Naturally performing better*



*To me it's part of our human potential to be fit on all dimensions of our being. And to do sport is a great way to experience that. If sports is expressed with the best human spirit – we enjoy those unforgettable moments of "sporting spirit"! And a great sporting spirit is ethics in action – no matter where it is shown: sports, business, education etc. Thus may the World Summit on Ethics in Sports create a momentum for a worldwide sporting spirit, that can carry us through the today's challenges in life and society.*

Dr. Jana Leidenfrost, qualified psychologist, consultant and coach in the field of international leadership development; author and mother of a daughter. Jana Leidenfrost started her career on skis, which meant the world to her! Born in the low mountain range of Thuringia, cross-country skiing was meant to be "her" sport. It was the field of her greatest sporting achievements in winning several titles as a national champion of the GDR and, ultimately, the reason why she has been so captivated by psychology. How is it possible to reach your best performance right at the point when you need it? How do people remain enthusiastic, efficient and healthy in what they do? After 12 years of experience in human resources development in a big group of enterprises, she founded her own company, JL, in 2010. Since then, she has been accompanying individuals, teams and organizations in developing their potential as well as in health and resource management. Thanks to her qualification and further training activities in systemic issues and hypnotherapy and due to her love for working with analogies and opening up new perspectives, she prefers an integrated working method which looks at body, soul and mind. Her latest book on that topic is *To perform better naturally. Learning from sportspeople – to be a successful leader, to remain healthy.*



## Ms. Erika Mann

Managing Director Public Policy, Facebook; Board of Directors, ICANN



*Moral integrity is a substantial component for modern companies operating in an increasingly international and sophisticated environment.*

Erika Mann has been the Executive Vice President of the Computer & Communications Industry Association since December of 2009. She is a non-resident Senior Fellow of the Atlantic Council (Washington) and a trustee of Friends of Europe (based in Brussels). She is the Vice-President of the Advisory Board of the European Policy Center and she serves on the board of the Salzburg Seminar. She is the Chairperson of the evaluation board for the Risk-Sharing-Finance Facility (RSFF), governed by the EU and the European Investment Bank. She served on the Board of ICANN from 2010 to 2013.

Erika Mann was a Member of the European Parliament (1994-2009). She concentrated on trade and the World Trade Organization (WTO) policy, transatlantic relations, digital economy, telecommunications and internet, and research policy. She has a degree in social science from the University of Hannover (Germany).

Ms. Mann is a lecturer and author of numerous publications. She has received awards from the European-American Business Council and the Bundesverdienstkreuz am Bande.

## Mr. Christian Savioz

CEO, evolution4



*Back in the 90s during my time as Director for the development of snowboarding, I met a few riders that shared with me that competing on such a high level on the ISF Snowboard World Pro Tour saved their life, as they had been entangled in alcohol and drug abuse; they had found a place to enjoy practicing a sport on a high level.*

Christian Savioz currently serves as the CEO of Evolution Puissance4 Ltd., an event marketing company with a main focus on sports. From 2001 until 2007 he was with Swiss Mate Sàrl in Lausanne / Montreux / Vevey (CH), where he was involved in event marketing.

From 1988 until 2001 Christian Savioz was owner of the Christian Savioz Promotion, a Swiss company active in the field of event management, creating events such as the ISF Snowboarding World Pro Tour.

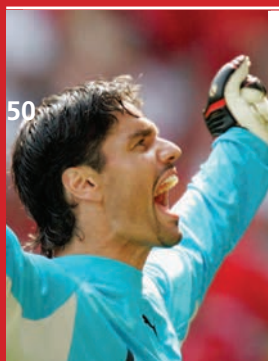
**Mr. Michael Sokoll**

CEO, Sokoll Communications, Switzerland



*"I am really looking forward to the "World Forum of Ethics" in Zürich, especially with this year's topic "Sports and Journalism". Fairness, truth and transparency are extremely important to our job as journalists, as we create the bridge between the informations we gather and the readers or viewers. It's both a pleasure and honor to talk about the "Role of the Media to promote ethics in sports" in the afternoon's panel discussion.*

Michael Sokoll, 46, has long-time experience in the media business, e.g. newspaper journalism, online media, both radio and television stations. For ten years he has been hosting the daily sports edition at the Swiss Television SF, Zurich. In 2013 he founded his own company "Sokoll Communications", managing projects of different kinds, mainly hosting events. Thanks to his outstanding ability to come close to people, there is no topic he could not get into. His style is always deep and serious mixed with lightness and humor.

**Mr. Pascal Zuberbühler**

Former professional goalkeeper of the Swiss National Football Team; Teleclub Expert for the Swiss League; Technical Director and Goalkeeper Coach, Servette Football Club Geneva

Highly successful domestic and international goalkeeping career spanning 20 years:

- Over 450 Swiss Super League games
- 35 Champions League games
- 51 Swiss National Team games including World Cup 2006, Euro 2004 and Euro 2008
- Numerous UEFA Cup games



### Stan Gemes

Stan Gemes – music artist of world, ethnic and oriental music styles. Indian, British and Russian cultures with old traditions and deep sounds became the source of inspiration for Stanislav.



World Summit  
on Ethics in **Sports**

# OPENING ADDRESS

## Mrs. Rajita Kulkarni

President, World Forum for Ethics in Business



Sports is incredible! Sports stands for personal excellence, for perseverance, intense resilience, teamwork, leadership, solidarity, health, wellbeing and respect for all. Where politics might not always succeed, sports has the power to unite the world in many ways, cutting across language, culture and religion. Sports stars today are role models for the youth. Sporting events define the holiday calendar of thousands of families around the world. Including mine! Games, wins and losses can swing the emotion of an entire nation, not to mention a continent.

Given this immense importance sports has in today's society, what then is the responsibility of sports in setting the right examples? What is the role of athletes and sporting organizations in sending messages that can influence the thinking of a whole generation? Sports in certain domains has become a business, we all know that there are challenges both on and off the pitch. Match fixing, doping and corruption charges are challenges which need to be addressed so that we can preserve the beauty of sports and that future generations can learn and experience the great values that sports stands for.

We believe that it is important to create platforms where not only society at large but even business, politics and the third sector can learn so much from the great values sports promotes. I am so pleased that all of us have come together here on this common multi stakeholder platform today. This demonstrates our passion, commitment and a responsibility towards sports and what it stands for.

For over a decade, The World Forum for Ethics in Business has been a bastion of global initiatives, partnerships, impact and inspiration in the areas of ethics in business, good governance, transparency and shared value, convening annually at the European Parliament and hosting international conferences around the world. We now embark on a new frontier - to begin conversations about the critical importance of ethics in sports.

Football is one of the, if not THE most popular sports in the world and therefore we saw it befitting to hold the very 1st World Summit on Ethics in Sports at the home of world soccer. We would like to thank FIFA for offering this venue for this important discussion. Thanks to you, Mr. Blatter and your team.

In this 1st World Summit on Ethics in Sports, we are happy to welcome all of you, accomplished sports men and women, world leaders from business, politics, government, NGOs and the media. In a program that is rich in its design of plenary sessions and breakaway parallel workshops, we wait to hear your stories, and have a dialogue on some of these important questions facing us today. We are glad that a representation of global youth leaders from different universities will bring into the room, the much-needed voice of our future. In the spirit to celebrate good sports role models, we will be announcing the Ethics in Sports awards later today.

In its framework for ethics in sports The World Forum for Ethics in Business recognizes that it is essential to create rules and regulations (and we will talk about that today), which aim to preserve the wealth of sports. Formal guidelines and their enforcement are necessary to help ensure that people make ethically sound decisions. But are the challenges we face in sports just an expression of the challenges we face in society today. What are the roots? We need to dig deeper.

Isn't it the individual who decides to engage in a specific behavior and to follow or not follow ethical principles? It is therefore essential that to achieve sustainable integrity in sports, we need to focus on and uplift the individual.

So the key question is, how can we educate ourselves and others to do the right thing, even when no one else is watching?

I invite your participation and your contribution as we work towards a roadmap for fostering ethics in sports.

# WELCOME MESSAGE

## Mr. Joseph S. Blatter

President of FIFA



It is a great honor for FIFA and its home, the home of FIFA, to host the first World Summit on Ethics in Sports. Some of you may say 'why specifically FIFA?' I will tell you why.

Shared value and the role of sports in solving social problems, all of these are topics to be discussed during this World Summit on Ethics in Sports. Football was being mentioned already, and as we are in the home of football, let me say something about how we can go into your objectives, which are described to celebrate best practice examples of ethical sportsmanship. I will try to do that by the example of football.

In football we face challenges. We face challenges because we have 209 national associations and we have 300 million, 300 million active participants in our sport around the world: players, coaches, referees, all those that are on the field of play. Together with their families we have 1.2 billion people. It's the sixth part of the world population that is directly or indirectly connected with our sport.

Now, how is it possible to retain control here taking into consideration the huge amount of people being involved? It is easy to control the football, our game, when it is being played on the pitch. On a big pitch, a small pitch, whatever. For, here, we have rules, the laws of the game. Those rules, of which there are three altogether, say: There are, first of all, boundaries. Secondly, there is a time limit, 90 minutes or less or more, depending on additional time. And, thirdly, there is a referee. So, it is easy to work with our 300 million people on the field of play. But outside of the field of play we have no boundaries, we have no referees, and we have no time limit. So, what shall we do to maintain the essence of our sport, which is discipline, respect, and fair play? And how shall we bring this into our society?

We have to create bodies. As we are speaking on ethics, we have to create bodies, which will help us to control our game or the participants in our game outside of the stadia, too. It is not easy. But as we look at the history of FIFA – the first time we have installed an ethics committee was already in 2004. It was about ten years ago. When we had the 100th anniversary of FIFA, we had the first committee, or to be more precise, we also had the first code of ethics in 2004. The committee was then called 'Ethics and Fair Play'. A member of our executive committee chaired it.

Then, in the year 2006, on the 23rd of October, just eight years ago, we have founded our first ethics committee, which was already an independent one. You should know that Lord Sebastian Coe first chaired it. Some of the former members of this committee are still there, like Juan Pedro Damiani, Burton and Robert Torres. Since then, this committee has developed different activities. Finally, Claudio Sulser, former player and lawyer, chaired it.

Then, in 2011, we had to reform FIFA. We then also started an exemplary organization in ethics. We decided to have two chambers: an investigatory chamber and an adjudicatory chamber, a tribunal, as well as independent chairs. One is the High Judge from Bavaria, from Munich, Mr. Hans-Joachim Eckert. He chairs the adjudicatory chamber. We will also have as a guest Mr. Michael García. He is from the investigatory chamber. But what is most important is that the committee is totally independent. All its members have been elected by the congress. In FIFA we have a three-chamber system. This means we have the congress, which is the legislative body. We have the government, which is the executive committee, and we have the jurisdictional bodies.

I must say that we are the only sports organization that has an independent body for ethics, and I am very happy about that. Nobody else has such a one. Not even the IOC, and I am a member of the IOC. They don't have the same organization we have, as ours is totally independent.

When I am looking at the World Summit's emblem, for example, you see it is a pyramid; your World Summit is a pyramid. We have the same pyramid in FIFA. This means our organization can only work effectively if the same system we have at the top of FIFA goes through to the national association, to the confederation, to the leagues, to the clubs, to the players, to the coaches, to the referees, and finally to all the fans. But this is not so easy.

That's why I'm very happy that today the World Summit on Ethics in Sports, have made it possible not to only organize this event in the home of FIFA, but also to ask some FIFA exponents in the management including the independent chairs of our ethics committee to be part.

Don't forget: Sports is business. Why is it so important to remember this when it comes to football? For football is also a big, big business. There is big money and a lot of people connected to this sport. Our sport – you know it – our sport causes emotions, and passion, and a lot of dramas. Yes, there is also drama in football, when it comes to extra-time, for example. Then it is quite a tragedy because, of course, going to penalty kicks is a tragedy. Football then loses its essence, the 'one against the other'. As to me, I'm happy that we have penalty kicks today. Go and ask yourself the question of who is more afraid of the penalty kicks? The kicker or the goalkeeper? Well, find an answer for yourself after having considered this question thoroughly.

But for the time being, thank you, thank you for giving us the possibility to help you in organizing this World Summit, the First World Summit on Ethics in Sports. By this, I officially declare this World Summit on Ethics in Sports in the home of FIFA opened.

# INAUGURAL PANEL

## Dr. Sanjay Pradhan

Vice President Leadership, Learning and Innovation, World Bank



I would like to share a few thoughts on the World Forum for Ethics in Business and its relevance to sports. The WFEB was founded in the aftermath of the 2008 global financial crisis on the basic premise that business and ethics are complementary, not contradictory. WFEB has advocated that capitalism should be imbued with a social purpose, wherein businesses generate economic value by tackling societal problems with other stakeholders. For example, companies like Novartis or WaterHealth International generate profits by improving access to medicine or clean water for millions of rural poor. This is the “shared value” approach as termed by Harvard Professor Michael Porter.

What does this approach imply for sports and sporting bodies? To begin with, sports today is very big business. According to one estimate, the sports industry today may be worth as much as US\$600 billion – if it were a country, the sports industry would reach the top 20 economies in the world! And so like other businesses, sports businesses have “corporate social responsibility” or CSR programs. These are important.

I will submit to you that it is not sufficient for sports bodies to serve society through narrow CSR programs alone as peripheral add-ons. This is because sports itself is beset with major ethical problems that generate bad role models and ripple effects in our society. Sports is not just a business – it is a major social force that has an opportunity and responsibility to raise, rather than lower, ethical standards in society. The shared value approach would therefore suggest that along with entertaining us, sports should adopt a dual bottom-line of also role modeling the finest ethical attributes.

There are three levels at which sports can make ethical contributions to society: first at the level of individual athletes, sports can role model the finest attributes of resilience, excellence, integrity and sportsmanship. The great footballer Pele once said that because every kid around the world wanted to be like him, he had a great responsibility to show them not just how to be a good soccer player, but also how to be a good human being. As against this, doping and cheating set the worst examples for our youth. Look at Lance Armstrong, whose heroics turned out to be a complete lie. We want our kids to be like Magic Johnson, not Ben Johnson. And these attributes of integrity and resilience can inspire not just our youth, but also all of us, our leaders in development to persist and prevail through formidable challenges in the race against corruption or climate change.

Second, going from the individual to team level, the fair and competitive contest among teams brings immense joy to us all. Cricket is one of my greatest sources of joy and excitement in my life. If we could measure society’s well being through Gross National Happiness instead of Gross National Product, sports would occupy a disproportionately large share of national happiness. Yet match fixing crushes this happiness, where fans are deceived into watching a fake game. When I learnt of match fixing in cricket, I felt someone had infiltrated my being and robbed and looted me of the very basis of my happiness – match fixing is an invisible global crime on millions of fans. In contrast, when teams truly persevere and excel, we see wonders – even the civil war in Cote-d’Ivoire halted, even if temporarily, when the team made a spectacular, first-ever qualification in the 2006 World Cup soccer.

Another great sports example that we are now using in our leadership training for World Bank and developing country leaders comes from the 2003 World Athletic Championship. There, the US women’s 4x100 relay team had the fastest women in the world in terms of individual speed, yet the French team beat them because of stronger teamwork in how they passed the baton – for instance, the third French runner sacrificed her individual speed to transfer a burst of energy in passing the baton to make the fourth runner excel and the team win. If



we can replicate this type of teamwork in our organizations and in society we will together similarly overcome formidable odds, and make the whole greater than the sum of the parts.

Third level at which sports can make a contribution is at the level of sports governance. Here, there is deep concern about the transparency and integrity in the award of contracts for hosting major sporting events. This taints and robs the fun of the sport for fans. In our development work too, corruption in the award of contracts similarly robs the poor of scarce public resources. Here sports entities can integrate fair play, open competition, transparent disclosure and stakeholder monitoring that are now best practice in development work.

In sum, sports as an institution needs to raise ethical standards as its dual bottom-line. This will not be easy given the ethical ills that have infiltrated sports. But today's World Summit on Ethics in Sports provides a platform to forge coalitions to make this a reality. Like the great basketball player Michael Jordan said—talent wins games, but teamwork wins championships. We have a new championship to win – for the soul of ethics and integrity in sports, and in our society. Together we can win this championship.

## Mr. Hans-Joachim Eckert

Chairman of the adjudicatory chamber of the independent FIFA Ethics Committee



Ethik und Sport – Geht das überhaupt? - Wir sehen die Dinge nicht, wie sie sind, sondern wie wir sie sehen wollen.

Vorab ein paar Bemerkungen zu dem Report. Ich habe ihn vor etwa einer Woche erhalten, ebenso wie Alan Sullivan, mein Stellvertreter. Der Report hat ca. 360 Seiten, die Beweisdokumente haben einen Umfang von ca. 200.000 Seiten.

Zur Klarstellung, es gibt nur 4 Leute, die die Unterlagen haben, die Vorsitzenden der beiden Ethikammern und deren Stellvertreter. Die FIFA oder Vertreter der FIFA haben den Bericht nicht. Sie können sicher sein, dass der Bericht sehr sicher aufbewahrt wird. Ich habe mit großem Interesse gelesen wer alles mich persönlich unter Druck gesetzt haben soll zur Preisgabe von Details.

Zwei Dinge: erstens alles falsch, niemand von ExCo hat mich angerufen, zweitens, wenn das so gewesen wäre, hätte M. Garcia neue Verfahren. Ebenfalls zur Klarstellung: Art. 36 I EC regelt, dass die Mitglieder der Ethikkommission zur Verschwiegenheit verpflichtet sind, Art. 36 II EC regelt, dass nur die endgültigen Entscheidungen veröffentlicht werden dürfen.

Das sind die Fakten, gleichwohl wurden die Medien informiert, dass die Untersuchungskommission ihre Arbeit zu den Untersuchungen der Vergabe der WM an Russland und Katar vorläufig abgeschlossen hat und ich die Unterlagen erhalten habe.

Ich habe weiter erklärt, dass irgendwelche Erklärungen der rechtsprechenden Kammer nicht vor Ende Oktober erwartet werden können.

Das Spannungsfeld zwischen einem durchaus berechtigten Interesse der Medien an Information und den Persönlichkeitsrechten von möglichen Beschuldigten liegt offen.

M. Garcia wird sich heute nachmittag noch weiter zu den allgemeinen Regeln einer Untersuchung, der Vorlage an die rechtsprechende Kammer und deren möglichen Entscheidungen äußern.

Aber nun zum Thema Ethik und Sport:

Am Anfang ein Beispiel:

Fußballweltmeisterschaft oder Championsleague, Endspiel, letzte Minute reguläre Spielzeit, Ecke, Pulk von Spielern, ein Spieler befördert -eindeutig- den Ball mit der Hand ins Tor. Schiedsrichter, Linienrichter, haben es nicht gesehen. Das Tor wird gegeben.

Der Spieler geht zum Schiedsrichter und sagt ihm, dass er das Tor mit der Hand erzielt hat. Tor wird nicht gegeben. Nachspielzeit, andere Mannschaft schießt reguläres Tor und gewinnt.

Reaktionen:

- Wie kann man nur so blöd sein
- Was hat er dafür erhalten ? (Bestechung?)
- Der Präsident: Wir wurden um den Sieg betrogen
- Der Trainer: 4 Jahre Arbeit umsonst

- Die Mitspieler: wir haben nichts gesehen
- Sponsoren verärgert
- Kleine Notiz in einer Kirchenzeitung: Ein fairer Sportsmann

Wirklichkeit oder Fiktion ?

Sport, wenn er als Wettkampf betrieben wird, heißt selbstverständlich, dass man gewinnen will.

Wie heißt es denn so schön: The winner takes it all.

Und das stimmt doch auch. Dies insbesondere in einer Zeit, wenn der oder die Sieger ihren Marktwert steigern wollen. Allein an dem Begriff Marktwert eines Spielers/Sportlers sieht man, dass die Frage der Ethik oder der Fairness bei ökonomischer Betrachtung eher von untergeordneter Rolle ist. Der Markt – oder Vermarktungswert eines Weltmeisters oder eines Goldmedaillengewinners ist ungleich höher als bei einem Zweiten oder Silbermedaillengewinner.

Wer sponsert schon jemanden der „nur“ einen 4 oder 5. ten Platz erreicht hat. Viertbester der Welt ? Was ist das schon ? Ist dies nicht allein eine moralisch und ethische Missachtung jahrelanger persönlicher Anstrengungen und Verzichte ? Müssen wir hier nicht umdenken ?

Ich will nur an die letzte Fußballweltmeisterschaft in Brasilien erinnern, bei der nach jedem Spiel in den Medien eine neue Liste veröffentlicht wurde, wieviel mehr wert ein erfolgreicher Spieler war – money-ranking. Sport ist untrennbar mit Geld, oft sehr viel Geld, Sponsoring und dem Einsatz von Technik verbunden. Genauso wichtig sind hochqualifizierte Trainer, Ärzte u.a.

Erfolgreiche Clubs werden heute wie ein Wirtschaftsunternehmen in der Form einer Aktiengesellschaft geführt. Dies heißt aber auch, dass eine Rendite erwirtschaftet werden muss und dass nicht ausschließbar ethische oder moralische Aspekte nicht vorrangig sind.

Der Kauf eines Sportvereins als Kapitalanlage ? Gilt das auch für einen Sportler ? Geldanlage eines Vereins in extrem jugendliche Spieler – Verlust der Kindheit oder Kommerzdenken? Die Problematik der Spielervermittler, die Frage der persönlichen Freiheit der Entscheidung eines Spielers sollte gestellt werden ?

Nationale Interessen dürfen dabei auch nicht vergessen werden.

Trotzdem muss man feststellen, dass bei allen Sportarten, selbst bei extremen Kampfsportarten, ethisches Verhalten ein zentrales Thema ist. Die Glaubwürdigkeit des Sports wäre ohne ethische Prinzipien nicht vermittelbar. Die Wunschvorstellung der Öffentlichkeit ist ein fairer Wettkampf zu fairen, gleichen, Bedingungen. Die Öffentlichkeit missbilligt ein Verhalten welches nicht durch die jeweiligen Regeln der speziellen Sportart gedeckt ist. Das wäre z.B. beim Fussball eine vorsätzliche Körperverletzung des Mitspielers durch Kopfstoss, böartigem Treten mit Verletzungsabsicht, Schlagen oder Beissen, das Spucken oder unflätige, sehr persönliche Beleidigungen, wobei hier alles denkbar ist, von rassistischen Äußerungen über die Hautfarbe, einer Religionszugehörigkeit u.a. mehr.

In Bayern, und ich glaube das ist nicht anders in anderen Bereichen wo Fußball gespielt wird, haben wir wöchentlich massive Angriffe auf Schiedsrichter, von Spielern, von Funktionären, von Zuschauern. In allen Klassen. Und die Verletzungen werden brutaler und gravierender. Vereine weigern sich in bestimmten Stadien noch anzutreten.

Bilder vom Abbrennen von Feuerwerkskörpern und roher Gewalt verdrängen den Sport. Die Frage ist erlaubt: muss die öffentliche Hand die Kosten für den Polizeieinsatz auf Dauer bezahlen ?

Wir dürfen die Augen nicht verschließen, die großen Sportverbände sind aufgerufen Sportveranstaltungen nicht allein mit der Maxime größer, schneller, weiter zu planen und durchzuführen.

Es geht immer noch um Menschen. Wenn man von der Würde des Gegners im Sport spricht, so bedeutet dies nur das eigentlich in allen Bereichen menschlichen Zusammenlebens geltende Prinzip der Achtung einer anderen Person. Dazu gehört jedoch nicht nur die körperliche Integrität eines sportlichen Gegners, dazu gehört auch, dass man sich nicht mit unlauteren Mitteln einen nicht gerechtfertigten Vorteil verschafft.

Problematisch und schlichtweg unethisch ist es, wenn man sich durch die Verwendung leistungssteigernder Substanzen einen körperlichen Vorteil verschafft, d.h. wenn man sich z.B. dopt. Genau so wenig kann und darf nicht toleriert werden, wenn man sich mittels Bestechung Vorteile hinsichtlich des Ergebnisses eines sportlichen Wettkamps verschafft. Dies gilt selbstverständlich auch für jede Art von illegalen Wettmanipulationen.

Das ist kein Problem des Sports. Das ist ein gesellschaftliches Problem. Dies gilt für Spieler genauso wie für

Verbände.

Wünschenswert ist, dass ein Sieger diesen Sieg mit fairen Mitteln erlangt und dass von allen Beteiligten das Prinzip des Fair-play geachtet wird.

Ein ganz wichtiges Element zur Überwachung und Durchsetzung des Fair-plays im Sport sind klare Regeln, die Überwachung, die Ahndung und die Vorbeugung.

Wir müssen uns aber auch etwas ganz anderes klar machen: schon lange geht es bei der Ethik im Sport nicht mehr um den einzelnen Sportler, es geht um das System.

Die Beachtung ethischer Prinzipien muss auch im Umfeld des Sports verlangt und durchgesetzt werden. Dies gilt für alle Sportarten, aber eben auch ganz besonders für den Fussball als Massensport.

Der Fussball-Weltverband handelt seit Jahren aus meiner Sicht vorbildlich. Das FIFA-Ethikreglement gibt das Verhalten und den Umgang der Protagonisten des Fussballs innerhalb der FIFA und im Verhältnis zu Dritten vor. Spieler und Offizielle haben sich demnach aller illegalen, unmoralischen und unethischen Machenschaften zu enthalten; Verhalten, das ethischen Standards nicht genügt, wird sanktioniert.

Der Ethik-Kodex der FIFA hat also zwei Zielrichtungen: Er hat sowohl erzieherische als auch strafende Funktion. Er enthält demnach nicht nur Verbote, sondern gibt auch Verhaltensstandards vor. Z.B. beantwortet der Ethik-Kodex die Frage, wie man sich bei Interessenkollisionen zu verhalten hat oder wie zu reagieren ist, wenn man als Offizieller Geschenke oder andere Zuwendungen angeboten erhält. Man sollte meinen, dass gerade die Frage der Korruption im Sport nicht gesondert geregelt werden müsste, aber das ist ein Irrtum. Wie überall, wenn es um viel Geld geht, gibt es auch die Korruption mit allen Mechanismen wie teure Geschenke, Protektion, Einladungen für Urlaub etc., Geld u.a..

Der Offizielle hingegen bekommt es bei unethischem Verhalten in aller Regel nur mit der Ethikkommission zu tun, was ihn aber auch schon sehr empfindlich treffen kann. Denken Sie an lebenslange Sperren oder empfindliche Geldbussen.

Die Ethikregeln gelten aber für alle, den Spieler, aber eben auch für alle Offizielle, von der höchsten bis zur untersten Klasse. Machen wir uns nichts vor, Fehlverhalten gibt es in allen Klassen und in allen Bereichen.

Man muss natürlich erkennen, dass allein ein derartiger Kodex irgendwelcher verbotenen Dinge überhaupt nichts verhindert, denn dies ist nicht anders als bei den ganzen Vorschriften der unterschiedlichen Strafgesetzbücher, die eben auch nicht Straftaten verhindern. Aber eindeutige Regeln lassen auch klare Ahndungen bei Verstößen zu.

Und was man nicht vergessen darf, die Ethikregeln in der letzten Fassung der FIFA geben für die beiden Kommissionen auch die Mittel zur Hand, die es ermöglichen die Verstöße intensiv zu untersuchen und in einem streng geregelten Verfahren auch zielgerichtet zu ahnden.

Eine mögliche jahrelange Sperre eines Offiziellen bedeuten finanzielle Einbussen und ein Verlust der Reputation in der Gesellschaft.

Ein Ethikskandal in der FIFA macht genauso viele Schlagzeilen wie ein Korruptionsskandal bei einer weltweit tätigen Firma. Und ich weiß von was ich rede.

2012 erfolgte eine umfassende Revision des Ethik - Kodex. Zur Überwachung und Durchsetzung des Ethik-Kodex wurde eine reformierte Ethik-Kommission mit zwei Kammern eingerichtet. Die Kommission ist unabhängig und verfügt über weitreichende Sanktionsbefugnisse, von der Mitwirkungspflicht von Zeugen und Betroffenen – bis hin zur Verhängung lebenslanger Sperren.

Als Vorsitzender der rechtsprechenden Kammer der FIFA-Ethikkommission darf ich aufgrund meiner bisherigen Erfahrungen nach 2 Jahren festhalten: Die Ethikregeln der FIFA sind effektiv und griffig.

Die FIFA steht oft in der Kritik. Dabei wird leider oft vergessen, dass die FIFA mit Unterstützung unabhängiger hochqualifizierter und renommierter Berater alle erdenklichen Anstrengungen zur Sicherung und Wahrung ethischer Grundsätze auf den Sportplätzen und dem weiteren Umfeld des Sports unternommen hat.

Diese Verantwortung für den Sport bedeutet jedoch auch, dass weiterhin alle Anstrengungen unternommen werden müssen für einen fairen sauberen Sport.

## Mr. Alojz Peterle

MEP, Former Prime Minister of the Republic of Slovenia



I would like to say how important soccer was for me when I was younger, indeed it was my first love. I was one of the fans of Unterhaching football team. I have never heard a banker, the second man of the World Bank speak about national happiness based on ethical principles. We have a known national GDP but not national happiness. We have started with good terminology.

As member of the European Parliament, I'm vice-president of the Working Group for Bioethics and human dignity. As a politician I am interested in concepts which can lead individuals and societies to growth in an organic way. Organic means honest or fair as well. You will not be surprised, I suppose, if I start by mentioning that the key concept of the founding fathers of the EU, has been the respect for human dignity, which means a spiritual, cultural and social cornerstone for the EU.

The problems with human dignity arise when a man has to serve interests, which go beyond or against her or his dignity. Doping and corruption in every field of life are a consequence of lack of respect for human dignity. Sport is not excluded from this phenomenon.

Now, an illustration: Did you see the movie 'Elephant man'? The story, the model of behavior is very clear. So unfortunate, an elephant-like face on a young man was misused for commercial purposes. He landed in a circus. His personal tragedy, his elephant-like body, was a good source of money. In fact he was enslaved. In sports, the basis of commercialization is not weakness. Financial interests are built on outstanding abilities of an individual, which is bound to reach successful results.

The results gained by a sportsman are not always considered a primary value or value on its own. The trouble appears when the results have to be reached at any prize or have to be even known in advance. It is not necessary to be a psychologist or medical doctor in order to know that the dishonest behavior is before and after followed by fear, tension, stress, and dependence...and maybe modern slavery as well.

We have to deal with the personal and systematic or collective aspect of the story. You may know the ethically questionable statement "Others do that. I will be less competitive. I will lose. As a loser I won't be interesting for anybody."

Let's quote Frankie Andreu, one of Lance Armstrong's teammates who said to investigators, "it was going to be difficult to the professional success as a cyclist without using EPO" (blood oxygen booster)." He spoke about "general consensus" of the team (Esquire Magazine, August 2014).

I was admiring Lance Armstrong, his victories, his comeback, his outstanding work against cancer. There were results, there was a brand, fame, money, admirers, myth, etc. As a cancer survivor I quoted many times his famous words: "Cancer was a gift in my life." Did he say that for doping as well? Lance might be less lucky but more free. The latter is more important in my view. I know how easily one can say - it is better to lose winning steps than to lose dignity.

Addressing another point very shortly. The question is - what is allowed? What is allowed has to be based on the distinction of what is good and what is bad. Both, ethics and science are needed. What is legally allowed is not necessarily good. To conclude: It is important to put sportsmen with their dignity at the core. The value of a result may not overlap with the value of a person. "Panem et circenses" should be replaced by "panem et

dignitas". In sport there will always be winners and losers, but the worse consequence are victims. We should distinct between losers and victims. We should de-victimize sport.

My final point: Doping and corruption are comprehensive, complex and complicated issues. Those are social issues. We cannot successfully deal with them by addressing just some fronts or by punishing some sportsmen or their clubs. There are many players at stake and many fronts. A comprehensive approach is needed. This means - if we wish success in our fight against unfair behavior in sport we have to deal with societies. The same goes for the fight against cancer.

Youth was mentioned. When I was younger Mr. Miro Cerar was our sports ideal. If there was one single doubt concerning his career in sports, a whole generation would suffer. I'm pleased that Mr. Cerar, winner of the Olympic gold medal in gymnastics will share with us his views on fairness in sports.

## Mr. Gustavo Borges

Brazilian former international swimmer and multiple Olympic medalist



It is an honor to be here and it is impressive to have 35 countries at the Summit. Keeping that in mind, the most amazing thing is that since yesterday I only met Germans. Nobody mentioned anything about the World Cup and the 7:1 in Brazil. Nobody said anything, being in the home of soccer. Brazil used to be the country of soccer, but not anymore. Now Germany is. It is a great pleasure to be here. Talking about sports and ethics is always a good thing.

I come from a small city in Brazil; my city is about 30,000 people. It is pretty small for a Brazilian city. I have always done many different sports. I am two meters tall, so I did basketball and I did volleyball – all the things for tall people. Swimming was the vent and the sports that I actually mastered. I went to four Olympics and have won a couple of medals in those events. But since I was little, what intrigued me most about swimming or sports in general, was more the educational side of it and the teachings that we get from sports. I have been to all areas of sports in my life. From amateur, when I was little, in my city, to professional sports as an athlete competing for Brazil in the Olympics and other sports events, to business. Today I am a businessman in Brazil and work with health and fitness centers, learn-to-swim programs. Everything in my life has developed around swimming.

Being an amateur and being a business man with the high performance in between, I have learnt one thing: that everything is the same. If we look into success and ways to be successful, everybody that takes a breath and breathes oxygen wants to succeed. Not just in sports or business, but anybody. There are some basic rules, if you want to go some place, if you dream, if you have a goal, which is the first step to success, which is the end. In between success and the result that you have, and the dream as big as it can be, in the beginning of your life or in the beginning of your strategy, is excellence. When you talk about excellence, you talk about a way of connecting the dream to the result that you have. In swimming, it is very easy to talk about excellence because excellence for me is just doing your best. To do your best in swimming is as easy as one-hundredth of a second.

One of the previous speakers in this panel here was talking about being fourth, being fifth, being twelfth, or not even being there, but trying. I can say that I have been to all of those places and know that one-hundredth of a second is the difference between making it to the Olympics or not. It is the difference between ninth or eighth, and being the one that goes to the finals. It is the difference between being fourth or being a medalist. Or being a first place with or without a world record.

This one-hundredth of a second could be a major problem because it is exactly this one-hundredth of a second that could cause an obsession, obsession with the result. There is something I call a good obsession, which is a virtue, which is a value, which is what we all need to have. And there is an obsession that can become an addiction. When this comes down to the point where the addiction overcomes the virtue, then we have problems. Actually, we do have problems in sports: We have doping; we have all these situations that were mentioned here before.

Throughout my life my obsession was always that of the virtue. I have been to many different places and in contact with many different people talking about the virtue of sports. What the lessons are and how we can get to the next level by being ethical and playing fair and by developing programs could help to society. The societal problems can be solved by sports. I really believe that. I have been doing that throughout my whole life. If I did not believe that that was true, I would be wasting my time. I hope that I am not wasting my time because I devoted my life to sports.

In order to be more specific of how I devote my life to sports: in Brazil, I run a project, a social project that has been running for the past nine years. Actually, we had eight years and then a little gap and now we are back on the program. By running the program, we help 300 kids in a little town called Itu, which is next to Sao Paolo City. The program is based on swimming, based on sports, because we have different issues in different countries. In Europe it is amazing just taking a bus or take a trolley, it is something out of the ordinary for a Brazilian city where you have to fight a couple million people to get into the subway.

To help 300 kids in Brazil to go through society is a real pleasure and an honor. When we talk about guidance, we talk about elevating children's self-esteem. Trying to educate through sports is really a different way of working with kids and young people. When I see those kids swimming, having goals, and having everything that they need to have, I think maybe they do not fight at home because they have a broken family, or they go through drugs or child abuse. I can see how sports can connect this situation that they do not find at home to a swimming pool. That is outstanding. It is something that really intrigues me and that keeps me moving. Not just in the social area but in any area. In my business, for example, I just talk to people and promote sports saying, "Just go walk in the park; go take care of your physical equilibrium."

My definition of ethics is to have a big dream, to have a big dream and to work with excellence. Not just some-way, but with excellence. For me, excellence is one-hundredth of a second. By being one-hundredth of a second and by being ethical, I think I am on the right path.



## Prof. Jiří Dvořák

MD, FIFA Chief Medical Officer, Chairman F-MARC, Schulthess Clinic Zurich



I will talk a little about Brazil. I really enjoyed those four weeks in Copacabana, at the Maracana. I was not professionally engaged in most of the matches, I enjoyed sitting with the fans. It was such a great event, very peaceful. There were so many Brazilians around, but unfortunately, the Germans were celebrating. They deserved it because they played well.

How can we combine ethics in sports or football with the father of medicine? In my profession (I am a doctor), ethics and integrity are of the highest value. We can lose our integrity only once and we have to do everything not to lose it. We have learned this from Hippocrates. When I translate the same into football language, then it would be called prevention. For two thousand years we know that it is better to prevent rather than have to cure it afterwards.

We have to use the popularity of football to prevent children's diseases. There is scientific evidence available on how to prevent injuries. We have already tested and implemented this in eighty countries. We can prevent injuries in recreational sports but also in the semi professional sports by 30-50 percent. If we talk in terms of business, it is a huge impact. We are talking about saving billions in medical costs. The data exists, which is very important for the World Bank.

Our great achievements gave us credibility within FIFA. When we treat injuries on the highest level, like at the World Cup, everyone wants to do the same. There were 2,7 injuries per match at the World Cup in 2002 and 1,7 during the World Cup in Brazil. Forty percent less! This is the market value of somebody being injured, but I normally do not use the word 'market' because I see it as unavoidable human suffering.

About eleven rules exist for doping prevention in football: everything started on the 1st of July in 1994 during the World Cup in the US, when Maradona was sent home to his home country, Argentina. He tested positive on doping substances. I was present at the time, both as guest and observer. Many were saying, 'let's deal with it after the World Cup'. Argentina was in qualifications, the first group was playing. Mr. Blatter asked me to show scientific evidence to support that Maradona was doping, it was very clear to Mr. Blatter that he (Maradona) must be sent home. We were collecting the evidence and there was a press conference with Mr. Blatter alone. He was defending the stand that if somebody does something wrong and is cheating, he must go home, even if it is Maradona.

As a newcomer to FIFA I was quite impressed by this attitude, and I am still here. Over the last ten years, we took 257,000 samples and checked them for doping in football. There were 798 positive cases, which is 0,3 percent, 107 were attributed to anabolic steroids and hormones, which is 0,04 percent. The last two notable cases happened in 2005, were two Mexicans tested positive to anabolic steroids.

We have a database that encompasses the entire world; it includes all the member associations, confederations and all the competitions. It is based on a quarter-million sample procedures. We do not have evidence of systematic doping in football. Individual cases do exist and they are sanctioned with one-year suspensions, on average. Most of them are attributed to marijuana and cocaine.

As medical professionals, this is how we contribute to FIFA: decreasing injuries and doping prevention. At one point we thought, let us consider the increasing popularity of football and give back to society. What would be the most important asset to us all? Health. Is this a mandate, is this an ethical duty or is it a unique chance for FIFA? I think all three! On the one side, FIFA gives back something to the fans and to the population. On the

other side, there is an ethical duty because once you have understood the principal, you have to do it, not just talk about it.

The president of the World Summit mentioned football is probably the most popular sport. I can assure you it is the most popular sport wherever you go around the world. So we changed the slogan from 'football from medicine' to 'football for health'. For ten years we were tested whether football is a health or leisure activity. More than hundred fifty researches were executed in Denmark, Portugal, Brazil and Switzerland. We have investigated every layer of the population: children, adults, mature women, aging men and the homeless. The results were fantastic. Diabetes got better, blood pressure went down, heart function improved, bone density in mature women increased after three months playing football twice a week for forty-five minutes. Playing twice a week for forty-five minutes for all ailments. We call this the '(exercise) football bill', with the prescription being free and one has lots of fun.

Forty-five original papers were published in journals and the latest in May, 2014 in which experts contributed to the editorial. How can we translate the (exercise) football bill into the daily life of a large population? We were thinking about this at the World Cup in 2010, in South Africa and as a legacy we developed a very simple program. When you approach children with sports (whether it is swimming or football) and you are a famous swimmer in Brazil, then the kids listen to you. In football, if you bring Neymar, Cristiano Ronaldo or Messi to pass on the health message - children listen. But if a doctor comes to a school and starts talking - children will fall asleep after ten minutes!

All the players did it for free, they didn't even ask for anything! After just a simple telephone call to the college doctor of clubs, national teams and the players did it volunteering. This program is now active in 19 countries, partially nationwide, in countries such as Malawi, Tanzania, Myanmar, Colombia. There is a close collaboration between the government, the Minister of Education and Health and our member Associations in order to develop a strong partnership.

This is all about the children. Columbia set a role model: they decided to implement the program in every school in the country as a part of Public Health Policy for the next ten years. By 2019, our ambitious aim is to reach out to three million children in Columbia alone. The average cost of education for two dollars in Columbia is cheap, and our calculation worldwide would be about three dollars. The World Cup (in Brazil) was also used to get the program going in Brazilian schools. Children's benefit is closely monitored. In Brazil, some of the people from the Ministry of Health thought that education on prevention of HIV is not necessary, but it is. The children profit so much from this, they improve their knowledge by 50 percent from the age of 11 to 12.

We are going forward, trying to continue in this respect and we think that this is not only a mandate; it is more of a privilege than anything else.

## Mr. Nirj Deva

Member of European Parliament, Board Member; World Forum for Ethics in Business



Our excellent president Rajita Kulkarni invited us to have a dialogue and we really have had a series of dialogues. Mr. Blatter talked about passion, emotion and drama and for a few minutes I thought he was talking about Scotland. I am very happy to tell you that I am still a Member of the European Parliament for the United Kingdom.

Let us just ask ourselves what happened in England and Scotland yesterday? What we did was to renew and refresh a 300-year-old friendship. Every human organization needs renewal and refreshment. Every human organization cannot take its structures for granted. It needs refreshment, new thinking and renewal. And that is what we have done in that United Kingdom last night. We are here because it is relevant for us to be here, because we want to be effective. Sri Sri Ravi Shankar spoke about the dignity of the human being at the center of sports. Which human beings are we talking about? The players, the fans, the supporters, the dignity of those people are so frequently and so easily traduced if we have corruption, money laundering, match-fixing because they don't expect that. When we translate this dignity it can become a global crime. Our dialogue today is relevant and it will hopefully be effective.

I don't know whether the very distinguished ladies and gentlemen who run FIFA have any idea of the power they hold in the human hearts of ordinary people. One of my jobs in the European Parliament is to be the Vice-President of the International Development Committee; I am active in the field of humanitarian aid and development. Frequently I find myself being privileged to visit the slums of Africa or Asia and the number of times I have been absolutely astounded when I walked into a slum in the Congo where they have suffered 15 years of civil war and where the children have no shoes and barely any clothes and we are talking about giving drinking water, and stopping malaria. And one kid runs up to me and says 'Are you a Manchester United supporter or Arsenal support'? And I nearly faint. How do you know about this? But they do know. It is a part of their life.

You reach out to everywhere in the world. A harmonizing force of such power. Please think about that. There is a lot to be said about the European Parliament and FIFA: We legislate for about 500 million people and 28 national associations, member states. You have 209, and you have 300 million people who are associated with your sport. 1,2 billion people are part of that family. We are two global organizations and we have much to give each other and to learn from each other. The EU is not perfect, neither is any other global organization, but we try and we make things better. Renewal, refreshment reconnection, constant revolution, that is what we need in this very fast moving world. Sri Sri Ravi Shankar said that sports can be the sum, the delivery of human happiness in a world of conflict, purposelessness, confusion and manipulation by powerful forces. What is happening in the Middle East is a tragedy. Can you imagine, instead of these awful wars, they all played football together. I know that here is your intention, that is an aspiration, but that is what we have to work for. I am very grateful indeed for this opportunity to share with you this dialogue.

## Sri Sri Ravi Shankar

Co-founder, World Forum for Ethics in Business



Good morning ladies and gentlemen! I am happy to be here today amidst accomplished people in the fields of sports, business, politics, and lovers of sports.

Sports is such an integral part of life. A child starts playing even before it starts speaking. Language comes later, but sports come first. Games are so inherent in our nature, and after retirement also people sit and watch soccer with a cup of cappuccino, almost through-out their lives.

I think that the one thing that continues through-out life is sports, and sports contributes significantly in keeping up the spirit of life.

If the sports organizations take an active role in peace building initiatives around the world, then the thousand of youth who are taking to guns in search of some heaven can perhaps drops the guns and take footballs.

Today, WHO (World Health Organization) has said that one of the biggest concerns that the world will see in the future is depression. Mental depression, stress, unethical and unhealthy behavior are all components of not being sportive in life; not being enthusiastic in life. So sports contributes to the happiness of society and to every individual life. And sportsmen are also role models and they are seen as larger than life by many people. Now if these role models do not keep up the ethical standards in their lives, it becomes such a disappointment for the rest of the population. Doping, match fixing, corruption and other such things should be done away with.

First corruption starts in a small way, then it become bigger and bigger, and then ends up in crime, and this is crime against society. Perhaps people who do this are not even aware that they are committing a crime. They think that it is just part of the acceptable norms of corruption. So we need to create this awareness in people that they are cheating a large population if they are doping, match fixing or involving themselves in any unethical activities in their lives.

It is just a matter of awareness. When we create such an awareness in society then sports can really become a source of inspiration. It is a source of inspiration today, and it should continue to inspire millions of people. It should inspire people to find happiness and to instill ethical standards in their lives as well.

Sports is one field that not only unites people of all generations, languages, religions and social standards, but it can also work as a peacemaker in the world. If the sports organizations take an active role in peace building initiatives around the world, then the thousand of youth who are taking to guns in search of some heaven can perhaps drops the guns and take footballs. When the energy of the youth is channelized towards sports, then we can move away from violence and crime in society. This is something we all have to think about. The tremendous energy of the youth needs to be channelized towards something productive, and sports is the best option. What else could be better than sports?

Mental depression, stress, unethical and unhealthy behavior are all components of not being sportive in life; not being enthusiastic in life. So sports contributes to the happiness of society and to every individual life.

I feel, we have a responsibility to give an organizational framework on ethics for both the sportsmen and for those who love sports.

This can happen with three Cs:

1. Connectivity
2. Commitment
3. A Higher Context to Life. This is very important. See, a sportsman can handle his highs and lows successfully only when he has a bigger goal to latch on to. When a sportsman is given a mission to educate people or to serve the society, then that gives immense satisfaction to him. So engaging sportsmen in peace building initiatives and in social service activities to uplift the community outside of sports is important because it will bring that much needed continuity to their lives.

Whether one is an amateur in sports, or an accomplished sportsman, or a retired sports person, if they are engaged in service activities, then that sense of higher purposefulness will always be there. Otherwise I have seen many sportsmen getting depressed when they are out of the field. When they can no longer play they get into depression. So these kind of activities are important because it can help them get over such feelings as they have a higher mission in life.

Many of the sportsmen can work towards bringing ethics in sports, they can work towards glorifying sports in society and touching the lives of people with sports across the continents. They can work towards uniting people through sports, especially in areas of conflict.

I come from India, and no matter what the political equation between India and Pakistan, when it comes to sports there is a completely different spirit. The sportsmen from both countries play cricket with full enthusiasm. So sports has this magnetic quality in it to bring together people from various sections and backgrounds onto one platform and to make our world a better place to live in.

Happiness is a factor of life, and sports has a lot to contribute to it. Of course music, arts, science, etc., are other huge avenues that can enrich one's life, but sports plays an important role in bringing the much needed happiness in life. And this deliberation of The World Summit On Ethics In Sports can find itself as just the beginning. I think we need to take this across the globe and through-out the world and emphasize two things:

1. Fairness and ethical behavior in sports
2. Using the avenue of sports to further create happiness and peace in the world

Today, we are in a scenario where we are bothered and troubled by so much of violence and hatred. So if we can take this step, even in the field of sports violence can be reduced because we will have our goal constantly staring in our face, which is to create peace amongst people and communities.

Unfortunately I have to say that, today wars are fought like games and games are being fought like wars. This needs to change. I am sure that all the brilliant speakers in this assembly and all lovers of sports will come up with further deliberations of how we can take this message forward to every nook and corner of this planet.

# Workshop 1: Shared Value and CSR – Sharing of best practices

## Prof. Lívia Járóka

Former MEP; Founder, Járóka Lívia Talent Supporting Association



I bring a message to you today, that we are very far from reaching all the poor kids in Europe. So many organizations have been fighting for poverty reduction. Even in sports we have the message of saying 'no' to racism. But what we see out there when we go to the gypsy settlements, to the ghettos of Europe, is that children have never had the possibility of fulfilling their potential. They have not had the possibility of doing sports to gain good health, knowledge of environmental awareness and human values. They are just struggling from one day to another.

I have been working in poor settlements for the last 20 years, first as a human rights activist, and then as a Member of the European Parliament. While I was in the EU, I wrote a strategy for it, for 40 million of the poorest Europeans. We are talking about people who are living on a budget of less than one or two euros per day, we are talking about minorities. I am representing the Roma because my father is of Roma origin but we are talking about huge numbers. When it comes to the Roma it is 12 to 15 million people. What we did within the EU is that we tried to solve their problem by introducing an action plan, a poverty reduction plan for the EU. We made the member states to comply with pledges; we created jobs, provided for education, health and living conditions possible to change, from the EU funding. It happened in 2011, it was a 10 years of struggle in the Parliament to make people understand that the poorest have to be helped even if they themselves cannot stand up for themselves.

When I became an MP in 2000, my first mission was in Greece, the stadiums for the Olympic games were being built. All the Roma settlements in that area were destroyed. We fought the Greek government together with the Helsinki Committee for a long time. We wanted to make places for them, but it never happened. It usually never happens; I can say this from my 10-year experience.

In a picture from 1960, my father is playing football. At that time he was still living in a gypsy settlement and going out of it to play with the so-called 'whites'. It was a strange thing to do at the time. He was also a very good musician, from a musician's gypsy family, but he never made it. He became a waiter because he had to care for seven of his siblings at home.

Later on he made sure that my brother becomes a football player, especially when he found out that he was deaf at the age of two, because of a medical problem. He definitely felt that there is a need for a personal inclusion of us into society. At a young age he realized how sports helped him in his life. He did the same for us and he made sure that we were educated.

A few years later when I became an anthropology student in London, I started to work on Roma settlements. Sports was the last thing we were being concerned by. In Europe there are 40 million of the poorest people, 12 million of Roma origin. Do you know how many minorities and others are poor? You do not need to be a minority to be poor. How many other poor groups exist in Europe who will never get to a point of doing any kind of sports.

Why is this a tragedy? After working for 10 years in the Parliament on how to give people jobs, how to educate them, how to provide better health and living conditions for them, we learned it. We opened all the European funding for that and after two years, in 2013, we figured out that these people are not being helped. What happened? Why are they not being helped? Why are they not already in the factories that are being built from European money? It was shocking to learn that they are not working in factories because one-third of them

could not even be employed because of health reasons. Once they could get out of poverty we learned that they died 15 years younger than an average European, in Europe today.

They have twice as much cancer, they have five times as much cardio-vascular diseases and everybody is depressed. For 30 years there were no jobs, ever since the system change in the communist era.

After I stopped doing politics, in July this year, I started an organization to make sure that the kids in the settlements all around Europe are found made into a good workers and tax payers.

Especially because everyone is looking at them with eyes open wide, waiting for them to be very good workers, why? Because demographic trends today in Europe show that poor people have larger families than the non-poor. The workers of 2050 would live in these settlements, but they will never make it to 2050 if you do not change the way of their lifestyle. Not only by giving them jobs, we need to help them to escape victimization, prostitution, child trafficking, drug-abuse and deviant behavior, that is all present in today's European ghettos. 40 million people are living in these conditions in Europe - what can sports bring for them? Why do we need to bring sports to them? Why is it difficult for politics to bring sports to these people and all the other services? Because of a huge discrimination, an anti-Roma, anti-poor sentiment in Europe.

Every politician who does anything for the Roma loses votes. Nobody really likes doing anything for these people, except maybe big companies. But it is the same with big companies, because who wants to have anything to do with beggars, and this is what the media shows about Roma. Nobody knows that Quaresma, Cantona, Iniesta, Pirlo and Ibrahimović are all gypsies. Nobody knows in Europe, do they know? Nobody knows. My brother and me started to make a change, already in the Parliament; by making the European parliamentarians play with gypsy groups, with disabled kids. We organized friendly football matches in front of the European Parliament. We had two games in the last two years and we want to have another one.

Besides addressing the issue of just finding these children, we have already had hundreds of children from the settlements that were taken to summer camps, figuring out who is going to be a national football player. In Hungary we went to the settlements and found children at the age of 14 who are said to be national football players in five years time, with Istvan Pishont now leading the Hungarian national team. He is also of gypsy origin. Our father would wake us up in the middle of the night when Pishont, when Cantona would be playing, just to show us what one can do well even as a gypsy person.

We are trying to make a change in their lives as their parents do not have jobs, they do not have food. The children do not have shoes to play and they do not have garments. We took them to a place near a lake to train them, to talk to them about healthy living. We tried to organize schools for them. Many of them are analphabetic, they cannot even write or read their names. They know everything about football, they watch football and they are crazy about it. They have a mind to have all the information about the last 40 years of football, but they cannot count and read, so we started to look after these kids. We would like to get famous non-Roma football players; two are already on our side. It is interesting to see that none of the other former football players are dying to stay today in Europe and that they are Roma. That is also a huge obstacle for us because the children are looking up to these people as role models. We already know that Pirlo and Ibrahimović and Rooney are from traveler families all around Europe and still the message does not reach the children. It does not even reach the average European citizen.

We also hope to get role models out of these programs. What is most important is that there is nobody in the settlements to do the European projects of health, education, working and living conditions; there are no good leaders. Every Roma that gets a university degree or a good job forgets that they are Roma, because it is such a harsh experience being Roma. There is nobody to return back to the settlements as a businessman to open a small company or as a coach to give free trainings for the kids. There is nobody to come back as a doctor. What if these kids do not become doctors and they do not come back? At the moment they are the best students and they would never be able to go back; there is segregated education in Europe for these children. Many of them are put into special education for mentally handicapped children, to make sure that they do not disturb the classroom. This is horrible and we have been fighting against it for a long time. Without corporate social responsibility the companies would dare to claim that bringing up children from the ghettos to good jobs is trendy and sexy.

Without football players, who are sending the same message, without role models, musicians, famous people

sending the same kind of message, people will not get the message. They will not get the message that for four pensioners today in Europe two 20-year olds are needed to make sure that the elderly have a nice and safe life. They will not get this if we do not get work for these youngsters to work. At the moment, in Hungary, every third child of the age of six is of Roma. You can imagine how much we have to wait for these children to become good workers. But by coming from the space they come from, the families they come from, the health issues that they are facing already at the age of six; they will be never able to make it. It has a huge impact on the European economy; it is basically the only reason why people talk to me. When I was talking to them, from the human rights aspect, saying, "Look, we all equal, we all deserve the same", nobody listens. The European Parliament has united in the case of Roma issues because they realized that it is five times cheaper to integrate a poor person in Europe than not to, because of a work and tax study. It is five times cheaper to make a taxpayer out of someone, than it is to pay social benefits for them until the rest of their lives, even if their life is very short. Behind the corporate social responsibility there are bigger stories than just giving kids a field to play in.

Sometimes it is all about economic and social cohesion of the 500 million people, the Europeans, where, you would think, there is no real problem. Everyone is looking into Africa and Asia and of course we need to, but at the same time we should look into our own backyard and we should take care of these kids, because they are the future of Europe and most people are not aware of this.



## Prof. Dr. Gerhard Prätorius

Head of CSR, Volkswagen AG



It is very interesting to see better, to try to understand how people from the area of sports, politicians, NGOs and corporations came together here. I think we can do a lot of things together, make things better when we work together. I will tell you our ideas and thoughts on CSR. First of all, when we are discussing about shared values it is important to know that on one side we have very powerful constituent similarities with sports. There is a passionate competition as well as opportunities and capabilities. I think both are very important pre-requisites to succeed. We can learn from each other in these fields.

You may know that Volkswagen is one of the leading carmakers in the world; we have different brands and now more than 570,000 employees around the world. We also have common values, like respect, responsibility and sustainability. In the last few years we made a very interesting move, we developed what we call 'an integrated CSR approach'. What does this mean? For a long time CSR has dealt with the question, "How is the money spent?" It is spent in corporate giving, social sponsoring, disaster reliefs, corporate volunteering and projects related to sports and other activities that include communities. It is a part of the company's culture and therefore the strong emphasis on what we call 'the traditional approach'. There is also the question of how we earn money. As an international company, as carmakers, we know that we are a part of the problem. We need resources; we are responsible for greenhouse gases emissions and so on. But we are also a part of the solution, therefore, we need to have clear targets, programs and also a clear vision of what can we do to realize a sustainable company.

We made a lot of progress in the integration of all these values in the entire value chain; we are working on what we call the 'triple bottom line' - equally ranked economic, ecologic and social goals. We are doing business not as an add-on business, but as an integrated management procedure. We can see that we have made a lot of progress in this field, in the last five to seven years. On one side we have a strategic approach in mind, but we also have to be aware of the tradition and culture of the company, the corporate aspect, community involvement and so on. Both are sides of the same medal and form an integrated approach. We are doing this on an international level, we have production sites around the world, a 106 different production plants.

We partner with communities around the world, in different areas: art and culture, education and science, voluntary services, health, traffic education etc. and of course, sports. Sports and corporations have similarities and share values. An example for some of the activities we are doing connected to sports is a project initiated by our workers' counsel called 'a chance to play'. We started it as a run-up for the World Cup in South Africa in 2010, and then continued to develop it up until the World Cup in 2014. It is still going on. It shows an idea of equal opportunities of participation in very different regions, different local areas. It brings a lot of young people together and it also inspires our colleagues who are there.

Another example is a very small town in Germany, called Wolfsburg. It is the headquarters of the Volkswagen Group. In the last ten years, there has been a development of a successful soccer team. They just lost a game four to one against Everton in the Europe Cup, but they were not so bad. It is not a question if they had success in sports, but what is more important, is that we have developed an intense relationship. Our thinking is that it is not enough just to succeed in sports, that all the talents and the young people have equal opportunities, in terms of education and training. We cooperate with Wolfsburg (VFW Wolfsburg) and our company offers them the opportunity to work with us. A traditional activity we have is called corporate volunteering. And last but not least, the shared values activities, for e.g., with the engagement of our CEO.

Looking back the last five, ten years, we have really made progress by combining our strategic view of CSR with traditional values. This can create a momentum we need to face the challenges we all know about.

**Mr. Richard Saller**

Founder, Saller-Sports



The first information I have for you is nothing new: You are the best! You have the energy of a thousands suns inside of you and that makes you magnificent.

But if you look into the sun for five minutes you will be blind. The problem is: You have to understand that you have these energy reserves and then the world would have no problems anymore and neither would you. You will be able to solve all the challenges that come along. That is the theory.

We are working with your memory or rather the memory of children, man and mankind by trying to insert memories by means of images. You are here because you remembered lots of things and you have your own image films saved in your memory.

Some of them are nice, some of them are not so nice. At least this is the case for me and therefore I have to choose my method. We need to put image films in there that will change our characters.

So this is our method, that we are using images, stories told by images, in a positive way to affect the character positively. If you have children, the main thing you have to give them along on their way is character. If you are not able to instil that you could for example give them as many houses as you wanted, as much money as you wanted. If your son or daughter chooses a partner who just wasted all right away, then that would not be of much use.

You have to make sure that they have character and to that end we have developed a program which goes as follows: People or children are given a new story every day for ten years to try and record images into their memory. People who have already gotten some experience in this field know that your mind can either be a problem or it can be your best friend.

If you are not careful you will 'kill' your mind. If you go about it in a clever way you can get to a higher level of consciousness. So you are a genius and you have the right to live up to this level.

Our method implies that you will watch a movie everyday for 10 years. For example, today during this Summit you already saw a lot of presentations and movies, I hope every time you saw one you were able to record some kind of version in your memory.

But the problem is that usually the volume of your memory is already quite full. Of course you can make an extra effort to save some of this information, but generally the logic will be lost, that is almost inevitable.

Our program comprises films that we show worldwide in all different languages. It is a game for the entire world; we want to show and educate children all over the world how they can help themselves.

Just imagine the following example, a kid goes with its sports team in a bus to a game. At the next bus stop an elderly lady boards the bus. Would it not be a little wiser and more considerate to stand up and let this old lady sit down? You are well trained and you are young, so you would be able to coordinate yourself much better in the moving bus. And if your reply was now, 'Thank you for this suggestion, I will give her my seat' that is great that you realized this but I am afraid it is already too late.

So, task one is: How will you behave in future?

Through this story you have received visual images that can manifest in your memory. What will happen next

time is that you would experience a form of stress when you have a similar incident and that you will automatically use your memory as a reference on how to act to this.

If you, however, have stored bad images in your memory and refer to this again and again, then you will behave badly and if you have good memories, a new act will be good – well, it is quite simple. So bearing this in mind, our mind can be a problem but you have the intelligence to figure things out. You know that one plus one is two.

This is only for the rational side. You also have your ego, you think you are the best but if somebody says, 'well, you'd better change the color of your hair', then you suddenly feel attacked. This is another aspect.

And the fourth point is your intelligence, as I already said, you are intelligent, not only few know that New York is not in Africa but you are only intelligent if you know yourself.

You are intelligent, you are able to concentrate on this energy and this is our game we developed. We think it is a great game because we have to write down these stories, we try and gain inspiration from all cultures and religions and we try to go through life experience in a playful way.

I want to give you another example. Little Michael wants to become a world-class footballer, his coach gives him advice and in the story what happens is that it is only these general tips. So, another important point is, do not act with prejudice.

I can also tell you a figurative story. A Brahmin, an old man, finds an animal that is an orphan. He takes the animal home but the animal is a dangerous one. Nevertheless, it is raised together with a baby. What happens next is that the animal comes in, plays with the baby. At some point, the Brahmin and his wife leave the house but then a snake comes into the house and the wild animal fights with the snake and kills it. As a consequence, the animal is then covered with blood but it is very proud because it protected the baby. However, when the mother comes back, the animal is waiting in front of the house and she immediately thinks it killed the baby, recognizing all the blood. She takes her clay pot and breaks it over the head of the animal.

So this is of course not the way to go about things, the point of this story is that they are fighting together, you can see what happens afterwards, the animal is covered in blood. The wife says, 'oh, what happened, my baby got killed'. Of course, an understandable reaction, 'Bad animal, I am going to kill you'. And afterwards only she realizes that she was biased, she had the wrong idea. This is what happens in life.

Very often, the wrong information has been stored in your memory, so you should always watch out and not react rationally. These are all kinds of lessons and basic ideas that we are trying to bring across with our films and of course the way to go about this will usually be to make such a great presentation that I will be able to give you something along from all this.

## Ms. Manon Schick

Amnesty International, Head of Swiss Section



Major sporting events have the potential to be a positive force for human rights, but they can also contribute to violations, and have done so in many countries and contexts.

Some abuses are specifically associated with sporting events and are directly linked to their hosting and staging: forced evictions, labour exploitation, discriminations and violations of freedom of expression and association.

Some examples: In the run-up to the 2008 Olympics, the Chinese government arrested and imprisoned people for reporting on abuses linked with the Games. During the 2010 World Cup in South Africa, Amnesty International documented forced evictions, arbitrary arrests and increased police harassment of homeless people and migrants. In Russia, we have documented increased repression to prevent people protesting against negative impacts of the Olympics. Environmental and gay activists – amongst others – have been targeted and detained because of their work around Sochi. These abuses should alert FIFA in view of the 2018 World Cup.

Whatever the country, whatever the event, we expect the hosting state authorities, corporate actors and organizing institutions such as FIFA and the IOC, all to play their role in preventing abuses. This requires proactive and sustained efforts, rather than merely fine words.

In the case of Qatar and the 2022 World Cup, there is a clearly identifiable risk that – unless urgent steps are taken – migrant workers employed to construct stadiums or supporting infrastructure will be subjected to serious abuses.

Our research on the ground shows that workers in Qatar's construction sector face a range of exploitative practices at the hands of their employers – including non-payment of wages for many months, harsh and dangerous working conditions and being denied the exit permits they need to leave the country. At their worst, these abuses can amount to forced labour.

The cases we have researched are not extreme or unrepresentative: independent data shows that 1 in 5 low-income workers in Qatar face pay delays. 90 per cent do not hold their own passports. These abuses occur on some of the country's most high-profile projects, run by international contractors.

There are several factors leading to these abuses. Some are partly found in the migrant workers' countries of origin, when many workers take on large debts on the basis of false promises about their jobs.

But in Qatar itself, there are problems with laws and policies that facilitate abuse. The sponsorship law prevents foreign workers from changing jobs or leaving the country without their employers' permission. Migrant workers are barred from forming or joining trade unions. In May the Qatari government announced some reforms. While reform is welcome, what was announced did not go anywhere near far enough. The government claimed it was changing the sponsorship system, but this is not the case; they are small procedural changes but the heart of the system remains.

Ultimately, it is the State that is hosting the Major Sporting Event that is responsible for the violations that occur, whether they are due to the State's actions or its failure to properly regulate non-state actors such as companies. Nevertheless, the fact that the State is responsible does not mean other actors are not also responsible. For instance organizing bodies like FIFA.

Amnesty International expects FIFA to play its role in preventing human rights abuses. When an organization such as FIFA awards the right to host one of its events, it assumes a responsibility for the human rights impact of

that decision. FIFA has to ensure that systems of effective and sustained due diligence are put in place at a local level to prevent abuse. In Qatar that will require close liaison with the Supreme Committee to ensure that any standards on World Cup projects are fully and effectively enforced.

But additionally, we want to see FIFA consistently advocating - in public and private - for the Qatari government to make fundamental and sustainable changes to its policies and practices. This cannot be something that FIFA focuses on for 2014 or 2015 only. FIFA must maintain its engagement on the issue of workers' rights in Qatar at least until the World Cup has taken place.

Amnesty International has engaged with the Qatar 22 Supreme Committee. We welcome the standards they have put in place. But the scope of these standards is – by their nature – limited. The construction related to the World Cup in Qatar goes way beyond the stadiums and the training grounds and extends to vast programmes of transport infrastructure and hotel construction which are not managed by the World Cup organizers. Migrant workers building those projects will not be covered by the Supreme Committee's standards.

This is why business actors have a role to play. Since 2011, there has been a clear authoritative global standard for addressing adverse human rights impacts linked to business activity: the UN Guiding Principles on Business and Human Rights (known as the Ruggie Principles), which apply to both governments and companies. Amnesty International has met several of the major contractors and there is generally a commitment to abide by the UN Guiding Principles. What we are concerned about is the slow process that suggests months are needed to put in place basic common sense due diligence practices, such as ensuring safe ways for workers to report issues, posters in relevant languages, welfare officers on sites, unannounced inspections to labour camps, and so on.

All three actors – the government of Qatar, the sports organizations such as FIFA and the companies – have not only a role to play but also a responsibility to act. Neither of them is currently meeting this responsibility fully. Amnesty International hopes that the openness of FIFA to dialogue will have a concrete and measurable impact on the workers' human rights in Qatar. Because FIFA can't live up to its values of solidarity and fair play if human rights are being trampled on.

# Workshop 2: Shaping the team to success – Learning from sports

## Mr. Jamilon Mülders

Coach of Germany women's national field hockey team, Hockey world champion in 2002



I would like to tell you what happened between London and Antwerp. The German Hockey Federation is the most successful Olympic sports team; we got seventh place in London. Within 12 months, a change of culture and a change in communication happened, but we managed to be the European champions in Antwerp. The most interesting thing is to understand what future brings; only then we can start talking about business and sports.

Another system that is needed in our Federation is how to guide individuals with high potentials. A new structure has been created; can we learn only from past events or from the future as well? We need to look into the future to understand where we want to head towards. This should be our focus. Our attitude and our mindset are the most important. The attitude that comes from where we want to go to, what the future should look like.

Before I took over the ladies' team I had to decide whether I wanted to be a ladies' coach. So far I was coaching male teams and I wanted to understand for myself if this was the change I was looking for. We won a gold medal in 2004 and were eighth in 2006. It would have been logical to analyze the ups and downs in the classic way and say, let us do everything differently from what we had done before.

The most important thing about being successful was quality improvement in stressful situations. All the stakeholders have to improve their performance under stress; players, employees and team members. How the ladies' team should look like? What our values should be? What the system should be like? In business the managers are trusting, they provide information and let people work in peace. Our Olympic players did not have a manager, therefore they did not have leadership, goals were not set and feedback was not given on an individual level.

We did it a little differently. We got together with experts and we wanted to make sure to have colors that women liked. I did not really understand this. I am not a color expert, but what really made the decision was that we had had three days, 40 newly nominated players and we needed to motivate them. Every color marked a day, for example gray is the 'joker day' and that is the philosophy behind it. The newly formed team had to know why they are playing together, based on what we tested and assess them, what our values were. We set it up together, little by little. We did not simply say, we are testing your endurance, technique and tactics. We said, let us focus on every individual. Every individual needs that inner conviction in order to get something started. If only outer motives are there, I will not get up at six in the morning in the winter to go jogging nor will I get up because I want to win a medal, in no-matter-what international competition.

If you want to develop a team, if you want to see people supporting you, you need a different system. Classical management systems fail whenever the requirements change. A system can be good once but if the business or market requirements change, it will fail you. I want my company, the national team, to be flexible at all times. My athletes have to be prepared; I have 11 people on the team that need to respond to every new situation.

Money is certainly not the most important requirement. An athletic trainer, a physical therapist gets 90 euros per day and works from six in the morning till midnight. You might like to sleep longer during championships, but that is not possible. The result should be making sure people can be able to respond at all times.

The World Hockey Federation has been changing the rules on a yearly basis. It is amazing to say that during the Olympics 2012 we played twice for 35 minutes but in 2016 it will be four times for 15 minutes. It is a totally different story. You have to anticipate that; you have to understand what happens on the market. How can you possibly shape your athletes and at the same time make sure that the standard is going to be something you can handle? You have to adjust and do your best.

What I find very important when developing a new team is how to guide potentially promising individuals. In every team I have potentially promising individuals with high quality features, social confidence, good technique and tactics. But do I tell my athletes that? Do I give them feedback about their strengths and weaknesses or do I look only at the weaknesses? The important thing is to show them that you appreciate them.

At the end of the day you get nominated to be in the national team, the Olympics, the World Championship. Every athlete works with intensity and passion to present themselves well at this sort of events. It can be compared to having divorced: "You will leave the house, I will keep the children. You will get the money and I will keep the house" etc. Will I get nominated – yes or no? One needs to show appreciation, make sure that no one gets lost while leading potentially promising individuals. If captains of the industry are not able to tell you, "this is your status now", that is also important.

Usually we do not have just one player leading the way, it is rather a team of players. You can have a bad day at times but if you have a good team then the whole team will become rebellious. As a coach, I have to make sure that I am honest and that my players know that I appreciate them and their performance. This is the cultural change that we have introduced: every player gets to be told, at all times, where she stands in the team, how she stands at an international level and where she should improve. This feedback gives the ladies a different feeling about their nomination. The nomination will be tough to get - but if I am not allowed to travel to the European Championship with the rest of the 18 players nominated and they get the title, the final four that did not make it will have travelled at their own expense.

More important than winning a gold medal is appreciating sports. These are simple principles but every athlete should be reminded of them. There are so many athletes who think too much about the future. The future is the goal that drives, guides and motivates us. It is 'here and now' where we have to work hard. What kind of influence can I make today? I have to train today without thinking about what tomorrow brings, I should really balance my energy, my power, and I have to work for the moment, for now.

We are developing something that Germans showed us how to do. The German footballers are well known for having lost only once. Their coach left the stadium and the ladies would do the exact same thing. They know what they can do. They think, if I do not know what I can do, I will fail under the pressure of stress. If under the pressure of stress I know I am good at a certain thing and not that good at something else, I know where from to pull my resources from. It does not really matter which match I am playing or where it is played; whether it is a 20,000 people arena or a small village stadium. The criteria are different so you have to make sure you applied what you learnt in training.

In competitions, as a coach, I want the team to develop their qualities. I have to give them space to learn, space to make mistakes and I should not impose too many rules on them. It is okay to make mistakes; if you take risks you are bound to make mistakes, but you have got to take risks. We were seventh in London and then we won the World Championship 12 months later on. Some of our players were new in a management system that was totally new to them. But what they had as a base was themselves and their own qualities.

## Mr. Andreas Sachs

Austrian racing cyclist, runner-up in the legendary Race Across America 2009 and the Race Across Australia 2011



I would like to present the world in which I am active. My vision is to drive across the continents; we have four people in the team, one person is always on the road and we have up to five cars that accompany us. For instance, we have travelled 4,000 km in Australia, 10,000 in Russia, 3,000 in the USA. And the goal is to cross that distance as quickly as possible. It is a speed race so we want to cross those continents as quickly as possible. I would like to remind everyone that it is challenging to learn from things if one does not know anything about the environment and the situation in a country. If we talk about a team in general, and my kind of team, I would like to say that mine is a very special team, the dynamics are different: whether I have a football team (where interaction is very different), whether it is a baseball team; it is very much about the header. Whether it is ski jumping, the Confederations Cup where you sum up the points, it really matters for training and if you want to learn something from it.

If I look at our prerequisites and what we can take from this in the beginning there was a division. As soon as you can imagine something, you can accomplish it, implement it. It is very important that you have an idea in your head and that the players (the athletes) have something in their head and that you can really absorb all the knowledge that is there, you have to have a clear image and then you can implement it and accomplish your goal.

To speak as a leader is one thing, but it is very hard to bring people together and to make them a team.

However, visions like the ones I have can lead to what we have done in Moscow or Australia, my team drove across 6,000 km of desert. There were really high challenges, great challenges, not only for the cyclists but also for the team accompanying them. Sometimes we slept only for 2,5 – 3 hours. In Russia we had a whole week of non - sleeping. We were really pushing our limits and this really challenged each and every one of us. Pushing people to their limits is a very exciting process when you look at the team.

Cyclists also push their limits sometimes when the weather is bad, when there are storms, but one can be trained for that. I would also like to point out that a real team is only a team if it can overcome a crisis. Confrontations are necessary; it is a necessary solution finding process and you can come out of a crisis stronger than before. There is forming, storming, performing transformation and many teams are not able to get out of the forming and to get through the storming into the performing. Feedback loops are also important; we have preparation times for our races, then a competition phase. In the end we have a post-race phase where we have a lot of work to do as well.

No model can just be implemented just as it is, there is no fit for all purposes. It is very important to have a factor of success; you have to have a direction.

One needs images, visions and clear ideas. However, you only can draw energy when those blurry visions become very concrete, a real image that seeps into your unconscious, which enables you to draw from that energy. It is not helpful if just one person has those images, the team has to have one common image and that leads to discussions, of course. In my experience, the direction is not just about 'the direction' but also about values. Both things combined are what makes success. We have respect and fairness, but we also have passion and that stabilizes the team from the core.



When you go hiking there is a central point of the compass where the needle is stabilized. If you are a runner you know if your course is not stabilized - you become weaker. That is why it is very important to be stable at the core and then have a direction to know where to go, something that is more mid- or long-term. And of course it is nice to pick the best people, you want to get the best people there are. You want to equip each position with the best person but we all know that doesn't automatically make for a great team. The team you build is with people about whom you have a lot of information: how fast they are, how they perform, what is their average time. However, it is a bit more difficult to constitute a team that accompanies the athletes, the physicians, and the drivers. For instance, if we drive across America with 30 – 35 people sometimes they will drive uphill at 15 km/h and downhill at 70 km/h. At night the accompanying cars shed light for them and the race cyclists have to trust the team to light the way. In the end everything comes down to the performance of the whole team. It is not just about the cyclist, of course they are at the center of attention and in the public eye, but they are not the only part of the team. Just as in business, there are many people behind the scenes, the employees who contribute to the success of a company.

Under the circumstances of competition, certain things are hard to train: for instance lack of sleep; that is why we need certain structures and processes before going into the race to have the best possible starting point. If there are more uncertainties one needs more structures. If you can't train something beforehand, if you don't know what you are getting into, it is good to sometimes listen to other people. When we went to the USA we asked a lot of people how to do something, what rhythm do we need, how much do we have to sleep, etc. If you hear something from someone else, that makes a big difference than one's own experiences.

Also, the situation changes, the environment changes quickly, and you have to use the knowledge you have and then adapt. If you had certain assumptions during the race and everybody else had their own experiences, suddenly you have to quickly adapt and align those two because you cannot just stop the race, you have to go on. This is very interesting from a communicative standpoint as well. Another important thing is not to have too many rules. When I left another project I realized there were so many rules that I didn't even have them memorized in my head. It is important to have simple rules. You also have to have the will to overcome issues or to reach your goal. It is not always crucial only to convince the team to do something but also make the team believe they can do it.

Sometimes it is very difficult to not just motivate your own team but also the fans, the authorities, the environment and to involve them all in the process.

When we look at leadership it is important that we don't have just one leader. Often you have one coach, but it is important to adapt the leadership style if you enter a new field. Another factor is about performance; if everything works - the challenge, matches, abilities - then it is a flow and it is important to find a good rhythm in the team to have the right vibes in the team. You can see that in football as well. But sometimes the rhythm just doesn't work out, it is interrupted and that can happen very quickly. Lastly, enjoy the finish line. What we really notice is that the success you have ensures the success of tomorrow. It is very exciting to learn from sports, celebrating success, cheering etc. E.g. when you watch a football game and you turn off the sound it really isn't exciting. The atmosphere plays a big part also.

## Mr. Erik Thorstvedt

Former Norwegian football player, TV football expert



You mentioned earlier that I used to be a goal keeper. You did not mention that I actually let in goals in every single country in Europe even Switzerland, so that is my claim to fame. And we spoke earlier today about why this conference is being held, the need for looking at ethics in sports. I think it is brilliant, it needs to be done but I also think that it used to be worst. We hear all the time it's rotten to the core. There are media, on the internet and everything, where there are articles written about sports probably every single minute and many have a critical approach, which is good. But if you look at doping, 15 years ago it was a lot worst then today. In cycling, in track and field, in football match fixing is sort of a new phenomenon but now that you have... 43.12, now you put things into place, to actually prevent it. It's probably more difficult than 5 years ago.

So I think it improves.

Pelé was mentioned this morning. Maybe the best football player ever. Gentlemen Pelé. I know he has high regards at FIFA. I saw an old clip with Pelé. He is back towards...43:42...just kicking him all the time and then Pelé snapped and he just ...43:46...elbows straight into his face. If he had done that today, he would have been suspended for 6 month. Honestly. But earlier before, you had to murder someone to be send off. So things are improving. And I think that is a good thing to know, that yes there are always things to improve, we can always be better, but it is not rotten to the core, sports are fantastic and I think we can use sports to influence a better society. And we got to be humbled enough to see, that sports can learn so much from business. I used to be a goal keeper as I mentioned and I was thinking, why some people choose an individual sport and why some people choose team sports. The good thing now is, like in Norway they say, some individual sport are better in thinking like teams, than some of the team sports. Cycling, that used to be considered individual sport, is a team sport. Ski jumping- I mean, it is pretty lonely to be up there before you set up. We have that fantastic coach from Finland ...45:02-45:06... but he said, yes, we jump one at a time, but we are travelling together, 119 days per year, we influence each other so much, and if we can actually share around the knowledge instead of ... (45:19)..., then we would improve as an individual and as a team. And it's difficult, because they are competing against each other, they want to be picked for world cups and Olympics and stuff like that. But if we get that into place, everybody will be rewarded for being so.

And as a goal keeper I felt this individual thing versus the team thing is a fascinating thing. It surrounds you every single day. Every single day there are things such as, how big ego can I have ...45:54..., when should I stand up for myself, all these things. As a goal keeper I felt, I got absolutely the best of both worlds, because I got this sense of belonging to a group, and that's important to you probably as well. There is this Norwegian social medicine guy, who researched into people's health and nation's wellbeing. He says, when it comes to life happiness the most important thing is, finding yourself a tribe, where you feel to be an important member. And as a goal keeper I got that. But also as a goal keeper sometimes you are pretty much stuck on your own. You haven't got anyone to hide behind. That is pretty scary, because if you mess up, everybody can see it. But it's also ego bust, because what you feel is, that you are important. What you do is not only important to you but also to quit a lot of other people. You are just not a...46:55...in the ocean and nobody cares.

It would be nice to combine that ego thing with the sense of belongingness to the tribe, then you got something good going.

And I said that as a goal keeper, I have no one to hide behind. I'm gonna share the goal keeping secret number one: If you make a massive big mistake, you should always point at someone else in the team and shake your head, like this. (Laughter in the audience). And sometimes it creates enough of confusion, so next

time...47:26...which is of course, what it's all about. Albert Camus is one of the most famous philosopher in the world. He is winner of the Nobel Prize in literature. He was born in Algeria, and he was a goal keeper. They were very poor. And rumor says, that his grandmother had decided, that he was gonna be a goal keeper, because his shoos would last longer. That was the reason. And he actually said this about football. And he is one of the top philosopher in the world ever.

So can football and sports learn society something? Yes. But as I said, I think it goes very much both ways. And in a group of people, there will always be some foundation, some sort of a culture that says something about, who we are. I mean, it has always been like this. It happens by coincident, there are strong personalities within the group that define how things work. And I think, that sometimes things just fall into place, and it's brilliant and fantastic, it just happens and it's great. But sometimes, we need to go in and be active and steer it into the right direction. And I have been in teams, where we have cheated not necessarily towards the opposition but towards ourselves. When the coaches aren't looking, doing what you are supposed to do. When you are supposed to run around the track, people run on the inside, they just cut the corner all the time. In the dressing room— footballers are spoiled, we get everything done for us— there is a big basket, where you put all the training equipment, your dirty socks and shorts. And there is a guy that comes and washes it for you and puts it back in place. But not everyone bothers to throw these things into the baskets, they just put it on the floor. So this guy has to go and pick it up and do it for them. And I have been in teams, where we spent so much time and energy of trying to ...50:00 ...expression. I don't know how to translate this: Taking the piss, pushing others down, because there is one thing here that is more important than anything else: that I am above everybody else. That's more important, than how we perform as a team.

And maybe in such a team, somebody has to come from this side to solve the mass out. And yes, as I said, I have been there. But I am also luckily been in teams, where we have worked very hard towards our goals and on top of that, we have actually cared about each other as human beings.

This is a photo of the worst football team that has ever gone on to a pitch in Norway. I am not talking about the current Norwegian national team. This was a part of a TV project, where we picked people that have never ever cared about any sort of sports. People that are picked last in gym at school.

We pulled it together and tried to create a football team. And as I said, quality wise this is rot bottom, but I love this picture. It says something about standing together, shoulder by shoulder.

My favorite football expression is: we win together as a team, and we lose together as a team. And one thing is much easier to do than the other.

So I think, we need to go in and do something and this for me, is a fundamental questions. I think we as individuals— maybe we are not good enough to do that— look inside ourselves sometimes, and ask the question, who am I, what are my believes, what do I want to stand for. I think that can help us to make choices and make the best lives for us as possible. I also think, that in teams this is something that needs to be done. I know in business this is very common. There are so many companies that have done the vision and the values and all that stuff, but there are so many that have forgotten, which cupboard did we put it in afterwards. And then it has not got a zero value, it has got a minus value, if you start something but don't follow it up.

So, to actually go in and define from tradition, who are we from long back and who do we want to be. I think, that's important. I think, fair play is something that, I mean everybody has to decide for themselves, but that could be a good thing to be a ...52:51.

And why should that be? Because Fair play sounds good? Or because it's the good and correct thing to do? I honestly believe that we can be better from it. And again, as I said earlier, maybe it sounds a bit naive, but I have been in very tough performing environments and I am not naive when it comes to this. But I do believe that it's not only about the massive big issues, it's about every single day. It's about how we treat each other, it's about actually throwing the socks into the basket.

I have been in environments, when it comes to football, when it comes to TV, there is a massive difference between people and the way we look at the status. When it comes to TV it's those in front of the camera or those behind the camera. In football, the star players that are out there and then there are all those others that we also need to show that you are also an important part of this.

For me, it's all about honesty, when it comes to help us to perform better. Because we spend so much energy,

trying to hide our weaknesses, but if we are honest it's easier to improve those weaknesses. If we are honest with each other, it's easier for others to help us with this weaknesses, it's easier in a team, to compensate for those weaknesses.

And for me, a simple thing to say, we will always do our best. I have been in sales conferences, where people have said, it's a daily war out there, it's your job to go out there and win that war. And then I get a bit..., you know, because you can never do more than your best. If you have a moral platform, that says, I will go out every single day and do that, and the pressure of winning can be tough, and we take away a bit of that pressure and say, we will everyday work hard to improve, we will work every day to learn and become better and if we lose to a better team we will accept that but we will learn from that and we will work bloody hard, so when it comes to next match the same thing will not happen again.

For me, we need to establish that foundation. We stand for something, this is us, this defines our choices, and this means something every single day.

# WORKSHOP 3: THE CUTTING EDGE OF SPORTS' PERFORMANCE: NEW HORIZONS

## Prof. Fahri Saatcioglu

Professor for Molecular and Cell Biology, Department of Biosciences, University of Oslo, Norway



As a former athlete, sports was, and still is, a very important part of my life. As a biologist specializing in cancer I hope to show you how these two worlds connect. I have titled my talk: Cutting Edge Sports Performances - The Need for a Holistic Approach.

When we make a presentation on a new subject, our first step is always a Google search! So I searched for sports performances in Google and found the Journal of Sports and Human Performance which contained scientific research papers with key words like resistance, training, oxygen, cost, performance, intermittent exercise and so on, all of which were focused on the physical side of training.

Generally we focus on the physical aspects of the athlete when we talk about performance. What we tend to forget is that every individual, athletes included, have to consider aspects other than just the physical, such as the intellectual, emotional, social, occupational and spiritual aspects as well. This holistic approach is very much supported by scientific research, which is like a wheel, the different aspects creating the whole as do the spokes of the wheel. A problem in any one area, one spoke, is bound to affect the others and this is basically the focus of my presentation. As a cancer researcher I see that considering the whole person is very important for our well-being. This not only applies to our health, but also to an athlete's performance.

To put the background of what I will tell you in context, I'd like to tell you about an experiment which was done with genetically identical mice housed in normal cages. Researchers took some of these mice and housed them in either regular cages or in what are called 'enriched environment' cages – with bright colored components, different toys to play with, greater interaction among the mice in the cage and stimulation.

The mice in the two cages otherwise had the same food and were subjected to the same light/dark cycles, etc. The mice in both cages were then challenged by human cancer cells which grow into tumors in couple of week's time. The mice in normal cages had significantly larger tumors than those in the enriched environment cages. In fact, those in the enriched environment had tumors that were three to five times smaller.

This study and others like it have been reported in the top scientific journals in the field. These findings are important not just for mice but also for humans. Lifestyle changes have been shown to affect the individual down to the genetic level.

This is very much the basis of modern medicine. In the 4th century BC Hippocrates, the father of modern medicine said 'I would rather know the person who has the disease than the disease the person has!'

Each of us is unique based on our psychoneuroimmunology (PNI) makeup. To cope effectively with stress requires the ability to positively influence the PNI axis - the two-way interactions between the nervous, endocrine, hormonal and immune systems. When these are supportive of each other, then we have good health. If there is chronic stress or negative emotions, this can break the PNI axis, which lead to illness.

In the field of sports in addition to physical abilities there are four Cs which are important: Concentration, Confidence, Control (maintaining emotional balance) and Commitment to hard work. This is also the formula for mastering the self and developing leadership qualities, which effect ethics in business as well as sports.

Our challenge is to positively impact the PNI axis. This means not to focus simply on a particular muscle group but to improve the individual as a whole. I would suggest that we look into traditional practices such as yoga, yogic breathing and meditation and study the considerable research, which has been published on this topic for their potential benefits.

Affecting physical aspects are a number of physiological findings - increased hormonal balance, very interesting changes in the way the brain and the immune system functions etc., and intellectual benefits such as clarity of mind, better focus and concentration.

Emotional effects, such as increased stress, anxiety and depression can all bring down the world's number one athlete from his/her throne in no time and we often see examples of this. Social effects - increased optimism, increased job performance etc. are also related to decreased stress, anxiety, and depression. In the area of meaning and purpose in life a significant increase is experienced in what are called altered states of consciousness that correlate with wellness.

What happens during meditation? EEG measures this with probes placed on the skull, which measure the activity of the brain. EEG studies show that in control subjects who have not done meditation there are no changes in brain activity during the measurement period. In meditators, there are significant changes and activity, which correlate to the ability to relax and focus at the same time. This is a good quality also from an athlete's perspective.

In addition, MRI studies show that there are actually changes in the structure of the brain. Twenty years ago we were taught in medical schools and universities that we peak when we are in our adolescence in terms of the capacity of the nervous system and its optimal structure, and its all downhill from there; in fact, recent research shows that this is not the case. Given the right conditions you can actually grow your specific areas of your brain and your nervous system. These color-coded areas show where the growth happens (insert diagram).

It turns out that these areas are associated with greater focus, greater introspection and global awareness. Obviously these are all important factors for an athlete.

I will finish with something dear to my heart, as I am a cancer biologist studying cancer cells at the molecular level. Several years ago we decided to do a study asking whether these yogic practices may have an effect at a molecular level.

First, I need to give you quick biology 101 introductory lessons so that we're on the same page! A cell is one of a hundred trillion or so cells that we have in our body. Each cell has a nucleus and in the nucleus there is the DNA - our genetic material. It contains all the information necessary to build our system and allow the cells to communicate with each other. This is an information flow from DNA to RNA to protein, which is termed 'gene expression'. Genes are pockets of information in the DNA and we each have around 23,000 genes.

In terms of the information contained in our DNA, let's take for example Lionel Messi and a chimpanzee. Messi is arguably the best soccer player in the world today and often described as an animal on the field so this is an excellent comparison! What difference is there between the DNA of Messi and a chimpanzee: 1-2%, 10%, 20%, 50%? They certainly don't look at all similar and have very differing abilities! Well - the answer is just 1-2%.

So, we are 98 - 99% identical with a chimpanzee in terms of our DNA sequence. Now let's look at two human beings: what do you think is the difference between the DNA of Roger Messi and Roger Federer - 10%, 5%, 1% or 0,1%? Well, the correct answer to this one is just 0.1%!

Look at the person next to you and know you are 99.9% identical in terms of DNA sequence! Yet you are so different, right? Of course if you look at different cells from the same human body such as nerve cells, liver cells, heart-muscle cells, lymphocytes etc., even though these cells are identical in DNA content they are very different in both appearance and function. This is due to differences in the gene expression program in these cells.

We hypothesized that the effects of yogic practices we have observed over the years at different levels may be based on effects on gene expression. What we did was that we took a group of people who practiced a program which included gentle yoga postures, breathing exercises and a powerful program called Sudarshan Kriya which I will refer to as SK&P - (Sudarshan Kriya and related Practices).

The same people who did SK&P also served as their own controls. For the control regimen, the subjects went for a nature walk and then listened to relaxing music for the same amount of time (approximately 2 hours). Tests were done both with SK&P and the control regimen twice on four consecutive days. Blood samples were taken before and after each practice, immune cells in the blood were isolated and changes in gene expression profiles were determined.

A color-coded image of differences in gene expression induced by the yogic program (SK&P) compared with the control regimen is illustrated. As can easily be seen, SK&P gave rise to a significantly greater increase in gene expression compared with the control regimen. In fact, there were approximately 4-fold greater changes in gene expression induced by SK&P compared with the control program.

These findings illustrate that a comprehensive yogic program has significant and distinct effects on gene expression in circulating immune cells within a short time period.

In summary, I would like to say against the backdrop of this information that for a cutting edge sports performance there is a need to focus on physical abilities, such as how to kick a ball in soccer or speed up a serve in tennis, but also it is essential to improve the whole athlete. Based on the findings to date, the basis for this has to be to support the PNI axis. Among the different tools available, I would like to suggest that yogic practices, including yogic breathing exercises, might be the most effective.

I would like to finish with a competitive athlete seeking advice from his doctor, or coach, saying 'I'm learning how to relax doctor, but I need to relax better and faster! I want to be on the cutting edge of relaxation!' A wise doctor or coach who is following the scientific literature on PNI may reply: 'Then you need to do yogic breathing exercises!'

## Dr. Scott Paton

Chiropractor, Certified Athletic Trainer, Masters Degree in Sports Medicine, Author, "Health Beyond Medicine", USA



A gifted NBA basketball player had surgery of the Achilles tendon later in his career and as a result, he never fully recovered. NBA physicians told him that he would never return to basketball and his playing days were over. Out of sheer desperation, he sought out a chiropractor and was adjusted in the spine, as well as the extremities. He achieved a full recovery and was able to return to the NBA. The player who has given me the permission to use his name was Lawrence Funderburke of the Sacramento Kings and the chiropractor, as you may have guessed, was me. I adjusted Lawrence's spine for a period of about two months. He returned to full playing status and was actually signed by the Chicago Bulls. I served as a team chiropractor for two Universities in Tampa, Florida. As a result I have a regular lecture on those Universities and I consistently present evidence-based research in my talks.

However, some things are best presented with anecdotal experiences and just plain common sense. There is no denying that we would not be where we are at today without evidence-based research. I would never argue that. My talk today however comes from 15 years of experience as a chiropractor, certified athletic trainer, master's degree in sports' medicine and an acupuncturist. I would like to briefly explain the methods that I used to help that athlete, as well as give additional real-life cases.

Another athlete I had the honor to treat was a high-school football player. He sustained a concussion in mid-season and he suffered from post-concussive headaches for 16 months. The symptoms not only caused him to miss practices and games but he missed 40 days of school. He was treated the medical way, missed 40 days of school and had severe headaches. An open-minded medical staff decided to try a chiropractor. After detailed chiropractic examination, which included X-rays and an exam, he was adjusted in the upper neck. Within one week his headaches fully subsided. He is gently being eased back into full-contact football by the medical staff and is currently full-time back in school headache-free.

Lastly, when I was first in practice, I had the opportunity to treat the number one women's tennis player at college. Her chief complaint was low back pain. I treated her over a series of about two weeks. Back pain was gone! The head athletic trainer came with her to the appointment to see me. After the back pain subsided she says, "Can you help with tennis elbow?" I said, "In some cases yes, let me take a look." Four months of physical therapy and massage, four months of electrical muscle stimulation and ultra-sound as well as multiple cortisone injections in the elbow. After the evaluation, what we do is look at the kinetic chain, we go from the neck to the shoulder to the elbow to the wrist and we try to look at everything instead of having that tunnel vision where we just look at the elbow. Not just chase the symptom, find the cause. After the evaluation, I have determined that the wrist was slightly out of alignment. The out-of-aligned wrist was causing a hypo-mobility in that wrist. That hypo-mobility in the wrist caused a hyper mobility, and thus an over-use injury in the elbow. There is no way you could have ever gotten it better, taking the wrap you were going to go. There is no way, because that was not the cause and that is why nothing was working. After I adjusted the wrist, in two weeks, the player never had another elbow or low back injury, for that matter. She finished her college curriculum perfect.

That was in the beginning of my career. That was ten plus years ago. After that, the certified athletic trainer who had never known anything about chiropractic, she said, "Will you be the team chiropractor for the University?" That is how I got the job, from that.

Regarding the basketball player I corrected an unbalanced or unaligned pelvis, as well as fixated ankle, same thing as the wrist. Except that it was a basketball player and an ankle. The adjustment corrected both issues.



In the case of the high-school football player following evaluation, I realized that C1, the first cervical vertebra, was out of alignment. What happens when it is out of alignment? Think of your car tires. When your car tires are out of alignment, it wears them improperly. When the human body wears improperly, you get swelling and inflammation. It is a sign that tells your brain it is in pain, it tells your brain to stop doing what you are doing. It is a defense mechanism. That swelling caused pressure on the nerve that goes up in the head, which ultimately made the headaches go away. When I adjusted the spine, the hormonal function of the spine was restored, which reduced the swelling, which reduced the pressure on the nerve that ultimately made the headaches go away.

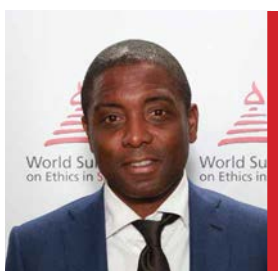
I have just given three examples of how chiropractic can help in fixing injuries. There are several other forms of natural health care that are being underutilized, in my opinion. Just to name a few: prayer, ayurvedic medicine, yoga, acupuncture, meditation and perhaps the most important to me, chiropractic. Would people need to alter their blood or take drugs if all forms of alternative health care and complimentary medicine were utilized?

There is another more pressing question here: Is alternative health care or complimentary medicine underutilized because of lack of availability or because of something possibly more sinister? This is for the United States: discrimination. While speaking on ethics I cannot deny my own experience professionally regarding discrimination. As a chiropractor I have seen first hand the prejudiced opinions of others regarding my profession. A large majority of people will have pre-conceived opinions regarding these forms of health care. Without having them experienced for themselves. They read tremendously biased newspapers based on opinions of people who have unsubstantiated negative comments about chiropractic. Slowly, however, times are changing. Over the past three to five years, I have seen a significant increase in medical referrals from medical doctors to chiropractors.

I see a very bright future for complimentary and alternative medicine. Within sport, that will certainly help athletes perform in their peak levels and do so naturally. I eagerly await the day when all forms of healthcare come together to lean on one another with one sole purpose and that is healthy athlete performance, naturally. My philosophy on life is never to stop learning, my philosophy on success is: work hard, study hard, treat people with respect and honesty and have an open mind. Most athletes share that same philosophy. Why the athletes that I mention did not use illegal methods to return to play? Well, the foundation of their belief system was rich in ethics.

**Mr. Bryan Roy**

Football Manager of the Ajax Youth Team, Former Professional Player of the Dutch National Football Team



### FOOTBALL AS A METAPHOR FOR CONNECTING PEOPLE

#### JOIN TOGETHER

People and nations tend to join together either against something or around it. During the World Cup 2014 it is needless to say that the World binded together. This tells us that football is a metaphor for connecting people, communities, nations, the World.

#### POSITIVE OPPORTUNITIES AND LIFE GOALS

We need to give people new positive opportunities and life goals. Opportunities and life goals stimulate people to give the best of themselves to contribute to society with their unique talents and competences. By discovering your own talent and competences and becoming aware what your specific contribution to the World is, you'll find your life goal. Finding your life goal brings fulfillment. And fulfillment brings happiness and compassion instead of discontent. And we all know what the contribution of discontent people is to society.

#### FOOTBALL, AN ILLUSTRATIVE PLATFORM

So, why is football the metaphor for binding people together? Football as the World leading sports, with it's matchless power and influence of fully embraced football heroes is the illustrative platform to show the World that every individual is able to contribute his or her specific talents and competences to the team. To society. To the World.

Football has the power to awaken the World that contribution of the specific talents and competences of an individual can make a difference. Every individual can make a difference. So the more people learn what their specific passions and talents are and how they can contribute to society, the healthier society becomes. This unlocks the invisible ties and bonds between people of sympathy and compassion. It brings us together to create a more human, loving World. We need to redefine ourselves, and for all: our children, so we are able to connect or re-connect freely in a healthy way.

#### WE ARE ALL CELLS OF ONE BODY

We are all cells of one body. When a cell is not aware of the importance of his own contribution to the body, the body is not able to function as a whole. Every cell is needed. Every single person is needed. Just at the right place, with the right assets and performing with the unique talents and competences. So weakness and illness in society occur when people are unaware of their own power and do not know how to contribute.

#### EVERY INDIVIDUAL CAN MAKE A DIFFERENCE

Every individual, with his unique power and talents can make a difference. A huge difference. Even worldwide.

My example is my personal tutor Johan Crujff. Who as an individual made a difference in so many lifes with his special power to release the potential of all individual players. Connecting people as well in teams and as in countries.

He made a life changing difference in my personal world. Giving me the change and the trust to make my debut as an 17 year old boy at Ajax, scoring a goal during my debut. In my professional career I made and still make my own contribution through my own passion, talents and competences.

### THE KEY TO LIFE FULLFILMENT

Everybody, deepdown, wants to contribute and be appreciated for his contribution. This is the key of life fullfilment and eliminates unfillment and the need to negative behaviour. It also eliminates the mistake of finding fullfilment and satisfaction in addictions.

### THE MAGIC IS IN THE DOING

But.... my dear colleagues....about this speech...the magic is not in the saying but in the DOING.

We need to take our responsibilty as the biggest sports platform to show people new opportunities. To make clearly visible that football is a metaphor of talentdevelopment and contributing to a team as a metaphor for society, the World.

This includes a sense of shared responsibility, common norms and goals that bind people together.

### GIVE PEOPLE THIS CHANCE. TO MAKE A CHANGE.

Give people this chance. To make this change.

It is our joint wish for the World. And our wish is our command.

Let's take this shared responsibility and embrace it as our joint mission.

It is time.

### LET'S START NOW

Let's start NOW.

To illustrate that making a chance by talentdevelopment is possible in the most pore circumstances I like to show you something.

In the beginning of this year a mathematics teacher in a ghetto somewhere in Uganda asked it's pupils what they good do best and loved to do. Their answer was: dancing! So within his maths lessons he let the children dance. They did what they do best and loved to do. He put short films on you tube. And in a few months almost 5.000.000 people, all over the World watched! Now the Ghetto Kids are invited to perform at international events. With the money they earn they give their families and the immediate environment a better life and new chances. Another proof that talentdevelopment can make a chance, even in worst circumstances.

<http://www.youtube.com/watch?v=Mw8gO-ro6Zs>

## Ms. Lisette Sevens

Former Dutch field hockey defender, Olympic gold medalist with the field hockey national women's team



My name is Lisette Sevens and I live in Holland. I am a former field hockey player and I was captain of the Dutch women's team in the period from 1974 till 1984.

In that period of ten years we won nearly everything. Four World Championships, one European Championship and one Olympic gold medal. And besides that a lot of national championships and European Cups as well!

I learned that if you don't perform your best, again and again, then another player immediately takes your role in the team or another team grasps the trophy, right at that moment, no delay, so simple as that! And that's also the charm of sports! It keeps you totally alert and committed. And if you don't function well or you're not 100% committed, there is only one way: the way out of the team! I was really astonished when I worked in business, of how people could stay in companies with doing less and complaining a lot. And even then they were allowed to stay and were not sent away!

We had quite invincible teams with strong and talented players on the physical level as well as on the mental level. Without special pills or doping or money, we increased our power of mind by meditation and imagination. No psychologist or worker likes that. We were quite strong in nature and by encouraging each other as a team it grew even more.

Once we played the final of the National Championship, a few of our strongest players were injured and we played with a lot of young girls. Before the match the coach gathered us and we imagined we were better than our opponents and in the end we scored more goals. Our whole mindset of being weak without our strong players changed into a kind of invincible attitude and with a lot of encouragement and enthusiasm we indeed won that game and we became champions again!

The national team was so strong that we came to the field with a kind of arrogance that we were unbeatable. So much self confidence! It already stood 2-0 before even one ball was struck, so to speak. After the final of the Olympics in 1984 in Los Angeles, in which we won by 2-0 over Australia, we heard that the Aussies had to work hard with a psychologist to overcome the fear of the Dutch team. Really funny to hear that!

Actually what I am learning in the last ten years is, that at that time, I was practicing unconscious!

Giving 100%, having lots of commitment, encouraging and inspiring each other, being eager to win, driven by heart, taking everybody as they are, makes a team stronger and stronger. Winning together and (not often) losing together and staying together as a team. And we loved to play, to train and we had a lot of fun together as a team!

Of course we all had to work hard and our boundaries were pushed time and again. But enthusiasm, passion for what we were doing and joy for the sport gave us that huge mental power. I never worried about career, money (we were pure amateurs), health, future or whatever. That inside driving force made everything happen, it all went by itself! I never felt like we were working hard, although we were. I always felt as if life is one long vacation!

Even now the Dutch lady hockey team is still the best in the world and shows these skills. When you see them play, the joy and the energy is tremendous and it is great to watch them! They also show a lot of self-confidence and nowadays they get support from expert sport psychologists in that mental field.

I am sure that when each and every top athlete develops these skills: giving 100%, having commitment, joy and enthusiasm and acting from the heart, they are unbeatable. Then they can only lose from themselves. And as the Co-founder of the World Forum for Ethics in Business Sri Sri Ravi Shankar always said: you never loose, because if you win you're happy and if you loose you make others happy!

And all these skills I've talked about are more worthwhile than loads of money or pills, because let us be honest: are the results in football nowadays a lot better than in the past? Are human beings not becoming spoiled a little or a lot by all that?

I also think that top sportsmen have an important role, and that is to give the right example to the youth! Youths (and also other people) will look at them and copy their behavior, so it's very important to be aware that we always behave as good human beings!

Nowadays I am teaching breathing techniques which make people more powerful, healthy, happy and more relaxed. This should also be worthwhile to top sportsmen.

And I have the same passion now for this beautiful kind of work as I had for my sport!

# WORKSHOP 4: COACHING YOURSELF TO SUCCESS – LEARNING FROM SPORTS

## Mr. Heinz Frei

Swiss wheelchair athlete, 15-times gold medalist at the summer and winter Paralympics, current world record holder



I would like to give you my personal idea and experience gained during my sports career. I ask myself what kind of experience could I have gained from sports, politics and society. I am faced with a lot of challenges, as you can imagine. I had to overcome them in order to develop the joy of being active again. I had an accident at a very young age and that was a major challenge. I was doing a mountain run, slipped and fell. I broke my spine and had no power in my body. It became clear that I became paraplegic. A lot of people offered me support but the first reaction was shock.

I didn't know how active I could be in sports, along with that some other questions were raised as well. Many uncertainties came up, like would I be able to have a relationship with a woman, whether I could live with a family. At the time physicians told me that they wanted to help me get as independent as possible. I wanted to be successful by the time I am 20. I took several steps down this path and started doing my best to come out of this situation without knowing where I was going. That was my main task.

Luckily for me, as I could have not moved and had been lying in bed, in time I started to feel things and I wanted to exercise again. At that time it wasn't easy. I was almost a pioneer in wheelchair sports. I could not go to a wheelchair maker saying, Can you make me a basketball wheelchair or a racing wheelchair? They just didn't exist at the time. I had to build my own wheelchair; it was twice as heavy as the one I have now. I had built my own wheelchair together with a colleague of mine in my garage.

I then got in touch with other athletes and got my first opportunity to participate in a marathon. It took me three hours and 50 minutes longer to complete the race than other participants. There were other runners who sometimes pushed my wheelchair because they felt sorry for me because it looked like hard work to do a marathon in a wheelchair. Today I can do the same distance of 42 km in one hour, 20 minutes and 14 seconds. Since 1999, this has been the world record. Nobody was faster. Then I discovered other sports.

Summer sports were always a passion of mine. However, I did not want to be training in my basement in the winter. Therefore I started looking for winter sports. I could do downhill skiing but I opted for cross-country skiing. If I had been totally focused on wheelchair racing, I would have tried to escape winter. A wheelchair is not good for winter. With cross-country skiing, I could sit and ski through the wonderful landscape and that was a lot of fun. I could train endurance, strength, which was important. I started to participate in competitions: I took part in the Turin Paralympics in 2006 and won a gold and several silver medals. Summer sports were a bit easier for me as a paraplegic.

As a paraplegic, certain risks have to be taken into consideration. In the winter I always had to wonder how many layers of clothing I would need. In the areas that were paralyzed I cannot feel the cold. The legs can never get enough circulation. Therefore I have a great sense of responsibility for myself. In summer sports it was wonderful to develop racing wheelchairs and find out about new sports with para-cycling. I have a hand-cycle that I can operate manually. In 2004 I participated in the Paralympics in Athens. I was in the finals in all the disciplines but for the first time I did not bring home a medal. This raised some serious questions but in reality I was in the mature age of 46 and most sports careers come to an end at that stage.

I wanted to remain active. Sport has been a real asset in my life; it has been both the guarantee and the guarantor for the quality of my life. This is at the time when I saw a new hand cycle and I started to train. Maybe in Beijing in 2008 I would be able to participate in this discipline, hand-cycling. Surprise, surprise, it worked! In Athens, I was 50 at the time; I won a gold medal in a street race. Four years later, at the age of 54, I exceeded that by winning a gold medal in a time bound race.

I cannot give you a recipe. I was just trying to find a new sport at a mature age and was trying to be successful. Three weeks ago in the US, there was a world championship in para-cycling and again, I was the fastest. I am lucky and happy and grateful for my body because mentally I could go on for a very long time. Being 56 now, mentally I am totally ready but physically there are limitations. It is surprising to discover what more is possible and gain new insights. Looking around for something, then training and training and maybe be successful. Defeats are a part of it all. Defeats are very powerful, they challenge us to do even better and that was decisive.

## Mr. Robert Korzeniowski

Former Polish racewalker, Four-times Olympic gold medalist



It is my tenth year being a retired athlete from a sports career. A lot has been or will be said by my colleagues about how to fulfill the conditions to become a champion, to win, to be successful. We are living in a world where the highest desire is to be successful. I would like to tell to you a how to become aware and how to follow the road to championships, like mastery. This is the key mission for former athletes who became idols and icons in their country, in our society, who are trying to fight to be on this path. The followers should be proud of the good examples and follow this practice in every field.

We are sportsmen and we are improved by our mission and face missions in various fields. We were on the Ethics Forum and I wanted to refer to the ethics question as well as fair play. I asked a friend of mine, "What does it mean for him, the fair play attitude?" He said that if he wanted to describe the better way, the fair-play play attitude, he would have a story to tell his son. The son, after listening to the story, would be willing to the live his life by the same rules, want to follow the father's footsteps. I think this is one of the simplest ways to describe what our message could be.

Let us get back to my story and then to a professional experience after a sports career. I would like to bring you back to the seventies, when I was six years old. My family was a railway officer's family, my father, my grandfather, and my great grandfather. I grew up in a very structured environment that was uniform and had a very strong message of hard work, punctuality and important values as well as good service for customers. A good father, the best person to convey the transformational life message, taught me not about sports. He taught me about how to become a dreamer and a man with a mission.

At that time I was living very close to the Ukraine border, in a town of 30,000 people, in the middle of the Iron Curtain era. He, his own example, his personal message but also books cultivated a strong desire in me to discover new lands, meet people and to do something extraordinary. My preferred author was Jules Verne, who was describing extraordinary people, flying to the moon, going inside of the earth and travelling around the globe in eight years. It took me several years to run around the globe, but in my walking training I did three laps around the globe. At the end of my childhood and the mission of discovering the globe, I raced the acropolis in the Olympics. I won four gold medals in the treasure hunting game inspired by my father.

In 30 years we tried to analyze the athletes' development and our personal evolution. I always stick to the Olympic slogan 'citius, altius fortius'. The world progresses, and it requires more and more from us. We mature in phases. The first phase of my international career, exposure to real life, was the crawling phase. It corresponds with the first success, as is being in fourth place in a European championship. Fourth place may be less valuable for someone else, but for me it was my first fourth place ever in my sport career. I was very close to getting a silver medal in Barcelona but I got disqualified 400 meters before the finish line in a 50-kilometer distance race, for technical reasons. The disqualification was technical, not doping, no unfair behavior, also in Stuttgart. Finally I was in the fifth place in Helsinki.

When we just started we behaved like little children seeking for a message of help from our parents or coaches. We were not yet mature enough to take our future in our hands. The following phase in this typology is similar to a teenager's phase. We get very rebellious, sometimes arrogant; we know how to do what we do and we follow our own way. We are not open to listen to wiser people. We are in search of mastery. When I got my third gold medal in Rome after the Atlanta European championship and the World championship, I felt like King Midas, like everything I touch turns into gold. That was very wrong. They following year's lesson was very tough; I underestimated my rivals, I totally ignored the fact that being a winner does not mean being a champion.



The next phase is aiming at excellence. This is reserved for people who are mature, aware of their position and their value who are always aiming higher. They use the best practices, the best fuel, which is the fair-play attitude. My excellence sports phase was in the five years gap between Sydney and Athens. It worked really well; I was just mature enough to be conscious of the basic values. I feel very fortunate after my sports career. We are looking for a new direction, a new way of how to transform the sports career to a business, a professional life. After 20 years of being a sportsman, I was the manager of a television sports channel for five years. Then, at the time of the European football Cup 2012 in Poland, I worked for the UEFA.

Now it is my tenth year after retiring from sports, but I am still very much connected to sports. I work for a sport insurance company as a mentor. We quickly come to the conclusion that sports and being a champion can be very useful for any field we act in, like setting goals, executing tasks that open new paths and possibilities of learning, gaining new experiences and celebrating little victories every day, the gold medals which generate energy for us to take the next step. How is it possible? Well, it has to be built, as I said in the beginning, on a fair-play basis, which is the best fuel for a long distance run. These are the key learning: Sometimes we underestimate ourselves or we meet people who are trying to reduce their own perception compared to our meaning. I believe that we can bring a lot to others. We can be as efficient as we estimate ourselves, as we are integral to our own value perception.

The second thing is team perception, our role in the team and respecting leadership of the team. I am talking about team sports, individual sports, which are supported by the team. In corporate life, which is always connected with teamwork, we should respect the competencies and values of people working with us in the team. We should be open to increase the team and be a good coach and teacher for the newcomers. What is very important when we compete and we aim higher is to identify well the real opponents.

We are obviously facing the external opponents, but sometimes we forget that we put too much focus on the internal fight. In some sports it reflects in the team's score. I coached a French athlete club for 12 years, for them it was more important to be a colleague. First in the French team and then rise to 'the podium'. The last point is the cost of glory and evaluation of the success. After a big success we can face a victory fever, an excitement and we are happy to experience it. The only people who respect the rivals can transmit a message for the future generations; to be a good father that our sons can follow and to set up a line to reach mastery. Sports reflects our every goal rather than just the main goal. It can be money related to a big company or money related to being in first place or the satisfaction of being first.

For a short conclusion: there is a difference between a champion and a lifetime champion. You can win something once and be forgotten for life, if you are not aiming at being a lifetime champion. If you are really aiming to be a lifetime champion, with your behavior being based on good foundations, there is a very strong chance that you will become a lifetime champion.

## Mr. Miroslav Cerar

Vice-President of the European Fair-Play Movement, Former Olympic gold medalist in gymnastics



Colleagues and dear sports friends I am so pleased to be here with you today. As many of you know I have spent the last twenty years as one of the co-founders of the EFPM - European Fair Play Movement, which was initiated on the initiative of FIFA in Zurich in 1994.

At that time we felt the need to establish a closer cooperation between business and sport in an effort to safeguard sporting values and not simply the sporting results. I am from something of a different era to nowadays in my particular field. After WW2 within gymnastics associations and clubs one could sense the traditions of the pre-war movement where focus was not only on sporting activities but also on personal growth and education of athletes - attributes such as honesty, responsibility, respect, discipline. These were the expectations of a responsible citizen and this was the environment in which I grew up and was educated and trained.

In short it was an additional school for life. Besides training and results it was important that at the end of a sporting career one would have a profession and be fully prepared for life. It was a time of amateurism and I was obliged to train whilst at the same time ensuring that I didn't neglect my schooling. Coaches and trainers were sensitive to this. Thus I managed to complete both my studies of law and the first cycle of the faculty of sport, both in Ljubljana.

Regardless of the individual approach to training we were close to each other - a family that helped one other with no sophisticated infrastructure such as we find today. There were no financial advantages in amateur sport and everyone had to take care of their education in order to secure the material side of life. The point of my training was to challenge myself and to achieve the finest performance with my gymnastics.

This was shown by the marks achieved, finer performances gaining higher scores and so gaining respect. I was not simply competing with others, with my opponents or adversaries and the point was not simply to win at all costs or by any means. I learned just as much by losing as I did by winning and by being critical of myself I learned about my weaknesses.

My objective was to gain a better score and by achieving higher marks beat my adversaries – only in terms of score not as individuals and in so doing win the competition. But by achieving the optimum results I didn't only succeed in winning the competition and beating my opponents I also improved myself. This is, I believe, the essence of sport.

To this very day I apply these core values in sport and life through personal responsibility.

I would like to give you a specific example of these principals, which happened back in 1962. Fučík's sports hall in Prague was packed during the World Gymnastics Championships in 1962. The spectators were real connoisseurs of gymnastics plus female and male gymnasts, trainers and accompanying staff from all over the world. It was the finals of the men's all-around competition.

After performing in both the set and free programmes of the twelve fields of the competition I qualified in two finals, the pommel horse and parallel bars. I was one of the few finalists not from Russia or Japan. Boris Sahlin, a star from the ex-Soviet Union, was the first to perform on the parallel bars and then it was my turn. We both made our presentations with no mistakes but my presentation was both more demanding and of superior quality. He was given excellent marks, and I was given a lower mark.

A roar of protest came from the spectators' stand along with whistling and complaints that continued for a full twenty five minutes. The competition had to be stopped. The spectators insisted on a change of marks and the head of the referees demanded a consultation with the referee commission.

The atmosphere was electric, noisy and unfriendly with perhaps an element of resentment against the Soviet Union given that we were in Prague. The participating athletes, me included, were on our feet.

Boris Šahlin was just a few metres from me while the trainers, referees and above all the crowd encouraged me to launch an official protest. I didn't respond to this but approached Boris Sahlin. He was waiting calmly to see what would happen. We agreed that we had done what was expected and that now it was up to the referees to do their duty.

Neither of us wished to contribute to the overcharged atmosphere by our behaviour or by the expression of our faces. We simply shook hands and waited. There was a tremendous roaring and applauding from the crowd and for the first time in the history of gymnastics at the demand of the spectators the referees changed the mark in my favour. The original mark was sufficient for a silver medal and the new mark meant a gold medal for me and for my country Yugoslavia.

Neither Boris Šahlin nor I were at that time familiar with the expression fair play and yet that was what we practiced. By our tolerant behaviour we contributed to a successful outcome, which could have easily ended in an unpleasant way, whereas the outcome was positive.

During the medals ceremony the crowds applauded and cheered both of us. We remained friends and still are. Not only to us, but also to the spectators present as well as those watching on TV sets at home the change of the referees' decision, provoked by the spectators, remains a positive memory. And looking at the event from today's perspective I would say that this was partly due to the positive behaviour of the athletes involved.

Is it not somewhat similar in the business world? Is not the main objective to be the best in the market? One would think that to be the best in the market means having the best product or service. Can business win in the market by cheating, lobbying, through corruption and such. Of course, it can! But is that fair play? Should not the successful product be the best in the marketplace as was the case with gymnastics at this incident in Prague?

Both, sport and business today need stricter regulations, more external supervision as well as more self-regulation and self-control. We should all see to it that sport isn't unduly influenced by business and capital market. From a global perspective we should stay focused on human beings, on the individual. We should ensure that we raise the awareness of tolerance, fair play, mutual respect and understanding. We should ensure that basic human values to be applied both in the business and sporting worlds.

In sport and in business it is very important to be focused on success but cheating or using illegal methods should mean isolation. This has already happened in sport as well as in the world of business with top stars being destroyed by public dissatisfaction. For this reason we must ensure fair play and we will then achieve real success.

## Mr. Gustavo Borges

Brazilian former international swimmer and multiple Olympic medalist



I'd like to start by saying that most speakers are shorter than me in most ways but as we are involved in different sports this isn't a problem and I am honored to be here with you all. So many winners and it's so good to be talking about sports and to enjoy a discussion about excellence. When you simply use the word excellence everything else automatically falls into place. My contribution to this panel and these discussions about success has to do with sports and athletes and entrepreneurship. Sportsmen are entrepreneurs by nature or at any rate we develop into entrepreneurs when we're sportsmen. We work hard and have clear goals and dreams which focus particularly on excellence. Working both alone or with coaches the planning is essential. Entrepreneurs, business-owners, anybody who is in business uses these same qualities which are essential for athletes

In my mind swimming and sports are the same thing and I see no difference between the two. My wife represented Spain in two Olympics and her story illustrates this. As I see it there are very two distinct aspects in an athlete's life. First is training and we all know the work that has to go into that: hard work, concentration and discipline. This dedication is a high price we have to pay in order to achieve our goals.

Training is obviously a key part of the program. The second part is the competition. Being in the best shape is one aspect but doesn't necessarily mean you have a champion. They are two different factors. This aspect of competition is best exemplified in the ready room. I don't know if you're familiar with the ready room but it's where the swimmer goes before a race. All the competitors are there and in the four Olympics in which I've competed each offered different stories - different competitors, different scenarios, different countries, different cultures.

In my first Olympic competition in 1992 my main competitors were the Russian Alexander Popov, the Frenchman Stéphan Caron and Matt Biondi, an American. There I am, a 19 year old, Popov is 20, Stéphan and Biondi are 27, which at that time was the top age for athletes, especially swimmers. The next generation stayed on longer and I myself retired when I was 31.

So there we are in the ready room with me second in the prelims. I go in and sitting there with a towel on his head is Stéphan who is looking down, deep in concentration. Then I see Matt Biondi, a guy with like 11 Olympic medals who in '88 alone won five medals - gold, silver and bronze. Only Mark Spitz had exceeded this record. I look at Matt Biondi and he is spitting on and licking his goggles. You know what that's for right, to stop them getting fogged up. Come on! This guy is not only licking but also spitting. The most disgusting thing I've ever seen. Then I see Alexander Popov the only one actually standing and stretching. So here I am a 19 year old in the ready-room looking at my major competitors.

I was like, oh my god I'm already coming fourth because I was fourth into the ready-room. They have already taken the optimum things you can do in a ready-room concentrating, spitting or stretching. What's left for me? I can't copy any of them so I have to be smart, think fast and come up with something new. Well there is nobody warming up. You've got to warm up. Warming up doesn't really matter in the ready room because you are already warmed up but I say, "OK, I have a 2,25m wing span, I am 2,3 - 2,25. I am ready to warm up. It is not like I just started warming up but now I'm going to warm up my right arm.

So I take a step back and start twisting my arm and as I wave it in the air I crash into something behind me - it was a banner for the Olympics. I hit it with the most enormous noise. So picture the guys preparing for the competition - Stéphan puts his head up, Biondi stops spitting and Popov's face is seriously startled. I was so embarrassed and wondered what the hell to do? I thought perhaps I should do the whole lot: stick a towel on my

head, lick my goggles and stretch. It was unbelievable. But these situations win medals.

That day I won a silver medal in those Olympics not a gold. I got two silvers and two bronzes, a top place and a 24th place. For me all of the medals were championship medals because every story from every event was about excellence, and we're talking about one-hundredth of a second.

Think of the preparation, concentration and confidence required by the athletes. What they have to put into bringing the result to the table. Today I'm in business and when I look back I see I bring what I learned with those achievements to the table again and again and see the results in my business. It doesn't matter whether it is a matter of cash flow analysis, an annual budget or simply satisfying my clients or motivating my team. The same principles applied to the sports and to life. They apply to both.

In order to succeed you have to recognize opportunities. The ability to see and develop opportunities is key to success. Sometimes they are easy to spot and sometimes you need to develop the potential yourself. This requires a certain talent. I am 203 centimeters tall and that helped build my swimming career. Popov was 198 and Stéphan was 204 cm so my competitors were also pretty tall. You don't have to be that tall to succeed in a career in swimming but you do need a certain talent. Then you need to put in the hours, all the hours you can in order to excel.

You need to do that extra work and always have a positive attitude, never a negative attitude. Always be positive which will take you higher, further, faster. If you combine opportunity, talent, work and attitude along with discipline you stand a good chance of succeeding in whatever field you choose.

# AFTERNOON OPENING PANEL

## Mr. Luis Moreno Ocampo

First Prosecutor of the International Criminal Court



I have one idea to present. Sri Sri Ravi Shankar was talking about the need of using football to educate. First one has to enjoy playing, of course, and then teach the youth how to use football to their advantage. This is a crucial message, how to use football to educate, and my point is not just to teach about the game. They don't need us to understand the game, they play it all the time. What they need to understand are the rules and how you organise your play. That is what we need to learn.

It is not easy to learn this. For example, on a football stadium in Argentina: the judge has no fans. Whatever he decides, the other side will be against it, or the other team will criticize. This is my second point: it is difficult to understand the role of FIFA in football. It is difficult for FIFA to explain the rules, and to respect the diversity of the countries. I think the common language there is okay, but how can one explain when Messi plays great: no one thinks of FIFA in those moments.

So the youth understand the players, not FIFA's role.

The Armstrong story is a perfect example of the problems we have today. When we think among the lines of good people living like Mother Theresa, Hitler being a bad person and Armstrong a hero, it becomes a disaster. In fact I think Armstrong was a victim of the system where he played, everyone was doping and he was a very good competitor. He also won the competition by doping, and he became a bad guy. The rules of the game are critically important.

I was a prosecutor of the International Court, I dealt with genocide, it was a big deal for me, and my proposal here today is to ask FIFA to start using the game to start explaining the rules. I believe that the basic idea of playing is very important, but we need to move forward.

I am thinking of how we can use the game to explain the need for impartial judges, because judges have no fans. No one would accept a judge wearing a T-shirt of one of the teams. That would be unacceptable.

I always talk about these issues, and I have found that different countries have different approaches to rules. For example, I was giving a lecture at the University of Freiburg and explaining how in Germany rules are really respected. In Berlin you can just enter the subway and there is nothing controlling you. You can just go to the train, but everyone buys the tickets. Few inspectors come. In New York or Buenos Aires no one would pay.

When I was still working for the International Court, two of my officers were in Brussels, and they were late for a meeting so they went to the subway. The train was coming, and a French lady said, 'come on, we have to jump in the train', and the German officer said, 'no, we cannot do it', then she said, 'why not?' – 'The ticket office is closed!' For him it was impossible to go on the train without a ticket. I was telling this story to mention the difference between Buenos Aires, New York and Berlin, then a German student came to me and said, 'You are right, you are right. I went to Buenos Aires, I was going to the stadium (the train station was two kilometers after the stadium), and when the train was in front of the stadium, the fans pulled the emergency brake and stopped the train exactly in the middle of the track. They opened the automatic doors, jumped out and crossed the freeway with a big flag.' I asked him what he did, 'I am German, I was enjoying myself. I sat in my seat until it reached the train station.'

This example shows that it is absolutely relevant that judges should be impartial, and maybe the decision to be made is that we should do this seriously, intentionally, professionally. We can support the idea to use football games to understand how important the rules are. That is FIFA's role.

## Mr. Christoph Daum

Former German Professional Football Player, International Football Manager



When I was asked by Mr. Kana during the DFB Cup to join a team looking at solutions to societal problems through football I immediately said yes. I am certainly one to know that there are lessons to be learned from everything that happens to us – and from these events we can learn integration, solidarity, fair play, tolerance, respect, idealism and materialism. The core issue here is resilience: a term from physics meaning something being de-stabilized yet reverting back into its original form. In sociological terms we see a resistance of human beings to a situation and in this we can see the fundamental components of resilience. In this presentation I would like to focus on our ability to find solutions.

To see this resilience - the ability to keep getting back up - let's look at those children's toys that fall and jump straight back up again. I loved them when I was a child and as I have a friend in toy manufacturing I asked him for this toy to bring along as an example.

And why - because this need exists for those involved in sports. We continually face setbacks and I always say it doesn't matter how many times we fall, what really matters how quickly we get back up. Or, in the words of Roland Lenglen, 'Resilience is the speed with which you manage to get back up'.

Setbacks, losses, emotionally turbulent times happen to everyone. Painful losses, major defeats, fate playing its hand against you – all this happens. It happened to me and sometimes I wonder how I managed to get back up? How did I help others get back on their feet?"

Just picture this: There are thirty-four days of match play in football. For twenty-eight of those matches you hold top ranking, winning nine games in a row. You lose the tenth match and then achieve another twelve wins in a row. Statistically we are at the top but at the end the opponents defeat us. Our ratio was 50:1 for aiming at the goal and we ended up in second place by just one point. And simply put loosing that point means losing your job plus the many other things that go along with it – money included.

So how to deal with this? Defeat and victory offer two very different pictures and the line between the two is very thin. In my job being let go is part of being a coach based on decisions that are not in my hands. I have to know the rules of my professional life and accept them.

Physical health, healthy nutrition and a mental balance are all very important in overcoming stress and that is what I focused on after being let go. Then I talked to my lawyer. And, of course, I had to face the media. I just confirmed the notice and said nothing else - no further comments although in such situations it does help to keep your sense of humor. One journalist asked me whether I felt like a failure and I said, 'Failure no, I would rather say that now I think I'm a bit smarter.' I am sure they were not happy with that, but a little humor helps.

Of course I was very disappointed at being let go but I never saw myself as a victim and the severance pay I saw as compensation pay. I think we simply have to look forward. We have to look at the hill we still have to climb instead of looking for a shortcut. That means that you have become the driving force in shaping your future, your life, and you have to find solutions and alternatives.

One of the next scenarios in my life was an advertising campaign and I think that is a great statement: Do something different, not necessarily better but simply try something new. If you keep making the same mistakes try doing something else instead. I was figuring out how to find new roads, new paths.

During my time as the German national coach I was hit hard by fate. Such a loss feels like someone has thrown a brick at your head but worse still is not being able to let go. Plus I was confronted with accusations of violating narcotics laws. I had to move from being a victim to being someone who takes fate into their own hands. Making myself aware of what I could change and improve in the future. Learning from your mistakes is a powerful tool for growth.

The ability to see what needs to be changed means thinking in a positive way - I am able to convince myself of my strengths. This honest reflection of self really helps. Gaining some distance and learning how to shake things off. I ask my players when they've lost a game what can we learn from a dog? When a dog falls into the water what does it do? It shakes itself off and the water flies away. We should learn that ability as well. Perhaps what I need is some new activities, doing other things.

I moved to Florida to gain some distance and a different perspective. Americans often have certain ease in talking about problems and finding solutions. They like to say, 'S\*\*\* happens' which is so true. Another point with which I think everyone can identify is that success doesn't last forever and failure is not fatal. Of course when you fail attitudes can change and sometimes it's easy to become fatalistic but it doesn't have to be so and we need to ensure that in those situations we don't become self-destructive. As a coach I was challenged and I saw it as both an opportunity and a new direction and I think I was successful.

After 2000 I won three championships, two cups, and many European Champions League games. In conclusion I think I would like to present you with some options in terms of resilience:

1. Acceptance and stability - emotional stability. First we have to be willing to accept that even if it is very painful what is done is done. It's over. We are willing to forgive others and we have to start with ourselves. The emotions emerging from that are the ones we need to channel.
2. Taking responsibility and analyzing errors. Analysis should not go too far because it can lead to paralysis. Learning from the experiences and gaining insights - these are the right steps.
3. Be optimistic and trust things will get better. Develop the skill of reading signs and learning from them. Each defeat offers hidden potential. Positive aspects are not always immediately visible but they are there.
4. Effectiveness and self-confidence: we have to find a way out of the victim trap. We also need to build a positive social environment. Invest in this so that we are supported in difficult situations. We need to look for that help actively and be open to it.
5. Realistic goals are the next important step. Aim for success but be realistic about your goals. Explore alternatives, as there is never just one solution to any challenge. Take action instead of lamenting that, which cannot be changed. Face challenges and try new approaches. Often I have dealt with worst-case scenarios in order to be prepared but we mustn't become paralyzed by an idea. Sometimes I fantasize about the future I desire, the ideal situation.
6. Resilience, in the words of a football coach, is like a muscle: the more you train it the stronger it becomes. Fortune, freedom and happiness are what you need to deal with defeat and negative situations. All of my children have a poster in their rooms saying what I really wish for all of us: I wish that every situation in your life is faced with unshakable strength energy and joy



## Mr. David Walsh

Award Winning Sports Journalist; Chief Sports Writer of The Sunday Times



What I would like to talk to you about is personal to my experience, personal to my life. I would like to thank you for all being here because ethics in sport is a huge and important subject.

Before beginning, I would just like to refer back to something Luis (Moreno Ocampo) said when he was mentioning 'The Armstrong Story'. In making a point he said, "Well they were pretty much all doping". If they were all doping I would never have done the story I did and other people like me would not have done the story they did. They all were not doping. There were people in the Tour De France in 1999 when Lance Armstrong won who were clean. They were swimming against the tide. They were being messed with by the system and if people were fair-minded, as they should have been at that time, everyone would have been on their side. They were on the side of the cheat. What I took from that moment in 1999 was that there would always be people who want to do things in a correct way because of their nature, because of their background, because of their parental guidance, whatever. Those are the people whose side we should be on.

As a general point about ethics in sport, my experience is that ethics is something that is very easy to talk about. It is very easy to espouse as a good thing to do; something we should all be behind, supportive of. Ethics is not something that we practice nearly as well as we preach and if sport has taught us anything, that is the biggest lesson. We are good at talking about it; we are not so good at acting it. It is something I hear and I have heard it in conversations with people who like myself are a part of the middle age or even older generation. We talk about young sportsmen now and we say, "They are the role models." That always confuses me. How can we presume or even hope that some 19-year-old kid who has just practiced football all his life, who has had maybe very little education, who has had very ordinary or average parental support, who has come out of a socially, economically deprived background, that that kid will know enough to be "a role model"? What I have never heard anybody in positions of authority in sport say is that, we are the role models. We are the people who run this sport. We are the people who should take responsibility for how this sport is perceived. No, ludicrously we pass this responsibility onto people who should never have to carry this load.

As a general overriding theme, from where I am coming from, I would ask you to consider the idea that has been apparent in sport or proposed in sport for decades: winning is all that matters, you do whatever it takes. We have accepted this rubbish and taken it as gospel and if there is one thing that sport teaches us is that winning is not all that matters. That is the thing we learned when we were kids. It was the thing that attracted us to sport. We went out as kids and we took off our pullovers and we made goals to play football and we played until it got dark and maybe the game ended 19:18; 19 goals to their team 18 to ours, but we have had a fantastic evening. We did not go home crying because we lost. We went home pretty euphoric and pretty tired because we had a great evening. But yes, we allow coaches and people in authority to tell us that any means is allowable, provided you win. The guy who wins is the good guy; the guy who loses is the bad guy.

Well the story that I became involved with central to my journalistic life for really almost 20 years is 'The Lance Armstrong story'. If ever a story showed us that winning is not all that matters, that if you win in the wrong way, you cannot just become the loser but you can become one of the most disgraced people in the history of sport. I guarantee you if Lance Armstrong had known the end of his story before the beginning, he would never have gone there. For all that he won, he lost infinitely more and the rest of his life is going to be a considerable challenge. Now if I tell you about my involvement in this story, it is to alert you to the fact that ethics are talked about and supported in the sense of people making plans, making promises. When the reality comes along and somebody wins big and they are perceived to be in the commercial interest of the sport, in the image interest of

the sport - then all talk of ethics can stop. What happened with Lance Armstrong and I was that we met for the first time in 1993. I would describe myself at this point as a fan with the typewriter. I wanted to be a sport journalist from the age of six. It was my dream. It was why I studied English at University. My first job was in a small provincial newspaper. All I wanted to do was to watch sport and write about sport. I totally loved it. So I was a fan whose job it was to write about what he loved.

When I met lance Armstrong for the first time he was 21. He actually called me before which was a funny call. Basically, he called me one night because I had written a story in 1999 when he won his first Tour De France at which point I was convinced he was cheating and a fraud. And I wrote my piece in the Sunday Times that said, "In the year 2000, my New Year resolution is to bring you evidence of the man I regard now as the greatest cheat in the world of sport." And late at night I got a call and I said, "Hello."

And the voice said, "David, this is Lance Armstrong."

And I said, " Oh Lance!"

And he said, " I just want to say that I saw the piece that you wrote in the Sunday times and I didn't like it."

And I said, "What piece?"

He said, " You know the piece where you talked about bringing evidence of the greatest doper or the greatest cheat in the world of sport."

And I said, "What made you think that was you?"

And he said, " You know you were writing about me?"

I said, " Lance, that could have been one of ten people."

He said, " You know it was me you were writing about and now you know I know."

And he hung up and it was intimidating of course but that did not really bother me. But going back to the first time we met, I liked him. He was young. I was a fan. I did a chapter of the book about Lance Armstrong, 'The 21-year-old riding his first Tour De France', and anybody reading that piece now would say, "This journalist loved this guy", and I did.

We met six years later. My life had changed and his life had changed. He got testicular cancer. His cancer was life threatening. He had a testicle removed. He had cysts removed from his lungs. He had lesions removed from his brain. The doctors doing the operations gave him a 50% chance of survival. He survived. He came back to cycling in 1998 and back to the Tour De France in 1999. He came back a different person because what his life threatening experience had done was to make him even more determined. He had always been driven. He had always been a guy who was going to achieve no matter what but cancer had shown him that if he got a second chance, he was not going to mess up. He was desperately determined to achieve what he wanted to achieve. I went in that Tour De France in 1999 a quite changed person as well; changed from a fan with a typewriter who had first interviewed Lance six years before.

What changed me were two events in my life: I went to the 1996 Olympic games as a proud Irishman hoping that Ireland might win a medal. Remember, in Ireland's history of the Olympic games, we had won four gold medals, in the entire history of Ireland's involvement in the Olympic movement. Now in seven days, we won three gold medals more; so four went to seven in seven days. The problem was that the woman who won those three gold medals was a swimmer and Ireland had no history of being successful at swimming. This woman who is now a barrister, practicing in Dublin, had never been in a final before. She had never been up to about a year before this monumental achievement of three gold medals in seven days; she had never been a world-class swimmer or anything like it. She had become involved with a man who would become her husband, Erik de Bruin. He was serving a four year ban for anabolic steroids. The story stank. But it was such a good story from an Irish point of view all the journalists went with it. Three of us put up our hands and said, "No. Don't believe this." That story forced us to take the scales from our eyes. To say: look, as good as it seems it is just not plausible. Michelle Smith would later get a four year ban for trying to defraud dope control and the truth would come out.

The second thing that changed my life is quite personal and do not worry about this because I am very comfortable speaking about it, because this memory is so dear to my heart. Our 12-year-old son John was killed in an

accident off his bicycle on the 25th of June 1995. We have other kids and when we sat down and discussed what had happened with John. One of the things my wife and I wanted to do was to always talk about John, regard him almost as being with us and never forget what a fantastic kid he had been. One of the things I wanted to do to go with that was to find out even more about him. So I went to his rugby coach and I went to his football coach and I went to his daily football coach and I went to his teachers and I said, "Tell me little things that happened with John because I would love to know." And one teacher, an elderly lady called Mrs. Toomey, told me an extraordinary story. She told me that when John was about seven or eight, it was year three or four in his primary school, she had read a Nativity play. In the Nativity play, you know the story, Mary and Joseph live at Nazareth. They go to Bethlehem where baby Jesus is born and the three shepherds come and they visit the new baby. Then the three wise men come and they bring gifts of gold, frankincense, and myrrh. And then Mary and Joseph go back to Nazareth and they live a very humble life because Joseph is just a modest carpenter and they do not have very much. And that is how it was. And John who was seven or eight at the time put up his hand and he said, "Teacher, you said that Mary and Joseph lived a very modest life and they didn't have very much. What did they do with the gold that these three wise men brought in?" And she said, "John, I have been telling kids this story for thirty-three years and nobody has ever asked me that question." John didn't back off. He kept looking at her, like he wanted an answer. She said, "To be honest the answer is, I don't know." And John just said, "Well it doesn't make sense to me." And I thought that journalistically that was the best question I think I have ever heard outside a press conference that was not a press conference. It was a blindingly obvious question to ask. So obvious that everybody else was afraid or did not think to ask it. I have to say it would make people feel slightly uncomfortable. When I was asked to come and speak at this conference. I thought, yes, World Summit on Ethics in Sports. I would like to contribute to that, but why is it being held at the FIFA offices? Yes. I am in. I know that if John were around he would say, "Dad, it makes no sense." You have to surely earn the right to host a conference like this. Now I look forward to FIFA's reaction to Michael Garcia's report and I hope it is a reaction that makes us think that things are changing, because things need to change in FIFA as well as in many other places.

But following on from John's advice to me in that question about what Mary and Joseph did with the gold. I decided that journalistically I was never going to be 'the fan with the typewriter' again. And when I went to the 1999 Tour De France, it was absolutely clear to me in the first week that Lance Armstrong was a fraud. Now you might say, "How could you believe that, when nobody else saw it? Or very few people saw it?" I would say my eyes were open going into it. I looked at Lance Armstrong's record in four tours. He had ridden the Tour De France four times. His best place was 36th. He gets cancer. He comes back and he dominates the race. There was a young French guy in the race, Christophe Bassons. Christophe was the kind of kid, if he had been in School he would have been a bit of a nerd. The other kids might not have liked him because the teacher would have loved him. But Christophe Bassons said, "You know what, in this Tour De France, you cannot win unless you are doping." He said, "I am not doping but I can tell you that is the situation in this race." The other guys hated him for that. They bullied him. The one who bullied him the most was Lance Armstrong. I decided at that moment I am on Bassons' side. The other pros called him Monsieur Proper, Mr. Clean. They meant it sarcastically. Imagine how poisoned a world becomes when a nickname such as Monsieur Proper, Mr. Clean becomes a badge of dishonor. That is how it was. And my final point about this is that 'The Lance Armstrong Story' was a difficult story to do because the official world of sport, the sponsors, the race organizers, the media and bodies like this were not prepared to do anything about it. Nobody was prepared to say: ethics matter and there are very good reasons for investigating this guy and we must do it. Nobody did that because the story was so good, so commercially attractive and so 'life affirming'. Well, thank God the truth came out in the end. At least we know now what went on then. It should serve as a warning to us. But I think time will adjudicate on how effective that warning was.

## Dr. Mustafa Al-Sayed

Secretary General, Royal Charity Organization, Kingdom of Bahrain



I am not good in sports; I never won any medals or cups. In fact the only time I scored, the club was cancelled. Another confession I have to make, I used to be Chief of the oil Industry in Bahrain. The president and then the king thought I was having a good life and moved me to be the Chief of the orphans. I look after the orphans in Bahrain and that is how I came close to the benevolent people who are organizing this program. I realized from both jobs in the oil industry and looking after the orphans, the importance of sports. I seriously made some research on the relation between sports and productivity.

It is a known fact that we are lucky enough to turn over a number of major companies from bankruptcy and I mean bankruptcy is when you cannot pay your debts to the bank, to multimillion-dollar-profit companies depending essentially on sports and utilizing the demoralized time of the youth in the organization to encourage them into sports. I realized that when they achieve in sports they achieve more at work and in life as well as in sports. That is a fact that I have to share with you.

I am here to deliver a speech on behalf of His Highness Sheikh Nasser, a wonderful charismatic, humanitarian, benevolent man who represents the King of Bahrain on charity and humanitarian work.

It is a great honor and pleasure to be here amongst such distinguished sports personalities and friends to address this very important topic of ethics in sports, which has increasingly become a part of our existence. I wish to bring you the warmest greetings from His Highness Sheikh Nasser Bin Hamid Al Khalifa, Chairman, Orphans Organization representative of His Majesty, the King of Bahrain. The distinguished speakers before me and earlier highlighted the importance of sports ethics and principles and hence I would throw light on some issues which I hope will bring some information and will complement what has already been discussed.

Sports is a positive force that can be very useful and you can learn a lot from it for our daily life. It teaches us teamwork, leadership, discipline and the ability to deliver under pressure. It can play a useful role in generating good will and creating unity amongst people. It can work as a controller of mind in a positive way. Ethics in sports requires four key virtues: fairness, integrity, teamwork and respect. These core values are important to drive the best benefits out of sports. Sporting games have become global phenomena; football and what we saw in the World Cup this year in Brazil is a testimony to that. We saw passion and spirit. There were international issues involved but over all I saw more handshakes and hugs between opponents than foul plays.

When a player lifts the World Cup he feels he is lifting his country; that is how strong the passion is. In line with this, I like the Rugby Club motto. It says, "For every goal we lose, we make two friends; it is not a bad exchange". This is the spirit that we wish to promote in sports: the spirit of joy, fair play and friendship and the ability to laugh if you do not do well on an occasion. I also recall a recent incident during Novak Djokovic's opening round match in 2014 French Tennis Open. The game was suspended for a while because of rain and Djokovic sat down while one of the ball boys stood over him with an umbrella. Novak quickly made room for the young boy, invited him to take a seat and even passed him his racket while Novak took command of the umbrella. He shared some of his drinks with the ball boy while they sat chatting like good friends. What a generous inspiring gesture! That was wonderful. It was a great moment that the audience immediately cheered with joy. It reflects how we should behave as models to others who are watching our sports. I am sure that, that ball boy and many others will not forget this moment from the 2014 French Tennis Open for the rest of their lives.

There is no doubt our world functions like a game that unites people but it is also becoming polarized and full of strong passion. Sports can be a part of unity, but when cheating blemishes it with gambling it loses its values

and ethics. Included in that is doping and illegal steps to win games. In such a situation it stops becoming sports because you are always looking for someone to lose and not creating a win-win situation or competitive fair play.

I think the challenges that you face as sport leaders are on how to counter these negative traits and ensure that sport remains on the right track. Your winning a title or emerging as a Champion in Sports creates a multitude of prospects in our world. Sports and games bring countries closer, strengthening their good relations and promote peace and harmony. I know there is also a need for sports to uphold its shared humanitarian values and there is a role for the governments, members of parliaments and sport officials to see that these values are upheld. I understand that FIFA has established schools in Africa to train and develop Sports Clubs to help the under privileged to enjoy the pleasure of sports. That is very noble.

Please allow me to briefly talk about my country. In Bahrain we have taken a number of initiatives that has the support of the leadership at the highest levels and it involves a community and ensures that the private sector has the honor of serving sports and the youth in Bahrain. For example, we have established cooperation with Real Madrid, a Sports Academy in Bahrain with noble humanitarian intention. This Academy trains children, some of whom are rich and some are poor and also many orphans. The money generated will pay the fees for the poor, orphans and the operational cost. You cannot imagine the joy of some of our orphans who visited the Real Madrid Camp in Spain this summer and rubbed shoulders with football heroes there. We would like to take this opportunity to register our appreciation to Real Madrid of course.

It is a great honor and great experience to be here with all of you here in this Summit being the first of its kind. I am sure we from Bahrain can learn a lot from this and you can be sure that ideas I am taking back home.

# Workshop 1: Anti-Corruption: Challenges on the pitch: Match Fixing & Doping

**Mr. Ralf Mutschke**

Director of Security, FIFA



Football embodies a number of values that are fundamental not only to sport but also to daily life: respect, fair play, integrity, solidarity, tolerance and team spirit, to mention just a few. Corruption not only destroys the very essence of football but also attacks its economic and social role. The reputation of football is falling, potential referees and players are missing opportunities and sponsors are reducing their assistance. One of FIFA's statutory objectives is precisely to protect the integrity of the game. Therefore the fight against corruption is a top priority for FIFA. Football has been challenged by organised crime because the game and betting represent a perfect opportunity for such criminals to make huge profits. Furthermore, match manipulation in football is an attractive proposition because it is viewed as "low risk, high profit", driving criminal organisations to shift their operations from trafficking of illegal commodities to the sports sector. Although match manipulation and other crimes greatly threaten the integrity of sport, they are still not a priority for law enforcement. They are considered to be a minor crime – or in some cases not even a crime at all – in most countries, while proper national laws are missing.

The growing sophistication of organised crime in sport has become an endemic problem and a massive threat to the integrity in football in recent years: markets are networked, transactions are inscrutable and profits are huge. Corruption has become a crime without borders, a veritable transnational organised crime. Even the so called "clean" countries mentioned in the Transparency International Index have had match manipulation incidents. We are indeed facing a truly global problem. Fixers are constantly travelling around the globe, trying to get individuals from the football community on the hook to fix their matches. They are clever, friendly, persuasive and intimidating, and they operate with false identities, titles and companies, plus they are ready to offer sponsorships or willing to make investments to organise friendly football matches. They are creative and innovative. Greed, a club's financial situation, sporting advantage, the promise of a brilliant career, intimidation or vulnerabilities such as personal financial problems due to low wages, outstanding payments or gambling, are all reasons why individuals will fall into their trap and agree to illicit cooperation. Once entangled in the web of crime, there is practically no way out.

Football simply cannot afford to lose this match. We must help those inside football who are vulnerable to approaches from match-fixers to recognise, resist and report. We need a strong defensive line to tackle corruption. Crimes in connection with match manipulation have both disciplinary and criminal components: both must be dealt with by the appropriate authorities working closely together.

FIFA Security is not a police organisation. FIFA has the power to ban players and officials from all areas of professional football worldwide, but the organised crime groups and betting syndicates that are behind the fixing of football matches are beyond our reach. The goal of FIFA is therefore not to fight organised crime, but to join forces with all relevant stakeholders to prevent crimes from happening and to make sure that criminals are sanctioned accordingly. A holistic strategy towards fighting match manipulation is crucial. This includes legislation, good governance, codes of conduct, regulations, and, most importantly, training to help people understand the risks, resist them, and report them; it also includes monitoring the legal and illegal betting markets, information sharing and strong cooperation.

Match fixing is a global problem and we are looking for global solutions. We need to embrace all of our 209 member associations and the six confederations. Our standard measures need to be adapted to regional and local needs and demands. Since 2012, we have involved more than 90% of our members in the FIFA Integrity Initiative. Together with our partner INTERPOL, we are targeting match manipulation by focusing on the pillars of

prevention, education and training. Over the past two years, we have been focusing on increasing awareness of the problem of match manipulation as part of phase one. Now we are in the second phase: the building of national capacities to fight match manipulation. We are building a global network of contact persons to deal with all matters involving match manipulation, and asking our member associations to develop their own national integrity programmes. Further steps in the FIFA Integrity Initiative include:

- Reporting mechanisms, by means of which inappropriate behaviour and infringements of FIFA regulations may be reported and treated with the strictest confidentiality.
- The monitoring of the betting market concerning suspicious or odd movements in order to detect possible match manipulation.
- The development and distribution, in May 2014, of the FIFA “Specific Recommendations to Combat Match Manipulation” document to each member association to serve as guidelines and focus on prevention, risk management, information gathering, investigations and sanctions. Special training sessions are being offered to our members in collaboration with INTERPOL to provide further support.
- The provision of specific training sessions in collaboration with INTERPOL for our network of contact persons, which include law enforcement, betting operators and the football community, such as the Partnership Development Meeting (on how to deal with match manipulation incidents) and train-the-trainer concepts to take our message to all national levels of football.

We are still a long way from reaching the end of our efforts – there are no quick solutions – our initiative constantly needs to move forward, always incorporating the latest trends of fixers. There is an urgent need for more effective partnerships to fight match manipulation. The collaboration and communication of football associations, national governments, law enforcement, betting operators and other members of the football community need to be enhanced. Other detection possibilities should be assessed. We need to further expand and fine-tune the monitoring systems of the betting market. National legislation should become more homogeneous from country to country, which would allow authorities to conduct joint investigations across borders and promote police cooperation. Political commitment is essential; the Council of Europe Convention on Match Fixing, which was signed on 18 September 2014, is a very positive step. We want to continue along this path, and we want to intensify and expand our efforts. We will involve everyone who is willing to contribute and to help.

Football is part of our national culture and our daily lives. As the governing body, it is our duty to have a zero-tolerance policy and to protect the football community. We are determined to meet and exceed this most important of responsibilities. For the Game. For the World.

## Mr. Stanislas Frossard

Executive Secretary, Enlarged Partial Agreement on Sport, Council of Europe



**The Council of Europe**

- Founded in 1949
- An intergovernmental body, with 47 members
- Partial agreement on sport (36 members)
- Peace and unity through values :
  - Democracy
  - Human Rights
  - Rule of Law
- In Sports, our aims are
  - Promote of CoE values through sport
  - Defend CoE values in Sport
- Sport for All – Ethics in sport

Conseil de l'Europe

**Activities in the field of sports**

- Standard Setting (conventions, recommendations)
- Monitoring
- Co-operation (training, conference)
- Ministerial Conferences

Conseil de l'Europe

**Two Conventions**

European Convention on Spectator Violence (1985)	Anti-Doping Convention (1989)	Convention on the manipulation of sport Competitions (2014)
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Conseil de l'Europe

**Manipulations of competitions (match fixing)**

- New threat (linked to online betting)
- An issue of interest for the Council of Europe, because it is a challenge to :
  - Rule of law
  - Public order
  - Sports ethics
- World-wide
- Not yet on the political agenda
- Need for international cooperation

Conseil de l'Europe



## Stakeholders

  
European Public Integrity in Sport

Identification of action to be taken by :

- ▣ Governments
- ▣ Sport organisations
- ▣ Betting operators

Sports  
Betting  
regulators  
Corruption  
Criminal law  
...

 Conseil de l'Europe

## Fight against manipulations

  
European Public Integrity in Sport

- ▣ Ministerial meeting Baku in 2010
- ▣ Adoption of Rec/CM(2011)10 + request Feasibility Study
- ▣ Ministerial meeting Belgrade on 15 March 2012
- ▣ Green light to the negotiation of a convention on 13 June 2012
- ▣ Drafting Group (Oct. 2013-Jan. 2014)
- ▣ Adoption 9 July 2014
- ▣ Signatures 18 September 2014

 Conseil de l'Europe


## First signatories

  
European Public Integrity in Sport


- ▣ Armenia
- ▣ Azerbaijan
- ▣ Bulgaria
- ▣ Denmark
- ▣ Finland
- ▣ Georgia
- ▣ Germany
- ▣ Greece
- ▣ Lithuania
- ▣ Montenegro
- ▣ Norway
- ▣ The Neatherlands
- ▣ Russia
- ▣ Serbia
- ▣ Switzerland

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## Functions

  
European Public Integrity in Sport

- ▣ General legislations
- ▣ Prevention
  - ▣ Support betting monitoring
  - ▣ Fight against illegal betting
- ▣ Co-operation (Working platform)
- ▣ Sanctions + judicial co-operation
  - ▣ Address loopholes in legislations
  - ▣ Exchange of information
- ▣ Monitoring of states' commitments

 Conseil de l'Europe

**Mr. Patrick K. Magyar**

Director, Weltklasse Zürich, CEO of the European Championships in Athletics 2014 Zurich



As a young soccer player I would get most irritated when a ball would go out and the opponent would demand that it was their ball when it clearly wasn't. This is something I strongly oppose in football. The worst thing in football is not doping, match fixing, etc. It is pseudo match fixes, when the player in the 16 meters just falls flat on their nose without anybody being even close. I think every topic discussed here is about societal problems. When I was a child nobody would ever use the word 'loser' as a bad word, to insult. 'You are a loser' is today one of the most common comments heard amongst youngsters because it became all about winning and not about participating or having fun.

Being a Sports and Athletics representative, I am trying to bring a totally different perspective by setting an example for modern sport. In many modern sports money is the oxygen that keeps these sports going. If you take away the assets, you take away the food. You can still go on with oxygen or without eating for some time but sooner or later you will get very tired, very hungry, very thirsty and you will not be able to go on. I think it is absolutely crucial that we address this issue. Very few people who run sports events, Federations and clubs are prepared for this kind of initiative. I want to try and show you the difference between European Championships and the number one Athletic Meeting in the World, they were taking breaks on the same stadium just 11 days after we tried to convey the message that the European Championship is about the national teams, about men against men, women against women. Casa Zurich is simply about the best athletes in the world with the best performances.

In Casa Zurich we tried to set up a race with the finalists of the European 100 meters, because that was the last task in our communication - to pinpoint the difference between the two events. Six days before the event should have started, it was cancelled. Having only the Europeans run 100 meters is not standard; is not the image of Casa Zurich. We have a reputation for the last 40 years of being the best field athletes 38 times in one-day meetings, and two times took second place. We wanted to change that and said, 'okay let us take the best athletes in the world'.

Carlson Gate and Lusaka Powell were the chosen athletes; one had previously been banned for doping for 12 months and the other for three months and I got a severe beating for that because some journalists, especially the German media, faulted me for saying that Casa Zurich would not support doping athletes and then I do a thing like this. They said that I was working against the spirit of sports and I was supporting the doping cheats. The truth is that I said that I would comply with what the General Assembly decided. Casa Zurich is a club and the General Assembly has ultimate authority over it. In November 2009, the General Assembly decided we could invite who ever we wanted for an International meeting. At the time, one did not earn the right to participate but was invited or not. So we did not invite athletes that had been banned for two years or more.

If money is the oxygen that keeps all this running, if we take away the money component and we do not pay athletes anymore. At some point they will feel as though the carpet is pulled beneath their feet. This is not a common decision for all the Athletic meetings in the world. Every meeting needs to make its own decisions. If this would be done commonly, under the European law it would immediately be seen as a competition law issue. It would be seen as a Cartel and as unfair competition, etc. Anyway, we went with these two athletes because they were not actually banned for two years and we had a very clear philosophy on major doping offences. There is a belief in our Club that if people get such a hard ban it had got to be an accident, there was no negative influence from outside. If one gets a two-year ban it is because they had cheated on purpose. In our opinion this is not about a young kid that had some kind of drink or marijuana, we believe this is different.

I have been a coach for 18 years and I can tell you I once had an athlete who was not tested so he (obviously) wasn't positive but as his coach I realized that the athlete had taken a capsule of doping before the competition. The athlete would have been banned for three months had they been tested.

# Workshop 2: Anti-Corruption: Challenges off the pitch: Transfers, Elections, Events

## Mr. Michael J. Garcia

Chairman of the investigatory chamber of the FIFA independent Ethics Committee



In coming here today, I have been asked a number of questions about the process of the FIFA Ethics Committee, and I would like to give my remarks to explain a little bit about it, because I think it is somewhat misunderstood.

The FIFA code of ethics is a strong one. It was enacted in 2012 and a lot of people had really good input into it; it provides for a number of important changes. One of them is, as chair of the Investigatory Committee, I get to decide which cases to open. I get to decide, using my own discretion, how far to take a case. That is a very different provision than many sports codes. In fact, a number of them have referral provisions limiting what investigatory chambers or groups can do; sometimes only by referral by the executive body, which can cause serious issues.

Those are the provision of the FIFA code of ethics that really give it force. Amongst those cases, we determine if there is a prima facie case. We are not a law enforcement body, we do not have subpoena power, and we do not have power to compel. But we do have something else, and it's a very important tool, and that is the ability to get cooperation. Under the ethics code all football officials are required to cooperate under the investigatory chamber. There are sanctions for failing to cooperate and those have been recently very publically applied.

The investigatory chamber does not conduct criminal proceedings; the most serious sanction that we can impose is a ban from football related activity. FIFAs congress and executive committee decided that anyone who wants to work in football must abide by the code of ethics. For any official who is uncomfortable with that, anyone who provides false information, or who refuses to respond to requests to assist in establishing the case, there is a simple alternative; leave.

Working in football is not a right, it is a privilege, and that privilege should not be available to anyone who is unwilling to cooperate in efforts to enforce FIFAs code of ethics. What happens after our investigations are done is that I submit a report. It goes over to the other side of the ethics chamber, which is the adjudicatory chamber. There have been a lot of talks recently about a particular report that went over to the adjudicatory chamber. My colleague judge Eckert from the adjudicatory chamber addresses in his remarks that there are a lot of people who say, I have it, I have seen it, I have seen that report over someone else's shoulder, it went to FIFA, it went to the secretary general.

Here is what happened: that report was finished by my independent deputy Cornel Borbely and myself. We took that report, I delivered it to judge Eckert in Munich with the record of that case, I sent it to Australia in an encrypted document to his deputy, independent deputy Alan Sullivan. There are four people to my knowledge who have that report, and that have seen it, and have access to the record. It now goes to the formal process of going to judge Eckert, and he and his team will decide what happens next.

Generally when the adjudicatory chambers consider something, another overlooked procedure is the fact that there is an appeal to the FIFA appeals committee if necessary. One of the things under this code is that all parties have a right to appeal, including the investigatory chamber. In the past, as it's public, the investigatory chamber has appealed. Where we have disagreed with the Adjudicatory Chamber's decision, we appealed and had a seven-year ban that turned into a lifetime ban by the appeals committee. That is the natural process here.

We have used the code, we have used the cooperation provisions, and we have made clear that all football officials are subject to the same rules. Completed reports have led to a number of bans, including life bans for two Executive Committee members. It's a robust code, and it has been implemented in a fair and thorough way; creating a process over these past two years that is fair for all parties. The process must lead to something else. When I assumed the role of Chair, I said that the goal has to be instilling confidence in the process beyond any particular result, beyond any particular case. The public, the stakeholders in this, have to have confidence that the process is working in a fair way.

This brings me to what are we still missing here? Why do we have something of a disconnection? Back in my early days as a United States attorney's office in Manhattan, an office generally considered one of the best in the US, there was strong public confidence in the work that was done, and we have a very strong criminal code in the US.

I doubt that we would have enjoyed that confidence if we could not announce who had been charged with what. I doubt we would have enjoyed that confidence if the only record of the proceedings would be a name and a sentence. In order for the press release to read: Joe Smith was sentenced today to 20 years for violating 18 United States code 1922. There could be little support from a public that was so little informed.

What we need at this point is greater transparency into the process, while continuing to protect the rights of all parties. We need transparency into charges, into decisions, and into the basis of those decisions, and into the facts. Those rules should apply whether it's a win or a loss; because there is value in a system when announced charges are not upheld as well. There is value in a system when there is precedent, when adjudicatory decisions and appeals decisions, provide guidance, there is value in a system that create deterrence for others from violating the rules; deterrence that is based on more than just a sentence, or a ban, but is based on reading the facts of the case.

That's the type of system that instills confidence in the stakeholders. I hope as this code is studied, and is applied, and it may even be revised, that it will be possible to have that type of transparency, and that the work of the FIFA Ethics Committee can build that confidence in the process, that must ultimately be the goal of enforcement of ethics in sports.

## Mr. Roland Büchel

Member of the National Council of Switzerland



Given that I have a short time to speak I will not be able to shine too much light into many of the dark corners that exist in the business of elections and events. What I will do is provide an overview of the current situation and how it came about. I can offer my own perspective on the subject and talk about what is being done politically.

The two words sports and ethics no longer sit too comfortably together. This has less to do with a changing perception of ethics than with the unacceptable behavior of many sports officials in the governing bodies. Over the last 30 years a number of individuals have succeeded in damaging the reputation of sports and I agree with those critics who say that sport has not managed to develop their commercial endeavors in an ethically acceptable manner. Who do we hold responsible for this? These commercial endeavors always operate under the supervision of umbrella organizations. They are not the work of officials but rather a result of an unexpected development in the market, which is mainly driven by television.

That is how the major international sports federations (FIFA, UEFA, and the IOC) have become billion dollar corporations in the entertainment industry. I don't see this as necessarily a negative aspect as do the many who are opposed to this commercialization. The problem is rather that there is a divergence between the behavior of businesses in the area of commercial sports and business conduct which would be considered ethical.

Without wishing to be judgmental it must be recognized that many problems started when sports leaders from South American and South European countries assumed office. Let us name four individuals in order of importance:

1. Juan Antonio Samaranch, former President of the IOC who is Spanish.
2. Joao Havelange, former President of FIFA who is Brazilian
3. Primo Nebiolo, former President of the International Athletics Federation who is from Italy.
4. Ruben Acosta, former President of the international Volleyball Federation who is Mexican.

These gentlemen could be seen to have spearheaded a development in sports, which has led to vote-rigging, nepotism and corruption. All this has been both noted and widely discussed by the public. As a result large-scale sports events are less acceptable in the more democratic countries – and some are even no longer accepted at all. Let me point out two examples: Munich (Germany) and St. Moritz (Switzerland). Here voters had their say ... and they said: 'No, we do not wish to host the Winter Olympics in the year 2022'. And why was this - because they didn't want to be part of a corrupt system.

Nowadays most major sports events are organized in countries with what might be termed a democracy deficit. Simply due to the location of these major events, IOC and FIFA as well as other sports federations have become vulnerable targets. I give you some current examples of host countries: Russia (Winter Olympic Games 2014, FIFA World Cup 2018), Qatar (FIFA World Cup 2022) and Belarus (Ice Hockey World Championship 2014). Kazakhstan is already emerging as an organizer of the Winter Olympic Games in the year 2022. This is another country which may well be an attackable target. Listening to them, you frequently hear the officials say that sports and politics must remain separate.

However, when it comes to illegal betting and match fixing, these same officials call very loudly for government intervention. Recently a meeting of 47 European Sports Ministers took place at the headquarters of the Swiss Ministry of Sports where they discussed measures to both prevent and fight corruption in sports management. European Ministers zoomed in on various legal loopholes of corruption at both a national and an international level. Sports Ministers did not only discuss corruption within the sports federations, but 15 of them signed the so-called “Magglinger convention” against match fixing. Why this title? Magglingen is a small town close to the Swiss capital, which is host to the Head Office of the Swiss Sports Ministry. Others signatures will follow. The European Sports Ministers know that actions speak louder than words.

Match fixing will almost certainly soon be a criminal offence in Switzerland and well as many other European countries. In Switzerland an intensive process is underway which aims to close the existing legal loopholes. Let’s look at just one example where changes in the money laundering law was voted by Swiss Parliament last week. Both leaders and employees of the international sports federations will soon receive the so-called “PEP Status”. PEP stands for “Politically Exposed Person”. FIFA-President Blatter will be a PEP. His personal assistant will be a PEP. The members of the Executive Committee will be PEPs. Media Officer Walter de Gregorio will be a PEP as will other Fifa officials. Both their bank account movements and those of family members will be tracked and reported to the Swiss authorities. This will mean that they will have the same status as some of the worst dictators on this planet!

From dictators let’s move back to sports federations. Sometimes, I ask myself why this sudden interest in ethics? Is this really due to a new understanding of the officials of the inner circles of power? I doubt it. Ethics and transparency are the new buzzwords. But do they really have any particular impact? Will the sins of the past be atoned? Let’s look at present sins as well as those of the future? In the sports federations, there is a lot of talk of transparency and Good Governance. In reality this transparency ends at the salaries of the president and the executive committee. Sports federations need credibility. What remains to be done?

We need sports officials who really serve sport – instead of those who are in it for their own interests. Transparency is needed and here we mean real transparency! People are unwilling to follow leaders they don’t trust.

Dear sports officials let me tell you this. One loses credibility if one has made too many poor decisions or if one is constantly looking out for one’s own interest. However, people do follow leaders who take action! Think of the enthusiasm that Pope Francis has awakened around the globe with his humility and modesty. I am convinced that the sporting world desperately needs someone like this man in order to again find common ground with society at large.

## Mr. Jo Leinen

Member of European Parliament



When I told my assistants some weeks ago that I am going to Zurich, the FIFA headquarters to a conference on the topic of ethics in sports, they laughed. One of them even warned me not to go, how I will lose my good image. Don't make any photos, he said. That made me really sad, because I was a football player for 25 years, and I am aware of the role and function sports and football have in modern society.

It is difficult to gain credibility and you can lose it in a second. Then it is a long way to getting it back. The accusations made against FIFA might be unjust, but in the last 10, 20 years people have the feeling that, yes, they are corrupt, they are not playing according to the rules. There are some doubts about their work, and I hope that FIFA has the power and the will to clean up this mess.

For 4 years I have worked on ethics in politics in the European Parliament. As members of a trans-national Parliament, it includes 28 nations, cultures and politics. We keep being blamed of non-transparency in Brussels, that we have 15,000 lobbyists and that we influence legislations by using doubtful means. They say that we, people in high positions, have set up a whole system of our own, a code of conduct. The lobby has data to know who is a lobbyist.

It was so far voluntary but the success was already big because we threatened those who are not signing that they will be excluded from invitations, from hearings. They started losing, so to say, their ground on which they are working. We will make a new legislature with a binding obligation that everybody who wants to influence or who wants to have a dialogue with politics has to be registered in the lobby register. It will be online so that every citizen has transparency. People have been astonished how much money is spent to lobby politics.

This kind of transparency should exist in sports as well. We went a step further in legislation with what we call a legislative footprint; it is still made arbitrary. I think we should make it mandatory. That whomever you had a conversation with about the legislative act should be on the Internet. In Europe we try to have good governance and not to have unfair games.

Some of my colleagues from the Council of Europe are here as well, Michael Connarty and others. The Council of Europe is doing a lot against corruption and unfair games in sports. I hope that at least on this continent we can fight these dangers of the sports world. The sports world is affected by criminal elements; organized crime goes into the sports sector because there is so much money involved. We have to win this battle by all means. In the European Parliament we have different resolutions against corruption in sports where we urge our governments and the European Commission to come up with new legislations. If that does not help, we have criminal laws.

There should be zero tolerance for corruption and match fixing. If anybody is irrespective of his position, that should be punished. During the World Championship in Brazil there was quite a big German audience; it was quite remarkable that FIFA banned our "Messi", Mr. Beckenbauer, to go out on the field for weeks. Beckenbauer is like a god in German football, but that is the way to go, no matter how many Champions League titles, World Cups or others he or she has won. You have to clean up the field and then trust can come, more credibility. I hope my assistants will applaud me and say, yes, go to FIFA; they set a role model.

I wanted to make two more remarks: we have a transfer sector, I am not an expert, but we heard from you a lot of money is really hurting my heart. We can see that young boys and girls are handled in this way. Modern slavery is a bit too hard of a word for this, but something is wrong in the transfer market and transfer system. We have seen it in the banking system where bonuses led bankers to make the wrong decisions. And I don't know whether transfer agents should have a set rule where they make balanced decisions and are not indicated by bonuses to make the wrong decisions.

Big sports events give us a chance to be dictatorial states, because only then we can push the citizens to pay all the money. Munich has refused; we have now the debate whether Berlin or Hamburg would host the Olympic games. We have a huge resistance to say to the public, no, we don't want it. Why should we invest so much money for only three weeks and then have stadiums and facilities that are of no use anymore.

FIFA as well as the IOC have to rethink the world games.



## Mr. Peter Nünlist

CEO, PETER NÜNLIST AG, Investment Management & Services



As an independent asset manager, I am fully aware of my social and economic responsibility. Sustainability and trust are the basis of my client relationships. From the perspective of an inland financial consultant, I see it as my responsibility to shed light on potential chances, risks and the consequences of long term sustainable asset management and I want to reflect on common points between sports, business and ethics in a critical way."

Let's start with a few examples of well-known fraud cases in the financial industry: Baring Bank: Nick Leeson, a derivatives trader, started to hide his losses in secret accounts. The losses accumulated (1.3 billion) and could in the end not be hidden any longer. The losses were double the available capital of Barings. That's why it collapsed. Leeson went to jail. Madoff: claimed to have a 'proprietary trading scheme (buying blue chips stocks and enhancing returns with option strategies). Collapsed soon after the end of the Internet bubble. It turned out to be a big Ponzi scheme; i.e. paying shareholders with money raised from new participants. Madoff was sentenced to 150 years in jail. The result was a total loss of 65 billion. Enron: Was a major player in the energy sector. But a major part of its revenue was not real. Together with Arthur Andersen, one of the big five audit companies at that time, a complex business model was created to misrepresent earnings. This planned 'accounting fraud' generated a total loss of 63 billion. The Founder and CEO of Enron were sentenced to prison.

These are clear criminal cases. But it is very unlikely that these people set out, planning a criminal act.

Most likely they were winners at one stage (due to luck?) and wanted, or were coerced to stay on top. In the end they lost big time! Ethics is not about avoiding criminal behaviour. It is in the first instance working in such a way as to act in the best interest of the customer.

Ethics in Finance (Asset Management), core values: are: customer commitment, honesty and integrity, confidentiality, fair and equitable treatment of all customers, transparency, acceptance of gifts and corporate governance.

That is easily stated. But what can go wrong? Self interest can turn into selfishness and greed, some employees have low moral standards, legal behaviour is not necessarily moral behaviour (the Swiss bankers and their problems with the American tax man are a prime example), professional duties can conflict with company demands and one cannot face not being a winner.

Conclusion: You cannot control any of these problems. It's therefore wise to play by the rules. New Challenges lead to new opportunities. You should not only see the risks but spot potential chances. Transparency is a parameter of ethical behaviour! It leads to better investment decisions.

## Challenges off the Pitch

*Peter Nünlist - CEO, PETER NÜNLIST AG, Investment Management & Services*

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### Ethics in Finance (Asset Management)

#### Core Values:

- Committed to Customers
- Honesty and Integrity
- Confidentiality
- Fair and equitable Treatment of all Customers
- Transparency
- Acceptance of Gifts
- Corporate Governance

**That is easily stated. But what can go wrong?**

- Self interest can turn into selfishness and greed.
- Some employees have low moral standards.
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- Professional duties can conflict with company demands.
- You cannot face of not being a winner.

**Conclusion**

- 1. You cannot control any of these problems. It's therefore wise to play by the rules.**
- 2. New Challenges lead to new opportunities. You should not only see the risks but spot potential chances.**
- 3. Transparency is a parameter of ethical behaviour! It leads to better investment decisions.**

**Ms. Sylvia Schenk**

Senior Advisor for Sport, Transparency International



When I was a young athlete, I was a participant in the Olympic games, 1972 in Munich. And being a very young person, 20 years of age, it was a dream come true, and it changed into a nightmare within a very short moment. It was a dream to come together with young people from all over the World, share competition, share the experience of the Olympic games. And then it became a nightmare of a terrorist attack destroying everything. Since that moment, I knew and I know how vulnerable sport is. Sport can give hope and sport can destroy hope. Sport can be used and sport can be misused.

We have to take the side of those who trust in the values of sport, who have hope that sport will really contribute to a better World, like the Olympic charter is saying or as FIFA is saying: "For the Game. For the World." So that is the side we have to take. I was very impressed today by the presentation of Manon Schick from Amnesty International, Switzerland, on the immigrant workers in Qatar and the problem the report Amnesty International made on the situation there. And what was very important is that they were not just pointing to one institution being the cause of this. It is not just FIFA, it is not just Qatar, and it is the companies working there, making money out of it. And it is the whole society having been silent for such a long time on the situation there.

We have to admit that the World Cup brought the situation of the immigrant workers into the focus of the World. So now hope has been raised there. And I think it is all of our responsibility to help that this hope is fulfilled and not that the immigrant workers will be forgotten again. I think that is very important to have this in mind, too. So now allow me a few remarks on what we have discussed here today. We have heard a lot about the power and outreach of FIFA, of football. And I think this outreach, this economic, political power of football that FIFA and the football organizations all over the world have. It is a gift but it is a curse as well. It reduces people to be very close to football, close to FIFA. You can criticize FIFA one day and be happy to be invited to the home of FIFA the other day. Quite many people feel like that, I know that. So it is a tricky situation. And FIFA is raising hopes, a lot of hopes, and FIFA is making promises. But FIFA still does not live up to these promises.

I think it is very important to say that not everything is bad within FIFA. And not everybody working for FIFA as an official or as a staff member or wherever in football all over the world are bad people. That is not the case; there is a public perception that FIFA is all corrupt. I don't think that is true. We have to look very detailed, very differentiating at what is going wrong, but also what is going good within football, within FIFA. Otherwise, we will not help change the situation, we will just bring people together within FIFA saying: 'oh, they are all attacking us, the bad people are outside and we are the good ones'. We really have to look at the problems step-by-step, point-by-point and not generalize.

If you are in a difficult situation like he was, it is very important to have an analysis of your own mistakes, and take over responsibility. So that is one point I am still missing with FIFA, I think they achieved some very important issues with improving their statutes, improving the ethical commission - how they work on that, but still I am missing from the very top an analysis of its own mistakes and to take over responsibility for what has happened in the last 10-15 years. I was a little bit astonished this morning hearing that Mr. Blatter was saying very proudly, 'We already had an ethics commission in 2004 for a very long time'. Well, but what happened during this ethics commission? What have they done? So, to have an ethics commission on paper is nothing to be proud of. You only have some people who are happy to be invited. But nothing really happens instead having one scandal after the other. This does not sound like analyzing ones own mistakes. I still see deficiency within FIFA.

It would be very important to regain credibility from the top downwards, to see what went wrong and what we have to improve. I sometimes have the feeling that they want to prove efficiency by blaming and bending individuals. Admittedly, there are individuals who should be blamed and bent because they did wrong within FIFA and there still are some. But it not just about individuals, it is about the system and it is about the culture. I am a lawyer myself so I think rules and laws are quite important, but they are not all. And just to change the rules, just to change laws does not change the situation. You need to work on culture too and there is lot of work to do. It is not just about FIFA. FIFA is a symbol for many other organizations in sport. There are sport organizations doing worse than FIFA but there are also sport organizations doing better and I think we still have a long way to go.

What we need is a change of culture, we need transparency, we hear it quite often today, but just to talk about transparency does not really bring transparency, we need real steps. We need more openness, we need more discussions on culture within sport organizations, within football, and if it is about transparency, I think it is very important - I have to say it here now - to publish the report or at least the reasoning decision on the Garcia report, on what happened with Qatar with all these allegations. We heard about so much in the last months. Without transparency on this, with just banning, punishing some individuals and saying, 'oh we did a good job and now we are clean', FIFA will not regain credibility, they will not regain trust. It will really be a failure in the end. So I think it is very important that this is made public, that people can understand who has been punished, and why? And who has not been punished and why? So that is important and in the end I want to link our workshop on corruption off the pitch, that is on the governance of sport, to the other workshop, just going on in another room on corruption on the pitch.

The fight against match-fixing - and everybody nowadays, in football and outside of football is convinced they have to fight match-fixing because there is organized crime in it, so many things are going wrong - but the fight against match fixing cannot be won if you do not have credibility at the top of the sport organizations. How will you tell a young player to stick to the rules - we heard a lot about rules and how important it is to stick to the rules today - how can you tell that to a young player if the leadership of a federation does not stick to the rules itself?

If there is a feeling that there is no fair play, there is no transparency at the top of sport organizations that will never work. So that is why it is so important to fight against corruption off the pitch to improve governance in sport organizations for as well have clean sports on the pitch, on the bicycle, wherever.

# WORKSHOP 3: THE ROLE OF MEDIA TO PROMOTE ETHICS IN SPORTS

## Mr. Hanns-Bruno Kammertöns

Managing Editor, Die Zeit, Germany



Ich danke Ihnen sehr meine Damen und Herren für den freundlichen Empfang.

Ich danke meinem Freund Walter für die kämpferischen Worte, die er gleich zu Anfang sozusagen noch kalt gefunden hat. Ich will das ganze Thema mal etwas herunterbrechen. Lassen Sie mir mal als Zugang folgendes wählen: Wer in Rio war oder die Veranstaltung in Rio, die tollen Spiele gesehen hat und davor die großen Fußballereignisse, auch die Olympischen Spiele, wird bezeugen können, dass Sport eine Ware ist, gerade auch der Fußball, der einen trunken machen kann vor Glück.

Der einen verrückt macht, wehrlos.

Ich habe Erwachsene Menschen, „Vorständler“, die sonst nur mit der Klinge hantieren, und Leute entsorgen, noch nie so zartfühlend gesehen wie auf einer Fußballtribüne, allein deshalb, weil da unten ungemein Spannendes, Dramatisches passiert.

So freuen wir uns alle, ich freue mich mit und bin entsprechend sauer, wenn ich feststellen muss: Das ist alles gar nicht so heil.

Ich kann mich erinnern an einen ersten Besuch damals vor vielen Jahren bei den olympischen Spielen in Barcelona, da war ich noch jung und vielleicht einer der jüngsten auf der Preshtribüne, und es ging um den 400-m Endlauf.

Da lag olympisches Gold in der Luft. Man kann sich gar nicht vorstellen, was das heißt, wenn der Sprecher das ausdrückt. Das sind historische Momente und dann saß ich da. Ich weiß gar nicht, wer da noch am Start war – ist auch nicht so wichtig – jedenfalls ein Kollege, älter, hatte neben mir ein Fernglas und ging mit diesem Fernglas die Zähne der Athleten ab, die unten am Start standen. Zahnzwischenstand oder Zwischenräume in den Zähnen im Gebiss war für ihn der strenge Beweis für Doping. Ich habe das nicht glauben können und habe damals die erste Phase meiner „Unschuld“ verloren. Ich habe mich trotzdem gefreut über den Olympiasieger, vor allen Dingen weil ich dabei war.

Und mir ist in den folgenden Jahren aufgefallen, dass man das tun kann.

Man kann sich über Fußball freuen und Katar ausklammern. Man kann Fußball ausklammern, ohne an Diktaturen zu denken, aber das funktioniert nur begrenzt. Insofern bleibe ich dabei, man soll sich freuen wie ein Kind, wenn man mit diesem Glück ausgezeichnet ist, große Sportveranstaltungen anzugucken, live, aber man soll sich davor hüten, sich Illusionen zu machen, man wird erwischt.

Soviel möchte ich mal zunächst sagen.

## Mr. Christoph Daum

Former German Professional Football Player, International Football Manager



Ja danke, eigentlich falle ich hier völlig aus dem Rahmen, wie so oft im Leben. Ich bin kein Journalist und habe auch andere Studiengänge aufzuweisen. Ich war eigentlich immer mehr auf der Betroffenen Seite oder auf der Seite derjenigen, die sich immer wieder mit den Journalisten rumschlagen mussten. Ich kann auf der einen Seite sagen, dass es für mich nicht DEN Journalisten gibt. Ich habe so viele unterschiedliche Typen kennengelernt, vom, sagen wir mal, sehr oberflächlichen Boulevardjournalisten, für den oft nur ein Bild reichte - und er das Bild nach seinem Gusto interpretiert hat - bis zum verantwortungsvollen Journalisten, der dann eigentlich schon mehr aus dem Sport raus in Feuilleton gegangen ist und den Nachteil hatte, dass er eben in der Zukunft der Sportjournalisten nicht anerkannt oder sogar geächtet wurde, als Schöngeist abgetan wurde. Es gibt da sehr gute Journalisten, die im Sportbereich wirklich sehr gewissenhaft recherchieren, Hintergrundinformationen sammeln und nicht sofort einfach darauf losschreiben, so nach dem Motto der Verfügbarkeitsheuristik, was bekomme ich aus dem Internet, was bekomme ich aus den Printmedien oder aus anderen Medien mit und rahme mir dann meine Story eine Stufe höher ein. Es ist ja so, dass der, der den nächsten Artikel schreibt, immer eine Stufe höher gehen sollte, und daraus wird der Artikel dann wieder eine Stufe höher gezogen und der nächste setzt dann wieder einen 'drauf.

Davon haben sich einige Journalisten sehr wohltuend abgehoben, von daher müssen wir immer wieder differenzieren und wir können nicht über den Journalismus oder den Sportjournalismus als eine einheitliche Sache sprechen.

Klar ist, dass der Sportjournalismus uns eigentlich ein Leben lang begleitet, eigentlich von der Zeit, wo man lesen kann, bis zum Lebensende. Der Sportjournalismus ist quasi also ein lebenslänglicher Begleitprozess.

Ich weiß, dass wir durch die Medien im Fußballbereich sehr viele Dinge erst ermöglichen können, wenn wir uns die Zahlen anschauen, die da bezahlt werden für Übertragungsrechte oder Einladungen von irgendwelchen Sportsstarts zu Events.

So gibt es da sicherlich auch ganz klar festzustellen, dass sich eine Kommerzialisierung ergeben hat, die dann eben, wie eben schon in der Diskussion hier angeklungen ist, zu mehr Entertainment in der Sportberichterstattung geführt hat. Es führt eben alles immer mehr zu einer Konzentration auf die publikumswirksamen Sportarten, das sind eben nun mal Fußball, Formel 1 und dann geht es schon wieder abwärts, je nachdem, was aktuell in einem Land gerade passiert.

Sollte einer im Golf gerade gut spielen, gibt es z.B. kurzzeitig einen „Kaymer-Hype“, spielt jemand im Tennis gerade gut, gibt es da einen kurzen Hype.

Viele schöne wichtige Sportarten werden ausgeklammert, weil sie nicht die entsprechenden Quoten bzw. in den Printmedien die Auflagen garantieren, die fallen dann unter den Tisch. Gott sei Dank muss ich sagen, dass sich der sogenannte 1:0 Berichterstattungsjournalismus zum Teil sehr zum Positiven entwickelt hat.

Man muss lernen, mit den Journalisten umzugehen. Ich habe den Journalisten immer wieder gesagt: „Hört mal zu, wir sind alle auf dem selben Wasser, wir sind aber nicht im selben Boot. Ihr wollt Unruhe haben, wir wollen Ruhe haben.“ Und in dieser Spannungssituation, wenn Ruhe ist, dann braucht man keine Zeitung mehr rauszubringen. Über die Ruhe zu berichten ist uninteressant. Die sagen mir dann immer wieder, die Leute wollen eigentlich Berichte haben, wo sie sehen, dass es anderen noch schlechter geht als einem selbst. Das ist oft die Begründung, die ich höre. Das ist immer so ein bisschen zum Schmunzeln. Wenn du dann selber der Betroffene bist, als Einzelperson, da hatte ich ja auch eine gigantische Medienkampagne zu überstehen...

Die Frau Gisela Friedrichsen vom Spiegel - sie ist eigentlich Deutschlands angesehenste Gerichtsreporterin - sagte dazu, das sei wohl der größte Justizskandal in der Nachkriegszeit. Aber ich musste mit meiner Familie 2 Jahre da durchlaufen und als hinterher ein Freispruch herauskam, hat das keiner mehr gedruckt. Keine Zeitung hat den Freispruch mehr gedruckt. Da war die ganze Verurteilung eigentlich schon durch, bevor irgendein Urteil gesprochen wurde. Insofern habe ich das ganze Spektrum - ich bin auch hochgejubelt worden als derjenige, der neue Wege geht- also ich habe auch viele positive Dinge im medialen Bereich einstecken müssen, genauso wie negative Dinge.

Insofern habe ich gelernt, damit zu leben und umzugehen. Ich könnte höchstens hier in dieser Runde einige Erfahrungen aus meinem Leben zum besten geben, aber die journalistische Kompetenz, die sitzt glaube ich geballt rechts und links neben mir und wenn ich David Walsh vorhin gehört habe, da kann ich einfach nur den Hut vorziehen, das ist Journalismus auf höchster Ebene.

Vielen Dank für die Vorträge vorhin, wir werden sicherlich von David gleich noch andere spannende Dinge hören. Vielen Dank.



## Mr. David Walsh

Award Winning Sports Journalist; Chief Sports Writer of The Sunday Times



Michael (Michael Sokoll, the workshop moderator) mentioned a film by Stephen Frears and this is a film I have been involved with. It is in part based on a book I recently wrote, "7 deadly sins", about the Lance Armstrong story. The thing about film companies, this is my first experience and probably my last, but it has been very enjoyable; you realize that in terms of dissemination of information they are probably worse than FIFA. They really guard what they want to say and they have a message and they want it out there at the time they want it out there. The journalists who were trying to quiz Michael Garcia about his report are wasting their time; they are not going to get a thing.

When the movie company working title told me who was going to play me in the movie, they told it to me like they were telling me the greatest state secret that ever existed. I was not to tell anybody that Chris O'Dowd, the Irish actor, quite famous in Hollywood, was going to play me. I was very pleased because I have got small man syndrome; five foot six, not getting any taller. I always had a little bit of an ache because of that: big guys dominating me, you know, the usual. Well, Chris O'Dowd was six foot four and he was very good looking. Provided I do not ever go on television people may think I look like that, and that would be excellent.

Well, I told my family, because I was allowed to tell my family, that Chris O'Dowd was playing me in the movie. But I swore them to secrecy. One of our kids is Kate, she is thirty-two years of age, she lives with her partner in London. Three days after I told her that Chris O'Dowd was playing me in the movie, Kate and her partner went town to the bar on a Sunday afternoon.

They are in the bar, they are reading the newspapers and minding their own business; two people walk into the bar. There are lots of people, but they noticed these two people because they recognized the guy.

It is Chris O'Dowd. Chris is with his partner Dawn O'Porter who is quite well known in the media world in England. They go to the bar, they order a drink, they look around where they are going to sit, and there is a cubicle alongside Kate and her partner Jamie that is free. They come and sit in that cubicle. Chris O'Dowd puts his drink down, sits down and he says to Dawn O'Porter, "I have just accepted a role in a movie, it is a working title movie about Lance Armstrong and the journalist David Walsh". Dawn O'Porter, to her eternal shame, said, "Who is David Walsh?" He said, "You know that journalist, the Sunday Times guy, you know he has been on television about the Armstrong thing." And she said, "No." He said, "Anyway, I have read his book. It is a great book, I loved it". And he talks for forty-five minutes about this story and how he sees himself playing it. Kate and Jamie are transfixed. They do not say a word; they just listen.

They cannot help overhearing Chris O'Dowd talking about Kate's dad and the story and the movie. Eventually shame overcomes them for doing so much eaves dropping that they decide they should go. They go to the bathroom before leaving. In the bathroom Kate calls me and she says, "Dad, you are not going to believe this, but we have just been sitting alongside Chris O'Dowd for the last forty-five minutes and he has been talking about you." I said, "I am not going to believe it is true." She said, "We are leaving now. Do you think I should go over and say 'Hello' to him?" And I said, "Yes, why not?" She said, "Other people have been taking photographs of him and kind of intruding and I don't want to intrude." And I said, "Just go, politely introduce yourself, and move on." And she said, "OK, I will." So Kate and Jamie walk there, she is quite nervous about this, quite shy, she stands in front of Chris O'Dowd and Dawn O'Porter, with Jamie alongside of her for moral support, and she says "Chris, I just wanted to say", and then she paused for half a second, and Chris O'Dowd said, "That you and your partner want to have a foursome with us?" And she said, "No, I am David Walsh's eldest daughter." And he said "Oh f\*\*\*".

If you think I am exaggerating the story, I am not. Chris O'Dowd does an interview with the film company about making the movie. He tells that story and exactly the same details that I am telling you. It is a 100% true story.

Now, to get to the subject, the role of media to promote ethics in sports, there is a simple answer to this and I believe it is true. It is not the media's job to promote ethics in sport. The job of promoting ethics in sport lies in the hands of organizations like FIFA, like UCI in cycling, like the IAAF in athletics, like all the world bodies, like all the people who are the adult, volunteer and professional administrators in sport. It is their job to strive for proper ethics in sport. It is the media's job to examine and rigorously assess and measure how effective these organizations are in relation to ethics in sport. It baffles me how this forum is in FIFA's offices. Every person I have said to that I am coming to speak here, they said, "World Forum for Ethics' at FIFA's head office?! How can that be?" and I said, "Well, I am going to go there and see." Because you cannot walk away from a problem and say it is too great to overcome. I am here because I do believe in ethics in sport; I do believe that FIFA is being challenged.

When I heard Walter (Walter de Gregorio, Director of Communications and Public Affairs, FIFA) say that he had no problem with criticism of FIFA when it is factually based, I thought "Thank you Walter, that is incredibly generous of you to be so accepting of criticism when it is factually based." For god's sake Walter, do not pat yourself on the back for accepting criticism that is factually based.

Criticism that is factually based is necessary, it serves the people who are being criticized and it certainly serves the greater public. The thing about FIFA now, and we have seen the latest stuff that has come out and the effect of it is amazing. I am glad I am not wearing a watch. If I was wearing an expensive watch I imagine somebody would say, "Where did you get that?"

We have huge problems in sport, and my own experience of the Lance Armstrong story told me this: the media isn't very good at its job at the moment. Pretty much everything that Bernard (Bernard Thurnher, Swiss TV Commentator) said in his presentation, I agreed with. I think there is not nearly enough objectivity; I think we have allowed information to become a commodity; I think we in the media have become buyers and sellers of this commodity and that is totally wrong. We will get the interview provided we advertise the product. You can interview Wayne Rooney provided you advertise the fact that he plays with such and such boots. That is what media is doing now. We will say that we have no choice, we do have a choice! If we look at the Lance Armstrong story and we say, "How did the media do in this story?" I would say, "Appallingly." It was perfectly obvious in 1999 that this guy was a fraud. The journalists at that point needed to ask hard questions; they needed to subject UCI to rigorous questioning. It failed to do so. Because we failed to do so we had one of the great scandals in the history of sport. I accuse myself in this.

I remember in 1999 Lance Armstrong's first tour: there is a drug that we know cyclists are using. It is called EPO. We know they are using it, we know there is no test, but we know that within a year there is expected to be a test. So, the world governing body in cycling has a problem. They know the cyclists are using a drug; they cannot catch them using this drug. What they do is, they say we will measure their blood. We know the effect of this drug on the blood; it increases red cells, which increases hematocrit. What we will do is, anybody whose hematocrit is ridiculously high, over 50, we will put them out of the race and say they are a danger to themselves on a health basis. The UCI does a blood test for everybody. We, the journalists, are talking to the UCI and I say to the Chairman of the medical commission Leo Schattenberg, "Can you tell me what the average amount hematocrit is in this race?" He said, "No, that is confidential information with the cyclists." I said, "No, I don't want to know any cyclists' names, I don't want to know even the teams, just the average in the race." He said, "No, I can't give you that information."

Every journalist knows that they are concealing the truth for no good reason but to protect the false image of their sport. And we go with that. We built up Lance Armstrong to be this great hero, which he never was. Lance Armstrong could not have done it without the complicity of the world governing body in cycling, the UCI. The people who should be the role models, the president of UCI and all the people in positions of power within UCI - completely failing their sport. The sponsors - completely failing their sport. The Tour de France organization - completely failing its sport. Then it comes back to the media who should be the custodian, the last defence against this corruption; and the media, too, is buying the story and is refusing to do its job.

That may be, amongst all the failures in the Lance Armstrong story, the media's failure. It should never be forgotten or underestimated because that is a story that should never have happened.

Anybody who ever wants to go back and look at the stuff that existed in '99, the first year of Armstrong's success, go back. The question you will ask is, "How could anybody have believed this?" There was a collective failure from the sports organizations right down to journalism.

## Mr. Bernard Thurnher

Swiss TV Commentator, Sports Presenter and Showmaster



Danke sehr. Ich habe also mein Leben als Sportjournalist verbracht, 40 Jahre lang, das war toll. Ich habe aber auch einen Seitensprung in die Unterhaltung gemacht, beim Radio, sodann beim Fernsehen. Ich bin hier also sozusagen der lebende Beweis der Verschmelzung von Journalismus und Unterhaltung. Das fand ich als junger Mann und auch eine ganze Zeit toll. Unterdessen habe ich meine Meinung geändert, vielleicht nicht gerade, was mein persönliches Leben betrifft, aber was diese Verschmelzung von Information und Unterhaltung betrifft.

Ich glaube, wir stecken in einer fatalen Entwicklung. Als ich begann, da hatten die Journalisten noch informiert, sie waren Außenstehende, die irgendetwas von Außen betrachtet und nach bestem Wissen und Gewissen beurteilt haben. Heute sind die Journalisten eine Art Mitspieler, die Information ist eine Ware, diese Ware kann man kaufen, verkaufen.

Man versucht, diese Ware „Information“ für sich zu gewinnen, es gibt fast keine objektive Berichterstattung mehr, jede Information, die abgegeben wird, hat noch einen Hintergrund, einen versteckten. Die Motivation, an Information wegzugeben, ist heute sehr häufig ein zweiter, nämlich mal will entweder etwas verkaufen oder man will irgendeine Meinung beeinflussen und zwar versteckt von mir her gesehen. So ein Prototyp gibt es in den Schweizer Zeitungen, da kommen plötzlich Seiten da steht „Publireportage“ und da fragt man sich: „Was ist das“? Das ist Werbung, Werbung in redaktioneller Form. Wieso steht denn da nicht einfach Werbung?

Wenn man das feststellt, vom Gesetz her muss dieser Teil als Werbung deklariert werden, aber die Leser, die lesen, sollen nicht merken, dass es Werbung ist, deshalb hat man diesen sybillinischen Ausdruck „Publireportage“ geschaffen. Also eigentlich wird der Leser ein bisschen hinter das Licht geführt.

Das sind natürlich ein bisschen provokante Thesen, aber es ist heute alles Infotainment und nur noch sehr wenig wirklich Information. Ich könnte noch ein zweites provokantes Bild nehmen, wenn die Wahrheit, die wir natürlich alle nicht kennen, eine Zielscheibe ist, dann hat der Journalist vor 30 Jahren versucht, wenigstens versucht, die Mitte dieser Scheibe zu treffen, also die ganze Wahrheit. Das ist ihm selbstverständlich nicht gelungen. Mal ging der Pfeil nach links, mal ging der Pfeil nach rechts, mal war er ein bisschen unten. Heute habe ich aber das Gefühl, wird gar nicht mehr auf die Mitte gezielt, sondern auf den Rand der Scheibe, auf etwas, das gerade noch wahr ist, also noch nicht unwahr. Und das einem dann hilft, entweder etwas Exklusives, auf alle Fälle Süffiges, etwas, was sich gut verkauft, darzulegen und das, was alle wissen, das ist ja irgendwie auch nicht interessant. Also Wahrheit ist oftmals uninteressant und lässt sich eben schlecht verkaufen.

Das düngt mich eine fatale Entwicklung, dass man Informationen verkaufen muss und nur das süffige verkauft sich gut.

Mir ist klar, dass ich jetzt sehr pauschal gesprochen habe, aber ein bisschen Provokation darf ja wohl sein.

Vielen Dank.

## Mr. Walter de Gregorio

Director of Communications and Public Affairs, FIFA



Vielen Dank. Ich möchte mich kurzhalten mit meinen Bemerkungen, weil ich denke, dass es sicherlich interessant ist, zu diskutieren und sich auszutauschen zu diesem Thema.

Die FIFA ist für mich – und das habe ich oftmals schon gesagt – ein wunderbares Fallbeispiel, um auch die Frage nach der Glaubwürdigkeit der Medien zu stellen.

Ich sage nicht, dass all die Kritik im Falle jetzt von der FIFA – ich bin hier als Vertreter der FIFA – nicht berechtigt ist, oder dass die Aufgabe der Medien nicht ernsthaft genug ist, um dieser Frage nachzugehen.

Was meine Erfahrung in den letzten 3 Jahren, seit ich eben für die FIFA arbeite, auch mit meinem Background als ehemaliger Journalist, ist, dass die Kritiker sich oftmals das Leben sehr einfach machen.

Es ist so, wie - man kann die FIFA auch austauschen, in der Schweiz gegen bspw. Banken oder vielleicht Religion oder eine politische Partei, also mit anderen Worten, wenn ein Thema besetzt ist, wenn sich die Mehrheit der Leute eine Meinung gemacht hat, wenn man in eine Art „Bashing“ kommt, zu Recht oder zu Unrecht, dass sei dahingestellt, ich möchte das jetzt nicht hier erörtern, dann ist es extrem schwierig, aus dem herauszukommen.

Mein Kollege Bruno Kammertöns, mit dem ich auch für „Die Zeit“ sehr lange zusammengearbeitet habe, sein Chefredakteur Giovanni Di Lorenzo hat mal den sinnigen Satz geprägt: „Es braucht heute Mut, nicht im Rudel der Wölfe mitzuheulen.“ Das heißt, wenn ein Thema besetzt ist, wenn die Reputation eines Unternehmens, jetzt bspw. die FIFA oder andere Institutionen, wenn diese Reputation verloren gegangen ist, dann habe ich persönlich immer das Gefühl, dass jeder, unabhängig ob er informiert ist oder nicht, dieser Institution, wenn ich das so salopp ausdrücken darf, „ans Bein pinkeln“ darf.

Es wird selten jemand geben, der dagegen hält, denn, ob es stimmt oder nicht stimmt, die Meinungen sind gemacht und die Mehrheit wird applaudieren. Was mein Plädoyer ist oder wäre ist, dass man versucht, bei einem Thema, das sehr emotional ist, das sehr belebt ist, dass man da versucht, mit Sachlichkeit und mit einer intellektuellen Redlichkeit eben die Fragen zu beantworten, die es gibt.

Wenn wir über Moral und Ethik reden, und damit möchte ich meinen kurzen Vortrag beenden, dann hat mich – Sie haben es erwähnt – als Historiker und vor allen in Zusammenhang mit der Philosophie - immer ein Thema extrem beeindruckt und fasziniert, und das ist bis heute der Fall. Damals, als Journalist, wie jetzt, Es gibt bei allen Diskussionen, wenn es um Ethik und Moral geht, in allen Kulturkreisen und zu jeder Zeit, ob von den alten Griechen über das Mittelalter, die Inquisition und bis heute gibt es einen roten Faden, und das ist die Doppelmoral, die oftmals mitschwingt, wenn es um Moral und Ethik geht. Also in boulevardesker Sprache ausgedrückt „der Schwefelgeruch der Heuchelei“, der steigt bei solchen Diskussionen sehr schnell in die Nase. Mit dem möchte ich sagen, und damit abschließen, wenn man auch aus der FIFA herausschaut in die große Welt, wenn man ein bisschen die historischen Dimensionen anschaut, dann ist es oftmals so, dass die größten Moralisten in unserer Zeit – heute wie gestern, vielleicht auch in Zukunft - die sind, wo man immer genau hinschaut, wahrscheinlich auch das ein oder andere Problem hat. Mit dem möchte ich aber nicht sagen, und damit möchte ich ganz klar hier festhalten, das heißt nicht, dass die Kritik per se falsch ist. Das heißt nicht, im Konkreten, wenn wir über die FIFA reden, dass die Kritik konkret und sachlich im einzelnen Fall falsch ist. Was mich persönlich stört ist diese Pauschalisierung, diese Polemisierung, diese Bagatellisierung vieler ernsthafter Probleme und dieser Art, den Journalismus relativ einfach zu interpretieren. Und das ist für mich eigentlich ein Problem - und das ist ein ganz

anderes Thema und mit dem schließe ich jetzt wirklich ab - man redet heute, wenn man über den Journalismus redet, immer über die große Gefahr von Online, über die große Gefahr vom Internet, die Anzeigen brechen weg usw. Ich frage mich, ob vielleicht nicht auch die Frage der Qualität ein oder mit ein Grund ist, warum der Journalismus, die Branche insgesamt in einer Krise steckt.

Vielen Dank.

# WORKSHOP 4: WINNING UGLY? IS THERE A PLACE FOR SPORTSMANSHIP IN TODAY'S GLOBAL SPORTS SCENARIO?

## Ms. Yvonne Feri

National Councillor, Switzerland



Sport wird mehrheitlich als etwas sehr Positives dargestellt. Das ist es auch im Allgemeinen. Er treibt Menschen zu Höchstleistungen an, er verbindet über Grenzen hinweg, er fördert den Teamgeist. In Anbetracht der immer älter werdenden Gesellschaft, der weltweiten Zunahme von Krankheiten wie Adipositas und chronischen Erkrankungen und der immer grösser werdenden Herausforderungen, die der Alltag an uns stellt, ist Sport ein sehr einfaches und kostengünstiges Rezept für eine möglichst lange Gesundheit und Entspannung. Sport hilft zur Prävention von bspw. Burnouts, ist ein Ausgleich zum Beruf und ist eine Möglichkeit, sich zu entspannen. Auch wenn es öfters zu Sportverletzungen kommt und in der Schweiz deshalb das nicht ganz ernstgemeinte Sprichwort „Sport ist Mord“ weit bekannt ist. Sport nimmt zu Recht einen sehr wichtigen Stellenwert in unserer Gesellschaft ein – und das soll auch so bleiben.

Leider gibt es aber auch beim Sport – und damit meine ich das System, das Konstrukt Sport, das heisst das Gefüge, in dem Sport betrieben wird – auch immer wieder Schattenseiten. Während der Fussball-WM beispielsweise in diesem Jahr sind diese deutlich zum Vorschein gekommen. Gerade Fussball ist nicht nur eine Sportart, die Jugendliche zu mehr Bewegung motiviert, die eine ganze Nation mitfiebern lässt und einen hohen Grad an Entertainment hat. Auch Korruption, Ausnützung und Rassismus gehören zu Fussball, ebenso wie Geldgeschäfte im Allgemeinen zum Sport gehören. Und das sage ich im vollen Bewusstsein, in welchem Gebäude wir uns aufhalten. Ich wiederhole mich: Es geht mir dabei um die Kritik am Gefüge, nicht am Fussball selber.

Auch ein weiteres Beispiel macht die Schattenseiten von Sport deutlich: Die Radfahrerinnen des kolumbianischen Teams IDRD trugen bei der Toskana-Rundfahrt fragwürdigen Trikots, die den Eindruck erweckt haben, die Sportlerinnen seien von der Taille an bis zu den Oberschenkeln nackt. Das sorgte weltweit für viel Kritik und Spott und zog eine Verwarnung des Präsidenten des Radsport-Weltverbandes UCI nach sich. Meiner Meinung nach war diese Aktion aber mehr als eine missglückte PR-Aktion. Sie hat einmal mehr den schweren Stand von Frauen im Sport und den Sexismus im Sport deutlich gemacht. Ja, Sie sagen jetzt, die Frauen hätten sich weigern können, diese Trikots anzuziehen – doch, in Anbetracht des Sponsorings und Verdienstes glaube ich, wäre das nicht möglich gewesen, ohne Verträge zu gefährden.

Sport ist ein sehr männlich dominiertes Feld und gilt in vielen Kulturen als wichtiger Bestandteil von Männlichkeit. Soll heissen: Wenn man sich als Frau professionell sportlich beteiligt, wird schnell deutlich, dass es sich hier um eine Männerdomäne handelt. Es fehlen nicht nur weibliche Vorbilder, sondern es fehlt auch die gesellschaftliche, mediale und finanzielle Anerkennung der Leistungen von Sportlerinnen. Obschon es sehr viele erfolgreiche weibliche Sportlerinnen und Mannschaften mit Frauen gibt, schaffen es nur wenige an die Oberfläche des medialen Bewusstseins. Viele dieser Leistungen werden medial kaum oder gar nicht thematisiert. Machen wir einen kleinen Test: bitte nennen Sie mir drei weibliche Fussballerinnen (egal welche Liga). Und nun bitte drei männliche Fussballer. Sehen Sie; Frauen gehen leider viel zu oft vergessen in der Welt des Sports.

Das hängt oft auch mit Geschlechterrollen zusammen. Kinder lernen schon sehr früh, was als männlich und was als weiblich gilt. In unserer Kulturgeschichte werden Frauen eher dem häuslichen Umfeld zugeordnet. Nur Männern ist es erlaubt, die Welt zu erobern: Sie

dürfen arbeiten gehen und sich in der Natur bewegen. Damit ist auch professionelle sportliche Betätigung eher ein Feld der Männer. Diese Wertvorstellungen übertragen wir schon sehr früh auf unsere Kinder. Das hat Folgen und dem müssen wir uns bewusst sein.

Kein Geheimnis ist auch, dass Frauen allgemein weniger verdienen als Männer. Das gilt natürlich auch für die Domäne des Sports.

Was ich mit all diesen Beispielen deutlich machen will, ist: Sport ist nicht mehr und nicht weniger als ein Abbild unserer Gesellschaft. Sport ist eine Art Mikrokosmos, der all das veranschaulicht, was unsere Gesellschaft ausmacht- und zwar sowohl im positiven als auch im negativen. Wenn wir über Ethik im Sport diskutieren dürfen wir nicht vergessen, dass viele Probleme des Sports gesellschaftliche Probleme sind, die sich hier nur offensichtlicher zeigen. Neben bereits erwähnten Punkten seien hier auch der Alkoholkonsum und die Gewaltbereitschaft im Umfeld des Sportes zu erwähnen. Wenn wir im Bereich des Sports etwas verändern wollen, müssen wir gesamtgesellschaftlich etwas verändern. Wenn wir wollen, dass Sportlerinnen mehr Anerkennung erhalten, gleich viel verdienen wie ihre männlichen Kollegen und schon früh in den Bereich des Sports involviert werden, müssen wir gesamtgesellschaftlich entsprechende Massnahmen umsetzen und ganz allgemein in die Geschlechtergerechtigkeit und Chancengleichheit investieren. Und dabei nicht akzeptieren, dass in vielen Ländern auf dieser Welt die Frauen gewisse Sportarten nicht ausführen dürfen – vermeintlich aus religiösen Gründen, welche bei genauerer Betrachtung eher traditionelle Gründe sind.

Hier versuche ich selbst als positives Vorbild voranzugehen. Mehrmals pro Jahr nehme ich an verschiedenen Läufen in der ganzen Schweiz teil und zeige mich dabei öffentlich als Nationalrätin. Damit wird gleich zweierlei deutlich: Ich bin Politikerin und Sportlerin – und beides obschon (oder gerade weil) ich eine Frau bin. Diese Läufe nutze ich zudem auch als Sponsorenläufe für Themen, die mir am Herzen liegen und für die ich mich politisch einsetze. Für jeden gerannten Kilometer spende ich einen kleinen Betrag an eine gemeinnützige Organisation. In diesem Jahr ist das das Frauenhaus Aargau-Solothurn, das Frauen und Mädchen in Not eine Unterkunft und Schutz bietet. Damit unterstützte ich meine politische Forderung nach einem Ausbau von Frauen- und Männerhäusern in der Schweiz. Sport ist somit für mich auch ein politisches Mittel.

Ich bin überzeugt davon, dass wir im und durch Sport vieles verändern können, das sich dann auch auf die Gesellschaft niederschlägt.

**Dr. Catherine Ferrier**

Director, Executive Education in CSR, University of Geneva



I did a PhD on carbon trading, which led me to get interested in how companies and businesses deal with their impact on society and environment. Through that I am now the director of Executive Education, CSR at the University of Geneva.

I was a bit puzzled with the question (Winning ugly? Is there a place for sportsmanship in today's global sports scenario?), I thought it was a broad topic and it was quite a challenge to answer it. I started thinking, "How am I going to tackle this question from my point of view?" The more I was thinking about it, the more I could draw a parallel - sports being a big business, like Sepp Blatter reminded us this morning. I was thinking that maybe business is in a way a kind of sport. I would like to elaborate on this parallel. Winning ugly – what is that? It is actually cheating, not complying with the rules, exposing oneself or one's organization, one's company, to sanctions. More than that, to damage one's reputation and, like David Walsh reminded us by mentioning the story of Lance Armstrong: he lost much more than he actually ever won by being revealed to be doping. The same thing happens for businesses and companies.

It takes years for a company to build a reputation. That is really the base of creating any business relationship, but it takes minutes to destroy it - whenever it is found out that the company has been cheating, has been having an unfair behavior regarding human rights, regarding the environment etc. Then sportsmanship, what are we dealing with when we speak of sportsmanship? Enjoying sports for its own sake but it is also about considering fairness, ethics, respecting the rules of the game. The sports side of CSR deals with exactly the same thing; with how a company wins the game, how businesses make profit. CSR does not question the fact that companies are making profit, which is the first aim of business. It questions how the profit is made and what kind of impact on the environment and society businesses can have while making profit. CSR is about winning nicely, and winning by respecting the rules and fair play. That takes us to three major issues that are dealt with in CSR as well as in sports; those are social issues, environmental issues and governance issues.

Starting with governance and compliance, it is all about setting and respecting rules, standards, norms and values, which can have different levels of compliance. Some rules are stricter; some rules are self-adopted or soft-law, like standards for a product or fair play on the pitch. Rules can be hard-law, they can be like sports rules. If they are violated it can lead to an arbitration in sports organizations. Governance is also about fighting corruption, and it was interesting for me to see how this institution that is hosting us today has quite an extensive code of ethics with articles dealing with corruption, bribery and gifts and how people related to FIFA should deal with them.

What is really striking is the difficulty of actually implementing these codes of ethics. The same goes for businesses: it does not matter if we speak of sports or business, the same difficulty of implementing them is there, if we are to believe recent press coverage about this organization (FIFA). In sports we are facing match fixing and corruption when bidding for events locations. In business we are facing corruption in public procurement, in the supply chain while gaining access to markets, in facilitating exploitation of natural resources. A major governance issue is in the preservation of reputation, individual reputation, sportsman reputation, and organizations 'or businesses' reputation.

Another issue, and a major one too, is related to social consideration and more particularly to human rights with a whole set of issues within it. The first one being gender discrimination. We have extensively talked about women in sports and how much less coverage they get, how they are really considered less when compared to male sportsmen. We have the same thing in the business world as well. We know that in Switzerland the level of inequalities between men and women regarding salaries is still quite high. If I am correct, women salaries are in average 18% less than those of men in a country like Switzerland.



If we also consider the constitution of company boards, there is still quite strong male presence.

Look again at FIFA, the FIFA Executives Committee has 25 members. There is just one woman within those 25 members. This is also where major changes can happen if we have more women attending boards and companies or executive committees in sports bodies. It can improve the gender equality situation.

I could extend this discrepancy and discrimination to disabled people; why do the Paralympics get less press coverage than the regular sports do? I always wondered why the Paralympic games do not take place at the same time as the regular Olympics? It would really help to promote sports; disabled people are just as valuable and even more if you consider the performance people are able to exhibit. They really deserve a better coverage. From the press coverage they would collect more money to encourage the practice of sports and have better access to training.

We are talking about discrimination, there is also lot of racism and discrimination regarding sexual orientation of sports people that is still quite vivid, in spite of existing codes of ethics and press campaigns. I am thinking for instance of the UEFA campaign on respect. When you see a football match in a European championship, it has the slogan 'Respect'. Yes, it is nice to say it, but for actually doing it, there are still a lot of incidents reported of racial abuse in matches that can lead to sanctions of the teams involved. Even if the team itself is not involved but if the racial abuse had been the ones of the team fans. Sanctions can go as far as forfeiting the game or playing games without fans being present.

Human rights abuse is present, as well while organizing or preparing major sporting events such as the one in Brazil that included forced displacement of the population. People had to leave in order for new stadiums to be built. We had the same in Sochi, Russia. These major sporting events, who do they benefit? Do they benefit the local population or do they benefit the local communities? Or are local communities 'side victims' of these events? And again, it reminds us of what impact businesses can have on local communities when they are starting a major business, especially in developing countries and areas.

Another question I would like to raise connected to CSR is workers' rights in the supply chain. You have all already heard about the situation of construction workers in Qatar, which reported high number of fatalities. That makes me draw a parallel with the textile industry and last year's Bangladesh tragedy. Maybe a good thing from these disasters is that it exposes FIFA, sport bodies as well as major textile companies to their responsibility towards the supply chain, towards how their products are made, towards how the stadiums are built and in which conditions. Do you want to go and see a football World Cup, knowing that the stadium is being built by so far a thousand workers, Nepalese workers?

This is where sport institutions have leverage, the power to influence countries where these events are going to take place in such a way that the situation of these people can be improved. This is exactly the same for companies, in particular for multinational companies.

As per the environment, climate change, energy use, resource use, in particular water, think of a football world cup in Qatar which is in the middle of the desert, what is the impact on the environment there? Pollution, waste management etc., these are also big issues for the organizers and what is very important for sport institutions and organizations is to raise the standards to really reach a high level globally.

As a conclusion, is there a place for sportsmanship in today's global sports scenario? I would say, yes, definitely, because sport gets wide press coverage, for some sports, for some events at least - and this is really an important way to reach large portions of the society; particularly the youth, earlier we were mentioning education. Sportspersons are like heroes to the kids and being heroes is a big weight on their shoulders. They really have to behave and show a good example to the younger generations.

An important part to play for the sports' governing bodies is also in addressing issues of racism, discrimination, human rights, environmental protection. They have leverage to really improve the situation; they have the money, particularly here. They also can contribute to sustainable development - I will not have time to elaborate on this - but I know a sports association in Kenya, called Misa that is helping kids get out of poverty through football, through sports. Stricter rules for bigger countries could be adopted, help to raise the standards regarding human rights and environmental protection.

So yes, there is a lot to do, a lot of leverage, a lot has been done already but I guess we can expect even more from sports and sports governing bodies in particular.

## Mr. David Endt

Dutch sports journalist, author and columnist, Former team manager of FC Ajax Amsterdam



All it takes is Courage.

In the autumn of 1995 a few months after winning the Champions League with my club Ajax different thoughts were drifting through my head and my heart. I cherish a dream: that football can be a powerful unique metaphor for a united world where tolerance, acceptance, consideration and respect rule. A world like the dressing room of a football team with a mix of race, religion, politics and sexual preferences. My dream is one team where achievements and victories move everyone together towards a better world.

Based on this dream I drafted a project for schools in which role models in sports were involved by using their powerful image to teach young people ethics in a natural way. Within this school project qualities like respect, sportsmanship, acceptance of defeat, dealing with victory, racism and helping one another were the focal points.

A school week with all lessons dedicated to football, climaxing with the role models coming to the school to strengthen the message. When my plan was completed I handed it over to the directors of my club.

The plan was met with general approval and praise but there was a reluctance to realize the idea. Every four or five years as bright new directors came in I would present the plan again, alas in vain. Approval and praise would be followed by confirmation of the value of the plan but no actions would be taken.

It was in 2009 that a new major sponsor of the club, an insurance company called Aegon, saw the plan. They discovered the dusty document somewhere, got hold of the concepts and were looking for ways to combine their need to reach young people and develop the popular wave of social awareness. The plan was adopted and they set things in motion.

It had considerable success under the name Streetwise and is now an established spearhead in Ajax's social program. Of course the success of the formula made me very happy but there is so much more to do; we need to do more. The sports world has the responsibility teach humanity - ethics.

Looking back over the last three days we see that everyone has been caught up in the fascination of the Champions' league, the European football league, the peak of achievement, popularity and passion for the game. From Leningrad to Dortmund, from Istanbul to Amsterdam, and from Madrid to Zurich - you could feel the pounding heartbeat of football everywhere. Become aware of this immense power of football, of sports, powerful in terms of passion, economics, politics and commercial interests, powerful in terms of image and pride.

But let it be just as powerful in terms of ethics and moral values. Don't let these words be rejected - laughed at as some old-fashioned idea. Let ethics provide a lifeline, the basis of the creation of a harmonious society. Never let these words be overpowered by the need to win, make big money or achieve glory.

In every corner of the globe people know the importance of sports; the adjective sportsmanship derives from it. In other words fair play and sportsmanship are closely connected with ethics and moral values. In the race for victory this fundamental aspect is too often forgotten, so we need to emphasize ethics and use it through sports as an example to the world.

Ethics advertised by world's champions, with their charm and charisma as an example - realize how powerful that is. Powerful but also difficult and I will show you how difficult it is. In 2009, again the year 2009, Ajax played a match in the Europa league in Florence. We beat the opponent, Fiorentina although the victory was, I must admit, a little undeserved. Understandingly, disappointment met disillusion for the Fiorentina players, who

to our surprise, formed a double line of honor for the Ajax players. They were applauding and shaking hands showing their respect. This beautiful gesture was initiated by the coach Cesare Prandelli and made a huge impact. It was impressive.

When we played the return match, one week later, I suggested in a meeting that we should repay the act of ethics as an example of sportsmanship not only to us but to all the viewers, young and old. It was rejected. There were no obstructive regulations, no bureaucratic walls, it was only fair. It was claimed that such a gesture was not aligned with the importance of the game. Imagine we should lose the match.

Obviously, my fellow Ajax-men did not get the real message. Ajax was not prepared for ethics at that moment. It made me feel ashamed, such a mistake, such poor thinking, we did not have the courage, it just needs courage, my friends. A little courage and a little awareness. And a conviction to be an example. It is easy to advertise social responsibility and it is easy to wear a captain's band with respect. It is easy to play on a pitch surrounded by advertising panels, with the words "no racism" written on them. But the world of football should take real responsibility. Beat the conservative powers and show courage to emphasize ethics by practicing genuine respect. To be an example for the world using that immense power of image to reach and teach millions and millions of people, making ethics live, making ethics visible, daring to practice ethics. To battle for victory but help your fallen opponent back on his feet. Fight to score, but accept a goal against. Pray to win, but show respect to the winner. If you make a foul: admit it, in good sportsmanship. He, who can combine infinite effort, ambition and pride with true sportsmanship and ethics, is a real champion. It just needs courage.

**Prof. Jean-Loup Chappelet,**

Professor of Public Management at IDHEAP, Université de Lausanne



I have tried to answer the question if there is place for sportsmanship in today's global sport scenario? My answer is yes; there is place. We need a new definition of sportsmanship. In short, my answer is, let us go for safe sports, and I will explain what I mean.

I think we should start with the responsibility sports organizations carry. This is also part of the topic, "What sports organizations should do?" In general they should promote, develop, and defend sports at the local, national and international level. We are now at the FIFA headquarters. FIFA, of course, needs to defend, promote and develop football at a global level but at a national level as well. Developing sports at a national level and promoting our clubs is also very important. To develop, promote and defend sport, this would be the main duty. The question is, which sports are we talking about? Are we talking about people who play football? A kind of mass sport, also called sports for all? Or are we talking about elitist sports, only the 300 people who take part in World cups and club sports? Today, there are more and more mass sports people and it is becoming a more important part of sports than elite sports is. We have to take this into consideration.

In other words when this whole movement started at the end of the nineteenth century; sports was very different from what it is today. The question is: should we support sports? I apologize for even raising this question. My answer is: yes, we should, because the bright side of sports still exists. That is why governments, public authorities, sport organizations and businesses have supported sports for more than a century.

They have good reasons to support sports, like with supporting good health. It is scientifically proven that it reduces cancer and non-transmittable diseases, reduces weight and diabetes. It is also about moral and physical education, of course. Most schools in the world have physical education programs, which is important and has been recognized as such. Sports also favor social integration for minorities, particularly women; it also promotes understanding and peace. It was very important in the nineteenth century and remains important today.

More recently sports supports sustainable development issues, helps local communities, cities and regions' development through sporting events, facilities and activities. This is the bright side of sports and I hope it will continue to be so.

Since the end of the twentieth century, unfortunately, a dark side of sport started developing. Bill Clinton talked about the dark side of globalization, we must recognize that today there is a dark side of sport. It is becoming a problem, because if you talk about sportsmanship, people don't think well about it, they only think about the dark side of sports. For example, lead athletes doping, addiction, young people using supplements, drugs and medicine just to compete, to run; it is becoming a public health problem.

Corruption, match fixing, illegal transfers and other forms of corruptions do exist in sports, the same as in society.

Another less mentioned issue is physical and psychological violence on the youth. It goes so far as racism. These are contradictory to those good sides of sports. Racism goes against the idea of international understanding. As for corruption, it goes against the idea of moral education. Doping goes against good health. I am sure you have also heard about sports facilities and sports events becoming megalomaniac. They are starting to be a big problem.

Maybe you have heard of white elephants, those big stadiums or gymnastics halls, which are built and then not used anymore after big events. It is certainly not good for sustainable development. We should consider what

the dark sides of sports are, recognize them and see what we can do about it.

Should we stop doing sports? I don't think so. I think we should continue to invest in sports, especially at the government level, then the local, national, international, business and non-governmental organizations level and sport organizations. We should preserve the bright side of sports and at the same time fight its dark side. These are two sides of a coin. Let us think of programs we can create to preserve this bright side and fight the dark side.

We need sports organizations, which are socially responsible. This is embedded in their DNA since the beginning of their existence, more than a century ago. As I said before, sportsmanship is not such a good word anymore and we need to define it. What do we really mean by sportsmanship. I heard a few definitions before, but they were not so clear. Some people say it is about fair play. Well, if it is about fair play, why not use the term fair play? What is fair play really? Even the British might not be entirely sure; it is quite difficult to define.

I am here to promote safe sport. Safe is not only a reference to safe sex; it is also the acronym of sustainable, addiction-free, fair and ethical sports. Sports organizations, governments, public authorities, private businesses etc. should all go for safe sports. Sports, which is sustainable, addiction-free, fair and ethical.

# MODERATOR QUOTES

## Mr. Christoph Glaser

Director, World Forum for Ethics in Business GmbH



We feel the power, the joy of sports as well as the responsibility that comes along with it.

## Mr. Rutger Koopmans

Independent Advisor and Non-Executive Director, Acting CFO at Vertical Biomass CorporationbH



I used to work in the banking industry, and left. I am now a free man and am able to live by my own principles and values.

## Dr. Jana Leidenfrost

Entrepreneur & Coach; Author of the book on Leadership and Sports „Naturally performing better“



If we can have a dialogue of great minds, strong passion, with open hearts and the energy that lies in sports, I think we are really lucky.

**Ms. Janine Geigele**

Swiss Sports TV Reporter and Journalist



Fairness is under constant pressure. It is something that is highly ethical and human and carries respect and responsibility.

**Mr. Günter Conrad**

CEO, Con-First GmbH



My role is to moderate and to pull out the knowledge to make sure it will be put into proper use for future generations.

**Dr. Sanjay Pradhan**

Vice President Leadership, Learning and Innovation, World Bank



Sports today is not just a business, it is a major societal force that has the opportunity and responsibility to raise, rather than lower, ethical standards.

**Mr. Jo Leinen**

Member of European Parliament



Can we save the soul of sports in spite big money involved? It must be possible.

**Ms. Erika Mann**

Former MEP; Managing Director Public Policy, Facebook, Board of Directors at ICANN



Transparency is what we are all struggling with, in all institutions. The challenge is how to transform and how to come out of it, and that is as important as the process itself.

**Mr. Michael Sokoll**

CEO, Sokoll Communications



Where are we today in the field of sports journalism? Where will the future take us to enforce ethics in sports and promote them from the point of view of the media?



**Mr. Christian Savioz**

CEO, evolution4



What could be the price if people wanted to win at any price?

Before you start [a competition] you need to accept that you can lose. A champion is a good winner and a good loser.

# PANEL DISCUSSION: THE ROLE OF SPORTS IN SOLVING SOCIETAL PROBLEMS (IN GERMAN)

## Podiumsdiskussion:

### Moderator Bernard Thurnheer:

Ja, also die Latte liegt hoch: Was kann der Sport tun für eine bessere Gesellschaft? Ist ja ein bisschen überhöht formuliert das Ziel, das wir in dieser Diskussion haben. Ich durfte schon an einer Diskussion teilnehmen. Dort hieß die Frage, was können die Medien tun. Wir sind zum Schluss gekommen, die können nicht viel tun, und ich befürchte, dass es auch hier schwierig wird. Die Diskussion wird immer am Schluss besonders intensiv und deshalb möchte ich eigentlich auch gar keine lange Vorrede halten, immerhin unsere vier Teilnehmer schnell vorstellen, für diejenigen, die sie noch nicht kennen. Ladies First: Katarina Witt, zweifache Olympiasiegerin und seit einigen Minuten auch hat sie einen weiteren, sehr schönen Preis erhalten. Sven Hannawald, Gewinner der Deutsch-Österreichischen Vier-Schanzen Tournee, jahrelang der beste Skispringer der Welt und seit neuestem Automobilrennfahrer, ja so neu nun auch wieder nicht. Alain Sutter, Zig-facher Fußball Nationalspieler, jetzt Fernsehkommentator, Autor auch, sowie Heinz Günthardt: Es gab schon Tennis vor Roger Federer, er war lange Zeit unser Bester, seine großen Erfolge unter anderem im Doppel mit einem ungarischen Partner. Vielleicht gibt das dann auch einen netten Einstieg, wenn es hier um unser Thema geht. In der ersten Viertelstunde bei so ähnlichen Diskussionen kam eigentlich dann immer heraus, der Spitzensportler soll ein Vorbild für die anderen Leute sein, dann wird das schon klappen. Und dann frage ich mich natürlich: Katarina Witt, Sie waren mit 19 zum ersten Mal Olympiasiegerin. Wären oder waren sie nicht restlos überfordert mit so einem Ansehen, Sie müssen also nicht nur Olympiasiegerin werden oder dürfen, sondern Sie sollten gleich auch noch ein Vorbild sein. Hat man in diesem Alter, bei dieser Strenge des Trainings, bei dieser Fokussierung, hat man da überhaupt Platz für solche Gedanken?

### Katarina Witt:

Ich war erst 18 außerdem, ich glaube schon, dass man in einer gewissen Beziehung ein Vorbild ist und ich glaube, dass ist man auch als Athlet sehr gern und auch freiwillig, aber natürlich auch mit all den Ecken und Kanten, die man mitbringt, die man bei sich hat und bei denen der Sport einem vielleicht hilft, sich ein bisschen selber abzuschleifen. Und in der damaligen Zeit - man muss vielleicht trotzdem ein bisschen zurückgehen, es war die damalige DDR - hatte man natürlich auch noch gar nicht diese Form von Starrummel, den es jetzt gibt. Da hat sich auch gerade in den letzten 10 Jahren, in den letzten 20 Jahren, doch sehr viel verändert. Wo sicherlich heute auf junge Menschen noch viel mehr draufetrommelt sozusagen, auch gerade was von den Medien kommt, mittlerweile natürlich auch von den Neuen Medien, dem Internet. Jeder ist in irgendeiner Form präsent, und es findet nicht mehr alles live vor dem Fernseher statt, sondern jeder kann das live im Internet mitverfolgen. Und ich glaube, da ist das jetzt auch noch mal ein anderer Druck. Und wir hatten damals auch natürlich nicht diese Form von Star-Manias, so dass ich mich tatsächlich auf meinen Sport konzentrieren konnte, auf meine Schule. Und ich wusste allerdings auch als Sportlerin, du bist zwar jetzt Olympiasiegerin mit 18, aber du bist eigentlich 3 Tage später nach Hause gekommen und wusstest, das geht nun wieder von vorn los. Also war das auch immer, gerade für einen Athleten, gerade in dem jungen Alter, ein großer Realitäts-Check zu wissen, dass du jetzt sowieso die Gejagte bist und um so fleißiger sein musst.

Ich glaube, das hält auch viele Athleten auf dem Boden der Wirklichkeit. Aber eigentlich so ein paar Jahre später, gerade wenn sehr viele Gleichaltrige zu mir gekommen sind und gesagt haben, „Mensch, ich hab’ dich da gesehen und ich wusste, wenn du bei Olympischen Spielen bist, guckt die ganze Welt zu.“ Also hab ich mir gedacht, ich geh’ jetzt und mach’ meine Mathearbeit, oder mein Abitur, und möchte eigentlich genauso gut sein. Und das fand ich dann eigentlich schön, dass ich diese Form von Vorbild und Motivation für Schüler gewesen bin, die gesagt haben, wenn dass jemand auf so einer Bühne schafft, dann schaff’ ich das auch auf meiner kleinen olympischen Bühne in der Schule. Und das fand ich dann auch als großes Kompliment und ich bin sehr gern damit umgegangen.

### **Moderator Bernard Thurnheer:**

Ehrliche Frage an Sven Hannawald, hat man den überhaupt, wenn man das große Ziel anpeilt sportlich, hat man dann genügend Energie, um sich noch an diese Nebenschauplätze, die - wie wir wissen ja doch ziemlich wichtig sind, dass man sich damit befassen kann? Bedeutet Vorbild wenigstens ich tu' nichts Dummes, aber so richtig, wie soll ich sagen, pro-aktiv etwas Gescheites machen: Ist da überhaupt noch Zeit, Energie, Raum, Platz, Lust?

### **Sven Hannawald:**

Ich glaube, das war damals zu meiner Zeit auch noch eine andere Zeit, wo man dann doch noch, auch wenn man den ein oder anderen Erfolg erringen konnte, die Zeit gehabt hat, sich nach wie vor auch danach noch auf das Wesentliche zu konzentrieren. Z.B. hat man noch Zeit gehabt, die Familie zu besuchen. Ich denke, heute in der Zeit ist es ein bisschen schwieriger geworden, weil natürlich nebensächlich auch mit den Social-Media und allem Möglichen man auch jeden Tag aktuell sein muss.

Und ich denke, das hat sich geändert. Das, was ich damals vollbracht hatte, mit der heutigen Zeit verbinden, das könnte ich nicht, das gebe ich zu. Ich bin aber auch nicht damit aufgewachsen und deswegen habe ich einen großen Respekt vor den Leuten, die heute am Anfang nur ihren Sport machen wollen, was natürlich ein bisschen schwieriger ist. Aber im Grunde hat es damals auch wirklich Spaß gemacht und sicher gibt es auch andere Typen, die dann auch irgendwo losfliegen und den Ruhm dann richtig auskosten. Aber da komm' ich dann immer auf meine Eltern zurück, die dann für mich auch eher die Vorbilder waren, die mich dann den ganz normalen Jungen aus dem Erzgebirge sein lassen haben, der gern Ski gesprungen ist.

### **Moderator Bernard Thurnheer:**

Dann kommen sofort die Coaches ins Spiel. Heinz Günthardt, Sie waren unter anderem Coach von Steffi Graf, gab es da auch irgendwie eine Diskussion in die Richtung Schadensverhinderung oder sogar, wir denken in die positive Richtung, nicht, was soll ich nicht tun, sondern was könnte ich tun?

### **Heinz Günthardt:**

Ich weiß nicht, ob wir da unbedingt im positiven Sinne über den Tennissport sprechen können, denn das ist etwas vom Extremsten, was es gibt. Denn es wird sehr viel Geld verteilt in einer Sportart, die eine Einzelsportart ist. Das führt dazu, dass immer früher immer noch mehr trainiert wird.

Und dazu könnte ich ein Beispiel geben. Ich habe vor ein paar Monaten mit einem Vater gesprochen und dessen Tochter spielt ausgezeichnet Tennis und dann hat er mir auch erklärt, warum das so ist, dass er das Gefühl hat, die Tochter sei bereits ein bisschen weiter als die anderen im gleichen Alter.

Und zwar hatte er eine Ehefrau gewählt, die ein breites Becken hat mit kräftigen Gelenken und als sie schwanger war, hat er sie joggen geschickt im Schnee. Zuerst dachte ich, der Mann macht einen Scherz, es war aber kein Scherz.

Ein zweites Beispiel, wo jemand sagt, wer mehr spielt zu Beginn hat einen Vorteil, den die anderen nicht mehr einholen können. Auf die Frage von mir: „Was ist denn Plan B?“ hieß es: „Plan B kann es nicht geben, denn wer einen Plan B hat, konzentriert sich nicht genügend auf Plan A.“

Wir sprechen jetzt von 2 Familien, wo die Kinder noch keine 13 waren und die ganze Familie bereits von diesen Kindern lebt. Das heißt, die Kinder übernehmen eine Elternfunktion und das ist dann natürlich auch schwierig dann, wenn man von Vorbildern spricht, woher sollen die denn kommen? Außerdem werden sie so isoliert teilweise, so dass der Vater dann im Hotel auf dem Gang ist um 21 Uhr, weil man ihm auch erklärt hat, dass das Kind selbstverständlich um 21:15 Uhr im Tiefschlaf sein muss, also nicht im Schlaf, sondern im Tiefschlaf und er dafür sorgen muss, dass von draußen auch kein Lärm vom Gang ins Zimmer drängt.

Ich meine unter diesen Verhältnissen ist es natürlich sehr schwierig, wenn man dann vielleicht 17, 18 ist und Wimbledon gewinnt, ein normales Verhältnis zum Leben zu haben und als Vorbildfunktion zu dienen, außer, dass man weiß, wie man auf dem Tennisplatz siegt.

### **Moderator Bernard Thurnheer:**

Nun könnte ich mir vorstellen diese Vorbildfunktion, die beginnt dann zu wirken in den Hirnzellen, wenn man immer wieder Erfolg hat, so wie zum Beispiel Katarina Witt 2 Mal Olympiasiegerin, dann Weltmeisterin und dann ist irgendwann der vierte Europameistertitel da, schon noch irgendwann toll, aber ja es gibt noch anderes im Leben. Man gewöhnt sich dran oder umgekehrt, man hat einen totalen Misserfolg und beginnt dann vielleicht zu spüren, es gibt noch etwas Anderes. Ich könnte mir vorstellen, bei dir Alain, könnte das eventuell so gewesen sein, zu überlegen, was gibt es noch anderes außer zu gewinnen. Das tut man, wenn man immer gewinnt und es ist nichts Besonderes mehr, oder wenn man am Boden ist. Die Frage könnte ich auch Sven Hannawald stellen.

### **Alain Sutter:**

Oder man ist der Typ dazu, ich glaube, das ist auch noch eine Möglichkeit. Ich glaube, es ist sehr stark abhängig von der Persönlichkeit, wie man mit Erfolg und Misserfolg schlussendlich umgeht. Sowohl Erfolg wie Misserfolg bergen natürlich Chancen, um seine persönliche Weiterentwicklung voranzutreiben und da ist es dann schlussendlich immer wieder jedem einzelnen überlassen, wie geht er mit seinen Erfolgen und Misserfolgen um. Für mich haben Erfolge und Misserfolge, die jeder Sportler kennt, auch die ganz großen, die alle Titel gewonnen haben - jeder kennt, dass er Misserfolge erlitten hat und das sind Momente – die haben schlussendlich auch bei mir jetzt eine sehr starke persönliche Weiterentwicklung gefördert, einfach im Umgang mit dem ganzen Druck, den man sich macht, mit dieser Erfolgsgesellschaft, in der man drin lebt und sich anfängt, Gedanken zu machen, was sind die Mechanismen. Und das hat mich dann schlussendlich nach ganz vielen Jahren dazu geführt, ein Buch zu schreiben, das genau diesen Inhalt hat, weil ich mir einfach das früh, und das nicht mal nur wegen Misserfolgen, Gedanken gemacht habe über die Mechanismen, die hier am wirken sind. Weshalb und warum geht es nur ums Gewinnen jetzt im Sport. Schlussendlich ist Sport nur ein Spiegelbild der Gesellschaft; schlussendlich die Erfolgsgesellschaft, die macht nicht beim Sport halt, sondern die ist überall vertreten.

### **Moderator Bernard Thurnheer:**

Die gleiche Frage noch an Sven Hannawald. War das ein Moment, wo man nachzudenken beginnt über das Leben als solches sozuzagen, wenn man in einem Misserfolg festsetzt?

### **Sven Hannawald:**

Das hat sich natürlich nicht so gut angefühlt wie ein Erfolg, aber in meinem Empfinden wars' eigentlich für mich auch ein klares Zeichen, dass es so wie bisher nicht weitergeht und ich dann keine Diskussion hatte, was ich vielleicht doch noch anders machen kann, um es eventuell noch zu retten. Sondern da ging es meistens nicht mehr und für mich war das dann immer ein grünes Licht, dass ich jetzt endlich einen neuen Weg gehen konnte, weil für mich natürlich immer schwierig war, wenn man auf einem guten Weg ist, irgendwie noch zu wählen, geh ich da lang, wird es noch besser oder geh ich dort lang, wird es noch besser. Das war für mich immer ein bisschen schwierig, aber bei Niederlagen, obwohl sie sich schlimm angefühlt haben, war für mich eigentlich nach dem ersten Gefühl der Enttäuschung die Befreiung, dass ich jetzt endlich einen neuen Weg gehen kann.

Und das glaube ich auch ist etwas, was wir als Sportler den Leuten in der Wirtschaft mitgeben können, denn da müssen die Zahlen immer stimmen, es muss immer alles Positiv laufen. Am Ende gibt es das eben nicht und dass ist dann irgendwo das, was wir den Leuten meistens immer mitgeben können.

### **Katarina Witt:**

Ich würde gerne etwas einfügen. Fälschlicherweise redet man beim Athleten immer von Triumph und Niederlage, immer wenn der Wettkampf da ist. Der Athlet hat das eigentlich jeden Tag. Du hast jeden Tag einen Erfolg im Training oder du spürst auch jeden Tag eine Niederlage, weil das eigentlich ein ständiges Auf und Ab ist. Und ich glaube, dass das immer der Höhepunkt ist, wenn der Wettkampf ist, wenn man da versagt, ist das natürlich der schwierigste Moment.

Aber ich habe dann in meinem ganzen späteren beruflichen Leben gemerkt, dass wir als Athleten mit dieser Form von Niederlagen im täglichen Leben ganz gut umgehen können, weil wir das einfach gewohnt sind, dass es ständig eigentlich einen Gewinn gibt.

Bei uns hat man dann einen Dreifachen gelernt und die nächste Woche fall ich aber immer nur hin und denk, was ist denn jetzt los, der ging doch letzte Woche. Und eine Woche später funktioniert es wieder, und das hat jeder Sportler während seiner Karriere.

Ich glaube, für mich war das ein schönes Beispiel, gerade als ich vor 2 Jahren einen Film gedreht habe und als Schauspielerin tätig war. Und ich bin dann zu dem Regisseur hin weil ich merkte, irgendwas stimmte nicht. Ich sagte „Mensch, sag’ mir, was nicht in Ordnung ist, ich kann das besser machen, ich kann das so machen“ und der war eigentlich ganz durcheinander, weil er sagte, das hat er in seiner ganzen Karriere noch nicht gehabt, weil die Schauspielerinnen sonst eher getroffen und verletzt sind, emotional sind, wenn jemand zu ihnen kommt und sagt, du könntest das noch so und so machen, denn sie sehen das dann als Kritik.

Und wir als Athleten sind eigentlich damit aufgewachsen, dass Kritik eher etwas Positives ist, was uns weiterbringt, was uns verbessern kann. Also das war für ihn eine komplett neue Erfahrung. Ich hatte das zum Glück schon über die verschiedensten Projekte schon erlebt, dass tatsächlich das, was wir aus dem Sport mitbringen, ein unglaublich gutes Werkzeug ist, egal, was wir machen, wir sind da etwas unempfindlicher, wenn es halt Kritik ist, die berechtigt ist. Ich glaube, das ist etwas, womit Jugendliche heutzutage auch schwerer umgehen können und dass man schnell sagt, das ist ein Fehler, aber das ist kein Fehler. Vielleicht müsste man da eine andere Herangehensweise haben und das eher erst mal Chance nutzen, das Positive: „Hey, das ist gut, dass du das probiert hast. Aber versuch’ das doch mal so, dann könnte es vielleicht noch besser werden“ und dass man dann den täglichen Dingen, gerade später im beruflichen Leben, besser gewachsen ist ohne dass man immer Angst hat, dass jemand auf einen zukommt und kritisiert, sondern eigentlich man hinkommt und sagt, du könntest das besser noch machen.

### **Moderator Bernard Thurnheer:**

Es liegt im Wesen des Menschen, dass er den anderen Menschen gefallen will und erhält dann die Belohnung durch Beifall oder Lob. Und wenn dann eben Kritik kommt, ist das dann nicht so schön, oder?

### **Alain Sutter:**

Das ist klar und ich glaube, da geht es auch darum herauszufinden, wie funktioniert der Mensch dann schlussendlich. Und die Gefahr, die einfach besteht, und das ist das, was ich auch selber erlebt habe von einem fünfjährigen Kind an, das Fußball gespielt hat, sich in einem Sportunfall verwickelt hat. Und jetzt seit vielen Jahren auch als Jugendtrainer zu sehen, wie viel, was wir den Kindern auch antun, mit unserem Wahn gewinnen zu müssen, und das völlig unabhängig, von welcher Qualität man spricht. Das ist nicht mal im Kinderspitzenfußball, sondern das ist völlig in der Breite schon Gang und Gebe, dass die Kinder, für jeden Fehler den sie machen, Kritik erhalten.

Und dort gibt es meiner Meinung nach keine positive Kritik. Und schlussendlich ist jedes menschliche Wesen ein sensibles Wesen, das sich persönlich angegriffen fühlt und das fügt dem Kind Schmerz zu. Ich sage dazu immer, weshalb fragt ihr euch als Spitzensportler das später, wir haben Risiken einzugehen. Die haben als kleine Kinder wie die Ratten im Labor, an denen man Tests macht, da hat man Ratten in einem Käfig, die Tür ist offen und vor der Tür ein Stromschlag. Die Ratte geht 2 -3 Mal dorthin, es knallt. Dann stellst du den Strom ab, die Ratte geht nicht mehr ’raus. So, jetzt bei den Kindern, wenn die Fehler machen, je nachdem in welchem Umfeld sie sind und dass kann ganz subtil sein. Ich verstehe schon, was du sagen willst, aber das kann auch auf einer ganz subtilen, auf einer unterbewussten Ebene ablaufen.

### **Katarina Witt :**

Wenigstens eine Ratte mit schönem Kostüm.

**Alain Sutter:**

Genau und das ist die Gefahr. Die Gefahr kann einfach groß sein, dass die Kinder einen Schutz aufbauen und keine Fehler mehr machen wollen. Und schlussendlich im Vermeiden von Fehlern geht dann irgendwann im Prozess die Freude an dem Spiel, das man betreibt, das man als Kind immer angefangen hat, weil man Freude hat, verloren. Es geht ja schlussendlich nicht um den Erfolg, es geht nur darum, dass man das Spiel gerne hat, dass man Freude und Begeisterung empfindet bei dem, was man hat und dann kommen automatisch die besten Leistungen zustande. Wenn man auf den Platz geht, sein bestes gibt - aber auch da wieder, aus einem Weizenkorn mach' ich keine Eiche - da kann ich als Trainer oder Umfeld machen, was ich will, geht nicht. Sondern wenn ich von einem Weizenkorn verlange, dass es eine Eiche werden soll, dann habe ich Konflikte ohne Ende und das immer und immer und immer wieder. Also lass' das Weizenkorn einen wunderbaren Weizen werden, auch wenn der Eichenbaum vielleicht etwas größer wird.

**Moderator Bernard Thurnheer:**

Frau Witt.

**Katarina Witt**

Ja, ich glaube, da muss man schon ein bisschen Unterschied machen und ich sehe, wo du hinzielst. Aber es gibt tatsächlich Kinder, die sind schon so geboren und die wollen Wettkämpfe machen, die wollen auch den Wettstreit haben und ich finde, dafür gerade ist der Sport ja ein sehr positives Vehikel, um das zu haben. Und da ist natürlich die Verantwortung beim Trainer, beim Lehrer. Das ist ja auch die große Diskussion, dass auch diejenigen und natürlich die Eltern, am schlimmsten sind natürlich die Eltern, die gab es auch bei uns, die Eislaufmütter, die wahrscheinlich lieber aufs Eis gegangen wären und die Prinzessin gewesen wären, aber das nicht konnten, aber dann die Kinder das sein sollten. Und aus denen wird dann auch meistens nichts. Es wird ja doch eher aus den Kindern und Jugendlichen etwas, was auch großen Erfolg verspricht, die es auch wirklich von sich auch wollen.

**Alain Sutter:**

Aus der Eiche wird die Eiche

**Katarina Witt**

Ja aus der Eiche wird die Eiche, genau. Zum Glück bin ich Eiskunstläuferin geworden und so wurde aus einer kleinen Eisprinzessin eine Eisläuferin. Eine Schwimmerin wäre aus mir wahrscheinlich nicht geworden. Wenn meine Trainerin gesagt hätte, wir lassen mal das Eis wegschmelzen und es wird Wasser, dann wirst du eine Schwimmerin, das hätte nicht funktioniert. Aber vielleicht doch, denn ich habe immer gedacht, ich werde eine gute Tennisspielerin (Lachen). Und ja, das ist genau der Punkt, wenn man spürt, dass der Weizen, Weizen werden soll, dann soll es Weizen werden und keine Sonnenblume.

Und das ist glaube ich die Verantwortung, die man hat. Aber man soll trotzdem Kinder, so wie sie auch wollen, auch sehr fördern. Wir unterschätzen auch ganz oft den Willen der Kinder und das, was sie unbedingt möchten.

**Alain Sutter:**

Lass die Eiche eine Eiche sein.

**Katarina Witt**

Ja, gut dann ist die Eiche eine Eiche

**Heinz Günthardt:**

Ist ja durchaus immer schwierig zu unterscheiden, wenn wir jetzt den Tennis anschauen, ist es so, dass sehr viele dieser Projekte auch Erfolg haben, leider, und dazu führen, dass wir noch mehr haben, mittlerweile auch in der Schweiz. Vielleicht ein halbes Dutzend, wo die Eltern alles verkauft haben und mit dem Wohnwagen

umherziehen. Das ist ziemlich extrem. Was dann noch passiert ist, dass die Kinder eigentlich im Prinzip gar nie wählen. Sie wissen gar nicht, ob sie das möchten oder nicht. Das führt dazu, vor allem bei den Frauen, bei den Männern ist das ziemlich anders, das um den Dreh mit 19, 20, 21 was passiert. Die meisten haben dann auch, was die Leistung betrifft, einen Rückschlag. Und zwar sie überlegen sich, wer bin ich, was mach ich und so weiter. Und sehr viele davon, oder auf jeden Fall einige davon, treten sogar zurück, um sich die Option zu geben, das erste Mal in ihrem Leben zu wählen, ob sie das überhaupt tun wollen.

Erstaunlicherweise sind sie dann zuvor erfolgreich, während 2 Jahren meistens nicht, und wenn sie dann selber wählen, es nochmal zu tun, sind sie wieder erfolgreich. Jetzt ist die Frage, ja sind das wirklich erfolgreiche Projekte? Man kann ja sagen, sie sind erfolgreich. Sie haben einen Haufen Geld auf dem Konto, aber funktionieren sie in der Gesellschaft? Teilweise überhaupt nicht. Um mal einen Namen zu nennen: Jennifer Capriati hat als Teenager extrem viele Probleme gehabt und hat heute immer noch Probleme. Sie hat einen Haufen Geld auf dem Konto und viele würden sagen, auf der Tennis Tour, das war ein erfolgreiches Projekt, sie war Nummer 1 der Welt und hat vielleicht 30 Millionen auf dem Konto. Und ich glaube, wenn man die Dinge dann anschaut, dann wird es ein bisschen nebulös, wo hört die Unterstützung der Eltern auf, wo hörts' auf, wenn man nur die Möglichkeit bietet, was zu werden.

### **Katarina Witt**

Ich glaube, es dürfte sowieso nie die Motivation eines Sportlers oder Athleten sein, zumindest war es bei mir nie das, dass man berühmt werden möchte oder dass man reich werden möchte. Ich glaube, die Motivation für einen Athleten, sich täglich auch so zu quälen, ist einfach eine Leidenschaft für etwas zu entwickeln oder halt wirklich etwas Besonderes zu leisten. Vielleicht hatte ich einfach Glück, dass das bei mir der Fall war und dass es viele andere gibt, wo etwas anderes die Motivation ist. Aber ich glaube, am Wichtigsten ist dann auch die Substanz. Man sieht das ja auch heute gerade. Das ist dann auch dass, wo wir hinkommen mit der Gesellschaft. Der Sport zeigt schon, dass nur über viele Jahre Substanz, viele Jahre Training, viele Jahre Entbehrungen, man auch wirklich etwas aufbauen kann, wo währenddessen jetzt man viele Sendungen hat, wo man plötzlich ganz schnell sagt, ich werde jetzt berühmt und dann denkt man, man ist berühmt und alles kommt damit. Ich glaube, gerade der Sport ist da, etwas zu zeigen, auch wenn man einmal gewonnen hat, dass das nächste Mal jemand anderes besser sein kann. Dass heißt, man lebt vor, dass man fleißig sein muss, dass man aktiv sein muss, dass man ein Ziel vor Augen hat, dass man das mit einem Team macht. Ich glaube, da hat der Sport schon sehr viele Vorteile, um der Gesellschaft auch das Gute vorzuleben.

- Bin ich hier eigentlich die einzige, die den Sport verteidigt?

### **Heinz Günthardt:**

Nein, überhaupt nicht.

### **Katarina Witt**

Bin ich die einzige, die gute Erfahrungen gemacht hat?

### **Heinz Günthardt:**

Ich ja auch. Ich glaube, keiner von uns würde hier sitzen, wenn nicht durch den Sport. Sport war der Grund, weshalb ich morgens aufgestanden bin, weshalb ich müde ins Bett gegangen bin. Sport hat mir Disziplin beigebracht, Ziele zu setzen, sie zu erreichen, es noch mal zu versuchen, besser zu verfehlen und so weiter und sofort. Das ist ja auch der schöne Teil des Sports. Ich sage immer, es gibt da 2 Kessel, quasi der eine Kessel, der ist der gute Kessel und dann gibt es da auch noch den anderen Kessel. Zwischendurch rinnt ein bisschen von der Soße vom nicht ganz so guten Kessel halt rüber in den anderen Kessel. Und da haben wir Eltern, die Kinder fördern, die noch nicht geboren sind, überspitzt gesagt und das ist ja eigentlich das Problem, dass sich das Ganze irgendwo vermischt und über dem Ganzen, weil das eine von den Medien breitgeschlagen wird, man vergisst, welche wichtige Rolle der Sport auch in der Gesellschaft hat. Und mir hat der Sport enorm viel gegeben und ich bin ein Teil der Gesellschaft und ich bin sicher, dass es Millionen von Leuten gibt, denen der Sport auch fast alles gegeben hat.

**Katarina Witt:**

Aber vielleicht ist da auch so ein bisschen Verantwortung tatsächlich, ohne jetzt zu nahe zu treten, aber auch auf Trainerseite. Wenn ein Trainer - das beobachte ich zum Beispiel manchmal in unserem Sport - wenn ich junge Athletinnen sehe und denke, die werden das nie ganz weit schaffen, vielleicht gehört da einfach mehr Ehrlichkeit dazu, demjenigen zu sagen, auch mit den Eltern zu sprechen, „Schauen Sie mal, lassen Sie Ihr Kind vielleicht lieber Klavier spielen, vielleicht hat sie da ein Talent“ und sie da auch in andere Richtung zu bringen ohne sie zu zwingen, weil das für den Trainer vielleicht auch ökonomisch wichtig ist, denn er braucht auch sein Einkommen. Also man hat da natürlich so einen Kreislauf, aus dem man nicht so einfach ausbrechen kann. Und nur jemand, der auch ein starkes Rückgrat hat, hat diese Ehrlichkeit. Wie also im Ballett, die russischen Tänzerrinnen, wenn du nicht dementsprechend die Figur hast, das Aussehen, wo man sich auch leider die Mütter zum Teil anguckt und sagt, na ja, bei der Mama dann wirst du auch eher so eine Tänzerin, und die willst du nicht als Ballerina. Das ist da schon sehr Brutal, aber sehr ehrlich, weil am Ende tu ich vielleicht dem Jugendlichen eher einen Gefallen, als dass man sich dann über die Jahre quält für ein Ziel, was man vielleicht nie erreicht. Wobei es gerade da sehr viele Athleten gibt, die es nie ganz hoch geschafft haben. Aber alle sagen da ‚ein Glück der Sport hat mich trotzdem fürs Leben trainiert, für all das, was hinterher kommt, habe ich einfach gute Werte für mich erschaffen können.‘

**Moderator Bernard Thurnheer:**

Sven Hannawald, wie war das bei Ihnen, wollten Sie schon immer Skispringer werden, oder doch lieber Rennfahrer, und das Skispringen war so eine Zwischenstation?

**Sven Hannawald:**

Da, wo ich aufgewachsen bin, in der damaligen DDR im Erzgebirge, wo auch immer harte Winter waren, gab es das Thema Wintersport natürlich, das war die Nummer 1. Danach kam auch Fußball und irgendwelche anderen Sportarten, aber die sind ziemlich schnell untergegangen. Aber für mich war schon immer klar, da ich mit meinem Vater früher auch immer die Tournee angeschaut habe und natürlich Skifliegen angeschaut habe und auch in der Nähe in Oberwiesental der freie Pressepokal war, eigentlich der einzige internationale Wettkampf im Osten, wo wir auch zugucken konnten, wo ich dann immer die Springer gesehen habe, die ich auch im Fernsehen angeschaut habe. Für mich war das normal, dass ich das machen möchte und ich habe mich auch irgendwo relativ leicht getan und dementsprechend bin ich dann auch von mir aus drangeblieben.

Die Zeiten damals in der DDR werden ja heute dargestellt, dass wir Drill hatten und so weiter und so fort, aber ich glaube, meine Eltern standen immer hinter mir und wenn ich gesagt hätte, ich möchte nicht mehr, hätte ich aufhören können. Sprich, ich war eigentlich für alles, wo ich mich dann reingesteigert habe, auch selbst verantwortlich. Ich sitze heute nicht hier und bedauere irgend etwas, sondern am Ende sehe ich dann nur, dass ich meinen Weg gegangen bin, der mir natürlich auch Spaß gemacht hat. Ich weiß aber auch, dass es nicht nur Spaß gibt, sondern bei allem – egal, was man macht - noch eine weite Seite dabei ist, die man im Vorfeld bei irgendwas, was man anfängt, auch beachten sollte.

**Moderator Bernard Thurnheer:**

Also, wir sind uns einig, Frau Witt hat das ja schon gesagt. Wenn man etwas gern macht, dann tut man mehr dafür. Wenn man mehr dafür tut, wird man besser. Und dann, wenn man ganz gut geworden ist, als Nebeneffekt, kommt sozusagen das Berühmt sein und das Geld. Ich glaube aber, wir haben hier zwei Vertreter von zwei Sportarten, bei denen es relativ einfach ist, Geld zu verdienen. Dass dieser schöne Kreislauf nicht stimmt, bei Tennismüttern sehe ich manchmal schon Dollarzeichen in den Augen, wenn sie ihren Kindern zuschauen und im Fußball gibt es zum Beispiel Schweizer Nationalspieler, die eine ganze Familie ernähren. Nationalspieler immerhin, aber es gibt auch solche, die sind gar nicht so besonders gut und trotzdem hängen da ganz viele Existenzen dran. Also das sind zwei Sportarten, wo man auch Geld verdienen kann ohne, dass man sie gerne macht.

**Heinz Günthardt.:**

Ja, das ist richtig, das hab ich ja auch schon angesprochen. Tennis ist ja das extremste Beispiel, weil das Thema auch Frauen betrifft, die einfach instrumentalisiert werden von ihren Familien aus irgendwelchen Gründen. Da



müsste man jetzt mal untersuchen, ob die Männer einfach schwieriger zu kontrollieren sind, ob sie wilder sind, weniger hörig oder weniger Disziplin, ich weiß es nicht. Von allem ein bisschen ja, vielleicht.

Auf jeden Fall statistisch gesehen, wenn man das anschaut, sprechen wir hier hauptsächlich von Frauen. Und da kommt noch hinzu, dass es einfacher ist, im Frauentennis Spitze zu werden als im Männertennis. Wenn man dann auf die Liste der meist Verdienenden schaut, sind fast nur Tennisspieler da, Sharapova, Williams und so fort, so dass die Motivation der Eltern, auf diese Karte zu setzen, relativ groß ist.

Ich arbeite auch noch für den Schweizer Tennisverband. Was wir uns dann natürlich auch öfter mal fragen, wenn wir mit diesen Dingen konfrontiert sind, sollen wir das unterstützen oder nicht. Unsere Aufgabe ist es eigentlich, das zu unterstützen, denn das sind am Schluss die Aushängeschilder für uns. Das führt dazu, dass wieder mehr Leute Tennis spielen wollen und unsere Aufgabe ist es ja, dass die Tennisklubs voll mit Spielern sind.

Und das ist natürlich sehr schwer für uns zu sagen, „ethisch ist das nicht vertretbar“. Es ist sehr schwierig, denn wir schauen ja auch nicht so genau in die Familie rein und man kann sich vielleicht auch sagen, dem Mädchen geht es gar nicht so schlecht, denn es gewinnt ja vor einem Haufen Leuten und dann lächelt es und es scheint ja alles in Ordnung zu sein. Vielleicht ist das ein bisschen zu einfach. Und dann gibt es auch noch den zweiten Grund, warum man es auch tun kann. Es ist den, den du angesprochen hast, wenn sie es nicht schafft, ist sie vielleicht vorbereitet für das Leben. Und so bastelt man sich natürlich auch so gewisse Dinge zusammen, damit man es anschließend auch mit sich vereinbaren kann, das ist ganz logisch.

### **Moderator Bernard Thurnheer:**

Querprobe zum Fußball. Die Skispringer sind hier fein raus bei der Diskussion. Fußball kann man relativ schlecht spielen und gut verdienen.

### **Alain Sutter:**

Man kann im Fußball sehr gut verdienen, man hat aber auch eine ziemlich große Konkurrenz. Also das heißt, wenn du jetzt das Gefühl hast, ich möchte viel Geld verdienen, also werde ich Fußballer, dann wirst du relativ viele Schwierigkeiten haben, denn dazu braucht es doch sehr viel. Und ich glaube, einer, der nicht wirklich Freude und Leidenschaft bei dem empfindet, für das, was er macht, der wird so oder so nie erfolgreich sein. Denn das wird genau der sein, der die Entbehrungen, die es mit sich bringt, gar nicht auf sich nehmen wird, weil es eben Entbehrungen sind und nicht die Leidenschaft und die Freude die Antriebsfedern sind, um besser zu werden. Denn schlussendlich geht es darum - und das ist eigentlich das Wichtigste ich glaube das ist ein Schlüsselfaktor, um dann auch erfolgreich zu sein - dass man die Zeit, die man trainiert, auch genießen kann, und es nicht nur primär um das Resultat geht. Schlussendlich haben alle angefangen, Fußball zu spielen, weil sie Freude haben, gingen auf die Wiese und haben einfach ihrer Begeisterung freien Lauf gelassen.

Und das ist die Antriebsfeder, aus der schlussendlich der Erfolg führt. Dann gibt es schwierige Zeiten, wo man hart trainieren muss, wo Krafttraining ansteht, wo es vielleicht nicht so viel Spaß macht. Wenn ich da nur die Motivation Geld und Erfolg habe, dann wird das ganz schwierig. Es kann funktionieren, aber ohne diesen inneren Antrieb von Leidenschaft und Freude, für das, was ich mache, wofür ich täglich aufstehe, glaube ich ist es auch im Fußball, wo es viel Geld zu verdienen gibt, unglaublich schwierig, erfolgreich zu sein.

### **Moderator Bernard Thurnheer:**

Wir müssen wieder die Kurve kriegen zum Sportler als Vorbild für die Gesellschaft. Es gibt ja die These, das werden alle sicher sagen, der Sport ist ein Spiegelbild der Gesellschaft. Das ist dann allerdings schwierig für uns, denn wenn der Sport spiegelt, dann kann er nichts bewirken. Wenn das Verhalten im Sport nur sozusagen die Folge ist, wie die Gesellschaft tickt, also da muss man irgendwie das Ganze umdrehen, versuchen, geht das?

### **Heinz Gündhardt:**

Ja gut, wenn ich in den Spiegel schaue und ich habe Tränensäcke oder irgendetwas, dann gehe ich die nächsten Tage vielleicht früher ins Bett, rauche nicht, trinke nicht. Also ist es nicht so, dass ein Spiegelbild nichts bewirkt, das ist meine Ansicht dazu. Deshalb fand ich es auch beim letzten Panel ein bisschen einfach zu sagen, dass die Medien nicht dafür verantwortlich sind. Das ist richtig, denn die Medien können in dem Sinne nicht

implementieren. Aber sie können ein Umfeld schaffen, wo gewisse Dinge nicht kodiert werden, dass sie auch so nicht kodiert werden, dass bei gewissen Sponsoren Verträge nicht ausbezahlt werden, wie es beispielsweise bei Tiger Woods passiert ist, als er irgendwelche gesellschaftlichen Konventionen zu stark verletzt hat und die Sponsoren gesagt haben, nein, das geht nicht. Logisch ist er auch noch Amerikaner, vielleicht wäre es als Franzose gegangen, oder in Italien würden die Leute vielleicht sagen, das ist ein richtiger Kerl, ich weiß es nicht. Da sind ja auch die Kulturen unterschiedlich. Was das Problem da vielleicht ist, da beißt einer bei den Weltmeisterschaften beispielsweise, die Medien in gewissen Ländern schauen es als das an, was es ist, nämlich etwas, was unmöglich zugelassen werden kann, er wird bestraft. Aber es gibt einen Empfang in Uruguay, wo die ganzen Medien ihn trotzdem noch feiern und anschließend geht er zu Barcelona, kriegt da einen neuen Vertrag, noch höher dotiert. Ich glaube, die Medien können auch dazu beisteuern, dass gewisse Dinge, das gewisse Extrembeispiele auch entlarven werden und gewisse Leute damit mehr Mühe hätten, damit Geld zu verdienen, wenn sie sich so benehmen.

### **Moderator Bernard Thurnheer:**

Also man kann in den Spiegel schauen, wenn man dort aber das verlebte Gesicht nicht so schlecht findet, dann nützt das natürlich nichts, oder?

### **Katarina Witt**

Ich glaube, der Sport ist ein Teil unserer Gesellschaft, und jetzt kein Spiegelbild in dem Sinne, sondern ein Teil der Gesellschaft. Und der Sport sollte, wie er auch anfängt, er ist ein Spiel und sollte in irgendeiner Form auch immer ein Spiel bleiben. Auch natürlich wenn du als Weltklasse Athlet am Ende ihn sehr ernst nimmst, und wenn du beim Wettkampf antrittst, dann trittst du auch an, um zu gewinnen und nicht, um nur dabei zu sein. Zumindest, wenn du dich dann auf einer gewissen Ebene befindest, denn das ist ja der Grund, warum du dich mit anderen auf dieser Ebene misst. Ich glaube, da ist es dann gerade wieder wichtig, den Sport nicht zu wichtig zu nehmen, denn wenn dann jemand mal verloren hat, denn „hej“, am Ende sind wir alle nur Menschen und keine Maschinen. Und ich glaube da ist auch eine Verpflichtung da von der Gesellschaft, denjenigen wieder auch aufzufangen und auch mitzuhelfen aufzubauen, um das vielleicht im nächsten Jahr besser zu machen.

Denn am Ende trägt der Sport auch zu einem riesen Teil zur Unterhaltung bei. Nicht umsonst sind die Einschaltquoten zu den Fußballweltmeisterschaften, Wimbledon oder bei den Olympischen Spielen unheimlich groß, weil das die Menschen wiederum verbindet weltweit. Der Sport ist auch da wieder etwas Besonderes, weil da ohne Sprachbarriere Menschen weltweit zusammenkommen und gemeinsam etwas zelebrieren.

### **Moderator Bernard Thurnheer:**

Sven Hannawald, wo hat ihnen der Sport am meisten gebracht für die Fortsetzung des Lebens?

### **Sven Hannawald**

Ich glaube, da komme ich immer wieder auf die Tiefschläge zurück. Also wenn man ohne Tiefschläge Erfolg hat weiß man eigentlich gar nicht, was man erreicht. Man steht morgens auf, gewinnt, ist toll, steht wieder auf und gewinnt wieder. Ich glaube, wenn man das erste Mal einen Tiefschlag hat und dann wieder gewinnt merkt man erst einmal, was man wirklich erreicht hat. Und deswegen sind für mich eigentlich immer das, woraus ich am meisten gelernt habe, die Tiefschläge. Oben kann sich jeder sonnen, ob das Fußball ist oder irgendetwas anders. Das ist dann teilweise auch, wenn man nur gewinnt, toll für denjenigen. Aber ich glaube, dass er nicht so viel lernt fürs Leben, was danach, nach dem Sport natürlich dann auch kommt, als diejenigen, die dann vielleicht doch den einen oder anderen Rückschlag miteinstecken müssen. Die lernen dann auch wirklich, wie das normale Leben dann auch funktioniert.

### **Moderator Bernard Thurnheer:**

Wir sprechen eigentlich immer vom Spitzensport. Wäre die Vorbildfunktion vielleicht nicht sogar besser im sogenannten Breitensport zu finden?

**Heinz Günthardt:**

Ja sicher, aber das macht natürlich keine Nachrichten. News sind ja meistens bei Definition etwas, das noch nicht passiert ist. Das muss etwas Neues sein, sonst sind es keine News. Und dass der Breitensport gesellschaftliche Vorteile bringt und so weiter und sofort, das sind keine Nachrichten, also wird auch nicht darüber geschrieben. Was da wichtig ist - ich glaube ich kann es mal so sagen - Sport ist der größte Spaß, den man mit dem eigenen Körper öffentlich haben kann, ganz legal, und ich glaube, das ist das Wichtigste, denn das Gefühl, Sport zu treiben, ist ja eigentlich das, was dazu animieren sollte, weiterhin Sport zu treiben. Und das führt dann zu allen möglichen Dingen. Wir hatten heute hier einen Workshop, wo auch gesagt wurde, wie die Hirnaktivitäten dadurch angeregt werden, dass gewisse Happy, quasi, Hormone da entstehen und ich glaube, das ist auch die Stärke des Sports und des Breitensports.

**Katarina Witt:**

Ich glaube tatsächlich, dass der Leistungssport ja auch weiß, dass er dem Breitensport sehr viel zu verdanken hat und auch dem Breitensport viel zurück gibt. Und das ist ja gerade auch ein großes Ziel des Leistungssports, auch - den - weiterhin zu fördern und allgemein Sport sowieso. Wir alle wissen, dass Körper und Geist zusammengehören. Ob das Johan Cruyff mit Fair Play ist, der sich sehr großartig dafür einsetzt, dass Schulsport viel mehr betrieben wird, weil man einfach weiß, dass, je mehr Sport Kinder machen, desto pfiffiger sie in der Schule sind und auch viel bessere Leistungen dabei rauskommen.

Ich bin Founding Member von der Laureus Sport for Good Foundation, die jetzt 10-Jahre Jubiläum feiert und da ist es noch nicht mal der Breitensport, sondern wir versuchen, in vielen Ländern Kindern zu helfen, überhaupt Sport zu treiben. Und wir merken das auch gerade in Krisengebieten oder in Gebieten, wo die kriminelle Energie größer ist, dass den Kindern geholfen wird, wenn sie einen Anlaufpunkt haben, wenn sie gemeinsam Fußball spielen können oder nachts in ein Eisstadion gehen können und Eishockey spielen können. Da gibt es auch großes Engagement, wo man tatsächlich sieht, dass der Sport und da nicht der Leistungssport sondern der Sport, der dafür angelegt ist, dass die Kinder Freude haben, dass das auch Kindern, die sich sonst eher beharken würden, doch wenn ein Ball ins Feld gespielt wird, egal ob schwarz oder weiß, die fangen alle an zu spielen, gemeinsam. Und das ist glaube ich eine Grundlage, um eher etwas Friedliches fördern, als dass eine andere Art von Kampf gefördert wird.

**Moderator Bernard Thurnheer:**

Aber Vorbilder braucht es irgendwie oder?

**Katarina Witt:**

Ja, ich finde das auch ganz wichtig, dass es Vorbilder gibt und meine Eltern waren meine Vorbilder. Sie haben mir das vorgelebt so, wie ich auch heute ethisch durchs Leben gehe, und ohne, dass sie das jetzt bewusst gemacht haben. Sie haben einfach so gelebt. Und ich glaube, gerade viele Athleten in irgendeiner Form sind Vorbilder für viele junge Menschen und ich finde das eigentlich ganz schön. Und auch zu zeigen, dass man auch Fehler macht. Da ist es natürlich wichtig, dass die einem auch verziehen werden und in irgendeiner Form sind wir alle das kleine Stehaufmännchen, wie wir das von Herrn Daum gerade gesehen haben. Und wir kommen vielleicht als Athleten ein bisschen besser damit zurecht als andere Menschen, weil wir einfach doch von klein auf gelernt haben: Du fällst hin, du stehst auf, du fällst hin, du stehst auf und vielleicht fällt es uns dadurch im Leben ein bisschen einfacher, mit Höhen und Tiefen zurechtzukommen.

# 2014 ETHICS IN SPORTS AWARDS

## Recognizing Sustainable Success

### Announcement of Ethics in Sports Award Winners 2014

The 1st World Summit on Ethics in Sports saw the conferment of the Ethics in Sports Awards, honoring an outstanding individual, a team and organization that have demonstrated the importance of human values and ethics in life and in the sports arena. Winners were selected by the Board of Directors of the WFEB following an open call for nominations.



#### Outstanding Individual

The 2014 Ethics in Sports Award in the category “Outstanding Individual” went to famous figure-skating icon Ms. Katarina Witt, for her outstanding contributions to provide disabled children with a better, happier life through medical care and customized programs that she drives with her charity work and through the Katarina Witt Foundation.



#### Outstanding Organization

The 2014 Ethics in Sports Award in the category “Outstanding Organization” went to the Cruyff Foundation. The Cruyff Foundation has been a source of inspiration for children to overcome their limitations, exercise and rise to their full potential. For over 15 years, their goal has been to give more children an opportunity to come together and play sports, boosting their health, facilitating their integration in society, improving their quality of life and instilling in them values that will last a life-time.



#### Outstanding Teamwork

The 2014 Ethics in Sports Award in the category “Outstanding Teamwork” went to Team Tvillig, Peder and Steen Mondrup from Denmark. Peder Mondrup is the first athlete with cerebral palsy to complete an Ironman Contest with his twin brother Steen - a living inspiration of mind governing matter. Steen Mondrup is an example of physical endurance, sportsmanship and the joy of sharing. The Board of Directors of the WFEB recognized in particular their outstanding contributions to replace the ‘winning-at-all-cost mentality’ with the more important goal of working together and learning life lessons through sports.

## Background

The Ethics in Sports Award stems from the annual Ethics in Business Award conferred by the World Forum for Ethics in Business to honor individuals and companies that have demonstrated the importance of human values and ethics in life and in the business arena. The Award was instituted in 2006, and is presented annually at the International Leadership Symposium organized by the World Forum for Ethics in Business at the European Parliament in Brussels.

17 winners have received this award over the past years, previous winners include Volkswagen AG, Transparency International, HE Andris Piebalgs, European Commissioner for Development, Unilever, Mr. Luis Moreno Ocampo, First Prosecutor of the International Criminal Court, ING-Bank, TATA, Prof. Eigen, and Dr. Brigitte Mohn, Executive Board Member of the Bertelsmann Foundation.

In 2014, for the first time, the WFEB recognized outstanding sustainable contributions in the sports arena.

# ETHICS IN SPORTS AWARD – ACCEPTANCE SPEECHES

## Ms. Katarina Witt

Johann, thank you so much for your nice words, and Michael, I know it was your first time, it was very good. Very quick for a Swiss man, but very good, thank you! I want to say thank you very much, first of all, I am very honored to be part of this distinguished group of people and I have listened to the last two panels and it was very interesting for me to hear the diversity of themes. I think it is very courageous to be outspoken, to go in all the themes in details.

I know I got this award now as an individual but even though I had the chance to shine as a skater as an individual, I always knew it is teamwork and that is what is so special about sports. I was thinking of my coach, my parents, my family, my friends; I know they were such a big part of my career and I know I could have never done it without them and it is the same for the work for my charity. We are a small team but very much engaged with lots of passion and I would like to thank them and the people who have supported us financially, so we are able to put out projects for children and young people with physical disablement and we are able to really help them to get and make their lives better.

Thank you so much, this will be a great inspiration and motivation for me to keep going with this work. Thank you.

## Ms. Carol Thate

Thank you very much for this great honor and we are very proud as the Cruyff Foundation that we received this. My name is Carole Thate, I am the Managing Director of this Foundation; I am also a former Olympian in field hockey. Lisette Sevens, some of you have probably heard her in one of the workshops, she was the manager when I played in the national team in 2000 at the Olympics. And about 15 years ago I met Johann Cruyff and I had the opportunity to use his vision, his mind, to create something that ended up to be unique, which is the Cruyff Foundation. We are active at the moment for wheel-chair tennis in over 40 third world countries together with the international federation of tennis.

But we are mainly well known with the Cruyff courts. That is the concept that we put down public playgrounds in various cities in the world, in over 16 countries at the moment. We believe that those save playing fields for children are at this stage for them to not only play a nice game of sports but also for education. And on every Cruyff court we have in the world, if it is Japan, Brazil, upcoming in Argentina or Italy, we have the 14 rules of Johann Cruyff and those 14 rules are about respect, teamwork, taking up responsibility but also about being creative, trying something new. And those 14 rules we see as a great tool for professionals, for trainers, but also for parents not only to teach the children to have fun at the Cruyff court we put down, but mainly teach them something about life. So ideally, when they step outside of the Cruyff court, they use some of those rules in real life. Because we experienced that e.g. the game of football is relatively simple. If you hit the ball with your hand, the referee says it is a foul. Would those rules be much easier if those kids take a little bit of those lessons outside of the field?

So that's why we are putting down Cruyff courts now, almost 200 we put down in the world and this is a great motivation for us to continue our work, not only in Holland, not only in Spain, not only in the 16 countries that we are active in but hopefully in many more to come. Thank you to the organization for this great honor and for the attention you are giving to our organization. Thank you very much.

## Team Tvilling

This might come as a surprise, but we do not do this everyday, so I have written some things down. First of all, it is a big honor for us and we are very proud to get this award, especially because of the title, "outstanding teamwork", because that is the whole thing for us: that is the teamwork. When we race, Peter feels free and he actually forgets that he is in a wheelchair and that is my biggest motivation, as the twin with the feet. Our goal when we started this was to open people's eyes for the possibility that every man has, even if you are in a wheelchair. By doing the ironman together, we have proved that building bridges between impossible and possible makes you do almost anything together. We want to change people's views on disabled people, by connecting athletes, and disabled into the world of sports like us.

In Denmark, we started up a non-profit organization and our plan is to expand so we can buy more bikes and more wheelchairs, running-chairs, so that everybody gets a chance to feel free like Peter and for the first time maybe in 32 years, ride a bike. So, of course to make this possible, we are looking for companies or person that could find such projects interesting, so if you know anybody, let us know. Otherwise, just thank you all of you so much on behalf of us, thank you.



# THE WAY FORWARD: WFEB INITIATIVE FOR ETHICS IN SPORTS

Outcome

Generating Role Models

Increased Compliance

Awareness on Ethics

Instilling Values

Fair Competition

Action Items

Conferences

Education

Awards

Areas to Address

Shared Value / CSR

Sportsmanship

Teamwork

Respect for all

Personal Excellence / Resilience

Health consciousness

Match fixing

Doping

Transfers

Elections

Events

On the pitch

Off the pitch

Values

Governance

Guiding Principles

Human factor

Rules & Regulations

It is essential to create rules and regulations which aim to preserve the wealth of sports. Formal guidelines and their enforcement are necessary to help ensure that people make ethically sound decisions. However, ultimately, it is the individual who decides to engage in a specific behavior and to follow ethical principles. It is therefore essential that to achieve sustainable integrity in sports we need to focus on, and uplift, the individual.

Purpose / Vision

- Sports is a medium that can create a sense of unity and respect for all.
- Raise awareness on the potential of sports to promote human values and to improve physical and mental health.
- Recognize the importance of good governance, on and off the pitch, to ensure establishment of human values.









नाशिक : वर्ल्ड समीट फॉर इथिक्स इन स्पोर्ट्सच्या शिखर परिषदेस उपस्थित श्री श्री रविशंकर, डॉ. संजय प्रधान, मोरार देव, आशोक पेंतारले, रंजिता कुलकर्णी आदी.

## युवकांच्या हाती हवी बंदुकीऐवजी क्रिकेटची बॅट : श्री श्री रविशंकर

सकाळ वृत्तसेवा

नाशिक, ता. २१ : सामाजिक प्रश्न सोडविण्यात क्रोडा क्षेत्राची भूमिका टाकण्यासाठी, तसेच या क्षेत्रातील नैतिकता जपण्यासाठी झुरिच येथे प्रथमच क्रोडा, रावकारण, उदांग व शिखण आदी क्षेत्रातील

मान्यवर प्रथमच एकत्र आले होते. जगातील तरुणांत असलेली प्रचंड शक्ती खेळाच्या माध्यमातून वापरली गेली पाहिजे, असे परिषदेच्या मुख्यालयात मार्गदर्शन करताना 'वर्ल्ड समीट फॉर इथिक्स इन स्पोर्ट्स'चे सह संस्थापक श्री श्री रविशंकर यांनी सांगितले. युवकांच्या

हातात बंदुकीच्या जागी फुटबॉल किंवा क्रिकेटची बॅट दिल्यास ते जागतिक शांततेच्या दृष्टीने महत्त्वाचे पाऊल ठरेल, असे ते म्हणाले. पंतप्रधान नरेंद्र मोदी, भारतीय क्रिकेट संघाचा कर्णधार महेंद्रसिंह धोनी यांनाही या परिषदेसाठी संदेश पाठविला होता.

**ESPN FC Mundial**

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### FIFA aplaza veredicto en investigación por los Mundiales 2018 y 2022

Actualizado el 19 de septiembre de 2014

AP

**FIFA** Joachim Eckert, el juez de ética de la FIFA, anunció que el veredicto en investigación por los Mundiales 2018 y 2022 seguirá siendo postergado

**FIFA aplaza veredicto sobre 2018 y 2022**

Joachim Eckert, el juez de ética de la FIFA anunció que el veredicto en investigación por los Mundiales en Rusia y Qatar seguirá siendo postergado

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**CASE STUDIES**

### Sport summit

**22ND SEPTEMBER 2014**

Friday, September 19 saw the first World Summit of Ethics in Sport conference to bring together stakeholders, including athletes, sponsors, academics and politicians, at the headquarters of FIFA, world football's governing body.

The anti-corruption pressure group Transparency International (TI) has published an updated **Working Paper on Sport** at a time the campaign group says when key areas where sport is vulnerable to corruption are in focus: match-fixing, ethics in sport and the bidding for and hosting of big sporting events.

The campaigners stress that anti-corruption is a matter for the sports world. Sport is a global phenomenon engaging billions of people and generating annual revenues of more than 145 billion dollars. But corruption and challenges to governance threaten to undermine all the good that sport can do.

# MEDIA HIGHLIGHTS

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## FIFA ethics event puts WCup bid probe in spotlight

AP 8:45 p.m. EDT September 19, 2014

ZÜRICH (AP) — Corruption, secrecy, and a soccer world seeming awash with gifts of watches: there is no shortage of issues to discuss when FIFA decides to talk about ethics.

Soccer's governing body hosted a conference Friday aimed at setting ethical standards in sports, although it was its own problems that seemed to grab the spotlight in its glass-and-steel headquarters in Zurich.

### Katarina Witt schlägt Pascal Zuberbühler

0:54 min, vom 22.9.2014

Es passiert nicht alle Tage, dass Ex-Eiskunstläuferin Katarina Witt ein Tor gegen Pascal Zuberbühler schießt. Aber genau das ist am Wochenende eingetroffen. Allerdings landete das runde Leder auch mit Unterstützung des ehemaligen Nationaltorwarts im Netz. «Ich glaube, er war sehr freundlich zu uns Mädels», meint die Berlinerin lachend gegenüber «g&g» am Rande des «World Summit on Ethics in Sports» in Zürich.

Katarina Witt vor dem Tor

Das «World Summit on Ethics in Sports» ist ein Symposium, an dem sich Leute aus Sport, Wirtschaft und Politik treffen. Gemeinsam diskutieren sie die Frage, wie man die Moral im Sport verbessern kann. Am Freitag fand der Anlass zum ersten Mal statt; im FIFA-Gebäude in Zürich.

## FIFA faces more calls for transparency

REUTERS By Brian Homewood  
September 19, 2014 4:03 PM

By Brian Homewood

ZÜRICH (Reuters) - FIFA faced more calls for greater transparency on Friday when its own ethics investigator joined the critics and complained of a "disconnect" with the public.

Former United States attorney Michael Garcia, head of the ethics committee's investigatory chamber, said too little information was being given on cases such as the probe into the controversial bidding process for the 2018 and 2022 World Cups.

Garcia's comments, at the World Summit on Ethics in Sports in Zurich, came after FIFA president Sepp Blatter had described his organization's ethics set-up as exemplary when he opened the event.



Michael J. Garcia, Chairman of the investigatory chamber of the FIFA Ethics Committee attends a news ...



## KORRUPTIONSVORWÜRFE BEI WM-VERGABEN: ERMITTLUNGSENDE IN SICHT



### Sri Sri Ravi Shankar addresses 1st World Summit For Ethics In Sports at FIFA Headquarters

Tuesday, September 23, 2014

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**Report by India Education Bureau, Zurich:** For the first time, leading decision-makers from sports, politics, business, academics and NGOs converged in Zurich to define the role of sports in solving societal problems and to celebrate ethical sportsmanship at the World Summit for Ethics in Sports (WFES).

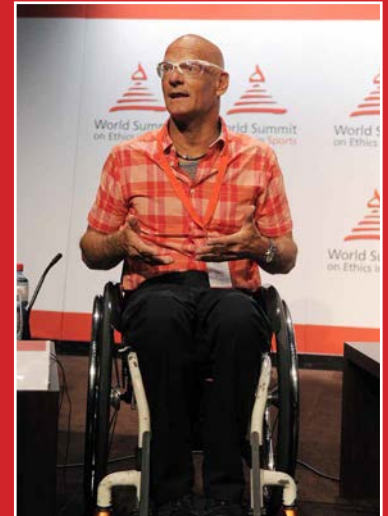
Addressing the gathering at the FIFA headquarters, Sri Sri, Co-founder World Forum for Ethics in Business, said, "The tremendous energy of the youth of the world must be channelled through sports. If we replaced guns with a football or a cricket bat, this would be a step towards global peace. Engaging athletes in peace building initiatives and in community service gives a sense of higher purpose. Sportmen having a higher cause will keep them out of depression when they are no longer playing."

This unique platform witnessed renowned sports stars like Katarina Witt, Sven Hannawald, Alan Suttar and Brazilian multiple Olympic medalist Gustavo Borges.

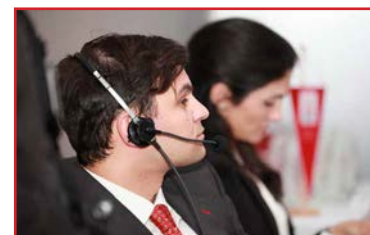
Sending his message for the summit, the Indian Prime Minister, Sh. Narendra Modi said, "I hope that the summit will be successful in disseminating the importance of ethics to the participants and the world at large."

The multi-stakeholder summit featured a mix of keynote addresses and breakout sessions to enrich participants' overall knowledge and experience and propose a substantial agenda for action. Amongst the highlights of the summit was a panel discussion between leading sports personalities; a number of issue-based, action-oriented workshops invited for in-depth debates and analysis.









The World Forum for Ethics in Business would like to thank all distinguished speakers, sponsors, partners and participants for bringing human values and ethics to the forefront of sports.

A special thanks goes to the contributors of this booklet:

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**The WFEB thanks FIFA for hosting the Summit.**





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