



MEETING REPORT

**STRATEGIC DIALOGUE
ON REMEDY**

THE HAGUE, 15 OCTOBER 2018

STRATEGIC DIALOGUE ON REMEDY IN THE SPORT AND HUMAN RIGHTS CONTEXT

PEACE PALACE, THE HAGUE, 15 OCTOBER 2018

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ABOUT THE MEETING

Sport-related human rights issues occur on the local, regional, and global level, both on and off the field, before, during, and after competitions and matches, as well as close to and far away from event venues. Adverse human rights impacts associated with sport can range from discrimination and racism, to exploitation, displacement, and impacts linked to corruption. These can affect players and athletes including child athletes, as well as communities, families and individuals attending or living in and around countries that host sport events. Every affected party has the right to effective remedy, as enshrined in a number of regional and international human rights treaties. Furthermore, the responsibility to provide effective remedy is stipulated in the UN Guiding Principles on Business and Human Rights (UNGPs), as well as the Sporting Chance Principles, to which several major international sports bodies have committed to work towards fulfilling.

A Strategic Dialogue on Remedy in the Sport and Human Rights Context was held at the Peace Palace in The Hague on 15 October 2018. The Institute for Human Rights and Business (IHRB) and the Centre for Sport and Human Rights (the “Centre”) invited 55 experts and representatives from inter-governmental and non-governmental organisations, international legal institutions, players unions, academia, and international sports governing bodies to discuss existing gaps in remedy in the world of sport and human rights and to identify solutions on how to fill these gaps.

Discussions were based on and built upon the findings of Sporting Chance White Paper 2.4 on “*Remedy Mechanisms for Human Rights in the Sports Context*” and a draft discussion paper prepared for the event (“*Mapping remedy mechanisms for sports-related human rights grievances*” - to be published in 2019). The white paper identified some strengths and challenges of state-based judicial and non-judicial, as well as operational-level, mechanisms that become relevant in addressing sport-related human rights abuses. The main challenges identified by the white paper in relation to those mechanisms were:

- an absence of a binding and standing human rights policy and capacity across international sport within major sports bodies and, as a consequence, no recourse to dispute resolution through such channels for cases related to human rights;
- a lack of a grievance mechanism provided by sports bodies to address alleged human rights violations;
- a lack of recognition and promotion by sports bodies of external dispute resolution mechanisms.

This meeting report summarises key points raised during the discussions and briefly presents key takeaways of the day.



OPENING SESSION: OVERVIEW OF EXISTING MECHANISMS

John Morrison (IHRB; Centre for Sport and Human Rights) set the focus of the day on generating concrete suggestions for how remedy for sport-related human rights violations can be improved and which roles the Centre should potentially play in that regard. The UNGPs, in particular the effectiveness criteria listed under Principle 31, as well as the Sporting Chance Principles should guide the discussions as commonly accepted standards.¹

Through video message, **Nicola Bonucci** (OECD) gave three concrete examples of mechanisms within the OECD that are of relevance to the remedy question in the sports context. First is the International Partnership against Corruption in Sport (IPACS), a multi-stakeholder platform with intergovernmental organisations. Second, the Specific Instance Procedure of OECD National Contact Points, which promote the OECD Guidelines for Multinational Enterprises and handle disputes over specific instances that arise from an alleged violation of the Guidelines. And third, the OECD Council, which brings together all OECD members, and agreed recommendations around impacts of global events in general. These recommendations recognise the social, economic and environmental benefits and impacts that hosting such events can have, as well as highlighting the challenges.

The Opening Session continued with introducing a number of existing mechanisms within the world of sport and beyond. The chair, **Lene Wendland** (OHCHR), stressed that each mechanism is part of an ecosystem of mechanisms, noting that the OHCHR has produced guidance to understand how different mechanisms work and relate to each other.²

1 All Advisory Council members of the Centre for Sport and Human Rights are committed to work towards fulfilling the [2018 Sporting Chance Principles](#), which establish a collective vision for implementing respect for human rights within the world of sport.

2 In 2014, the OHCHR has launched the 'Accountability and Remedy Project', which in three phases looked at enhancing the effectiveness of judicial mechanisms, state-based non-judicial mechanisms, and non-state-based grievance mechanisms. This project has led to a number of [reports and documents](#).

Martijn Scheltema (Pels Rijcken) reflected on the overall landscape of access to remedy for human rights violations and stressed that it is still a patchwork, made up of separate silos. While various mechanisms exist for specific groups, or indeed for specific sports events, these are however only effective and accessible to a limited extent, due to a limited scope of application in terms of what issues can be dealt with and who can bring a case. Furthermore, he suggested that the concept of a Sports Ombudsman could help affected individuals and groups navigate through this landscape by providing guidance on which mechanisms are most suitable and most effective, as well as to build capacity of existing mechanisms and other relevant stakeholders. A question is, whether such a body should also be given investigative powers.

Federico Addiechi (FIFA) gave an overview of relevant mechanisms existing within FIFA structures. Based on Article 3 of the FIFA Statutes and triggered by its commitment to the UNGPs, FIFA established a number of mechanisms³ related to its events, its role in world football, and within its internal structures. Examples are the reporting mechanisms for human rights defenders and media representatives, FIFA's Anti-Discrimination Monitoring System, or the reporting mechanism under FIFA's ethics regime. He noted that with finalising the Sustainability Strategy for the Qatar World Cup, more human rights commitments will be made and remedy will play a role in these commitments. The goal of FIFA with all its mechanisms is to make sure that there is a close interaction between the rights holder and the duty bearer.

The final speaker, **Claes Cronstedt** (International BHR Arbitration Tribunal Project), presented international arbitration as an alternative form of dispute resolution that could be of relevance to the world of sport and human rights. It could assist in closing governance and accountability gaps, due to its flexibility and speedy process. A way to incorporate international arbitration more into the world of sports would be to include arbitration agreements into all contracts related to mega-sporting events (MSEs). Ideally, these agreements should come with third party beneficiary clauses, to give affected individuals and groups direct access.

During the *discussion*, the progress made by FIFA was noted. At the same time the need to include affected groups more in finding ways to close gaps in access to remedy were voiced. It was noted that children's rights groups will be consulted for the FIFA Sustainability Strategy for Qatar. Another issue considered during the discussion is the division of public and private spheres in finding solutions. The question was raised whether the new Centre for Sport and Human Rights could play a role in helping to reconcile those spheres. Finally, the discussion focused on the existing gap between the policy that establishes and regulates certain mechanisms and the actual implementation of these mechanisms, which can also be explained by the fact that not everyone agrees on what effectiveness in terms of remedy means in the world of sport, which suggests that more dialogue, guidance and best practices are still needed.



1. ENSURING EFFECTIVE MECHANISMS ARE IN PLACE

The presentations in the first roundtable panel, chaired by **Mustafa Qadri** (Equidem Research), focused on *sports-related human rights violations for which no remedy mechanisms can be identified*. The first speaker, **Brendan Schwab** (World Players Association), gave the example of Bilqis Abdul-Qadir, a professional basketball player, who was unable to participate in her sport as a result of a prohibition on wearing a hijab during games according to FIBA regulations. Schwab remarked that even though the professional sports world comes with compulsory arbitration, there was no dispute resolution mechanism available for this case, showing that the systems in place leave gaps and many issues related to protecting fundamental rights, such as addressing cases of harassment or discrimination, cannot be dealt with adequately.

Ambet Yutson (Building and Wood Workers International) gave the example of the lack of available mechanisms for workers claiming abuses of their rights on MSE-related construction sites. This problem is in particular present in Qatar, where trade unions are not accepted and workers have no access to courts or arbitral tribunals. The Qatar Supreme Committee only addresses a small amount of cases and while progress is visible, there is still largely no prosecution of those responsible when workers have died on construction sites. Yutson also highlighted problems regarding overtime work in Tokyo, where 100 hours of work per week are allowed. While the Tokyo Organizing Committee of the Olympic Games launched a grievance mechanism to address such concerns, none of the workers seem to be aware of it.

Nancy Hogshead-Makar (Champion Women) presented the case of sexual abuse by coaches and other officials in the United States. In particular, abuse of children and the sport of swimming were emphasised. Hogshead-Makar stressed that while 8 years ago no mechanisms were available except for criminal charges, a number of administrative remedies have now been introduced. Nevertheless, in a lot of cases, victims still have nowhere to go. Without civil remedies, all efforts can be meaningless. The media can play an important role in empowering victims and raising awareness on the issue of sexual harassment, which, together with anti-doping campaigns, could be used to generate change within the Olympic system.

Mark Hovell (Mills & Reeve LLP, CAS arbitrator), reflected on the lack of available mechanisms from the perspective of a lawyer for athletes. This lack of availability is very present on the level of football clubs, which in certain countries tend to issue disproportionate fines if players breach the terms of their contract. The only mechanism they can turn to is the national football association. Hovell pointed out that since FIFA launched its anti-harassment system, some of the gaps have been closed, since the new regulations also entail provisions directly addressed to the clubs, which the CAS can directly apply.

In the *discussion*, a number of important suggestions were made on how to make changes for the better regarding remedies. Hovell stressed the importance of policy commitments from sports governing bodies, which need to trickle down to national federations and clubs. Schwab mentioned that representation of those affected and the possibility for them to organise themselves are of utmost importance. In that context, trade unions play an important role to tackle the power imbalance between those in charge and those affected. Furthermore, international sports governing bodies should use their leverage to ensure that existing standards are applied in national inspections and at the same time support periodic international joint inspections. In addition, ideas for the establishment of a worker's welfare compensation fund were mentioned.

Another issue discussed was the need to create space to listen to the voices of affected groups, in particular to those most vulnerable, such as children or migrant workers. With regard to children, the greatest challenge is that they often do not speak up. Hence, the solution won't arise from children raising cases, which is why the state has a very important role to play in filling gaps and creating adequate mechanisms. Furthermore the exposure of sports and sports-related scandals in media can help to achieve improvements, through investigating and uncovering cases and issues. Finally, a suggestion was made for the Centre to act as certifier for the effectiveness of available mechanisms. That would prevent mechanisms from self-certifying and give more guidance to those affected on what mechanisms they can rely on.



2. ADDRESSING GAPS IN ACCESS TO EXISTING MECHANISMS

The second roundtable panel, chaired by **Christy Hoffman** (UNI Global Union), focused on the identification of concrete solutions for *situations in which remedy mechanisms exist, but certain groups or individuals either do not have access, face considerable barriers in access, are not aware of how to access, or are not aware that these mechanisms exist at all.*

Minky Worden (Human Rights Watch) stressed that a holistic approach is needed for MSEs, including intervention at all possible levels, in order to close existing gaps and tackle barriers and to address broader legal, social and cultural issues associated to these events. This approach also needs to reflect on the fact that there are limits to what Local Organising Committees can do, while lessons can be learned from supply chain regulation. FIFA took remarkable steps in that regard, but these steps have to spill-over to other organisations and the confederation level. The UNGPs should be the governing authority in the ecosystem of sport, which also means that a more comprehensive understanding of the UNGPs across all stakeholders is necessary.

Judith Levine (Permanent Court of Arbitration) discussed the challenges for access to arbitration, using the example of the dispute resolution under the Accord on Fire and Building Safety in Bangladesh. Some of these challenges relate to the costs of arbitration and the adequate expertise of the arbitral panel, as well as striking the right balance between confidentiality and transparency. The biggest hurdle is that consent of all parties to the dispute is needed. This is solved in the Accord by an arbitration clause, to which all signatories gave consent by signing the Accord. However, non-signatories cannot make use of the dispute resolution under the Accord. The dispute resolution system under the Accord shows that arbitration has potential, but the discussion has to continue so that it can evolve into an appropriate mechanism for the present context. Most important in that regard is that the group of potentially impacted individuals are identified and arbitration is agreed on prior to the harm occurring.

Kacie Wallace (Athlete Ombudsman, USOC) focused on barriers of access for athletes. She stressed that the day-to-day support of athletes is key to help them cope with the pressures of an athletic career. That support entails advice on how to deal with disputes and navigate the system, through finding out what is available in terms of mechanisms and representation. However, there are not enough resources available to assist all athletes in need of support. Furthermore, access to remedy mechanisms also needs to be strengthened below the elite level.

Christine Kaufmann (University of Zurich), presented the relevant features of the OECD National Contact Point (NCP) system in the sport and human rights context. What worked well when the Swiss NCP dealt with cases against FIFA is that both parties accepted it as the available mechanism. Furthermore, the OECD Guidelines for MNEs were accepted as the reference point, which helped the negotiations to stay focused. Problems arose in connection with the information complexity and access of rights holders. However, during the negotiations both parties could educate each other about their expectations on certain roles and responsibilities. Furthermore, the advantage over court proceedings is the focus on improvements and the forward-looking perspective of the mechanism. Therefore, she concluded that a revolution is not needed and instead we should build on what we already have.

The *discussion* focused on the advantages and disadvantages of some of the mechanisms presented and how disadvantages can be addressed. The issue of consent in arbitration, for instance, could be approached in a way that the bidding for an event is interpreted as giving consent, not only to internationally-recognised human rights standards but also to any associated dispute settlement mechanism. Another approach could involve mirroring the system of mandatory arbitration, which is used in athlete contracts. The major sports governing bodies could impose mandatory arbitration on all contractors and parties involved. With regard to the NCPs, the greatest challenge is that they differ in their mandates and therefore do not operate in all situations as dispute resolution mechanisms. From the perspective of those affected, the biggest problem is still that not all have the means to raise awareness about their case, nor the means to access available mechanisms or coordinated support systems.



3. STRENGTHENING HUMAN RIGHTS CAPACITY OF EXISTING MECHANISMS

The third Roundtable panel, chaired by **Rae Lindsay** (Clifford Chance) discussed *situations in which there is an existing mechanism but it is not fully human rights-compliant*. **Antoine Duval** (ASSER Institute) took a business and human rights perspective on the Court of Arbitration for Sport (CAS). He criticised the institution for only being available to insiders and having no human rights capacity, but also raised a number of points, which speak in favour of using CAS as a remedy mechanism for sports-related human rights cases. Firstly, the CAS is a crucial actor in the sports world and all sports governing bodies are subject to it. Secondly, the recent decision of the European Court of Human Rights in the Pechstein case clarified that the CAS has to comply with human rights standards. He stressed that the Centre can work on creating more space for human rights at the CAS, but in doing so should reflect on the fact that the CAS has a greater legitimacy in dealing with human rights of athletes than in dealing with broader MSE-related human rights issues.

Jan Eijsbouts (Maastricht University), talked about arbitration in the business and human rights field. He agreed with Judith Levine and pointed out that the greatest challenge is consent of the parties. The incentive for businesses to give consent is usually their reputation or employee motivation, as well as the fear of complaints or criminal prosecution. In the sports context, the question of incentives for consent is more complex. Still, Eijsbouts stressed that it is important not to approach the world of sport as autonomously operating. In fact, all actors involved are operating in the same world as all other actors, which is why the UNGPs apply the same way. However, none of the existing mechanisms are currently fully aligned with, for instance, the effectiveness criteria as stipulated in UNGP 31.

Aisling Parkes (University College Cork), discussed the importance of capacity building for existing mechanisms to strengthen their ability to deal with cases involving children. The challenge is cases of abuses often only come to light when the affected individuals are adults, which is related to the fact that remedy mechanisms are primarily designed for adults. It is not sufficient to develop child

protection policies. Parkes gave the example of FIFA's regulation concerning youth players, which in her view constitute massive violations of children's rights. Children need to be seen as rights-holders and engaged in designing grievance mechanisms. Any mechanisms to be developed need to be geographically and physically accessible and children need to be made aware of their existence.

During the *discussion*, FIFA's human rights manager shared that FIFA is aware of the importance of child-centred mechanisms and is in the process of developing its capacity in that field and would like to learn from best practices. However, except for the UN Human Rights Office Accountability and Remedy research project, there is not much available information at a global level on existing mechanisms or guidance on how to create effective grievance mechanisms, in particular not in relation to mechanisms designed for children. It was also discussed to what extent the CAS in its current form would be considered an effective mechanism as defined under the UNGPs. The lack of human rights capacity in general, and the lack of compliance with Article 6 of the European Convention on Human Rights were identified as the biggest problems.⁴ The suggestion was made for the Centre to provide human rights training for CAS arbitrators.

4 Article 6 ECHR concerns the right to a fair trial, see [ECHR](#)



REFLECTIONS

Each roundtable panel was assigned a rapporteur, who summarised and reflected on the key issues discussed. Further to the main points of discussion outlined above, the rapporteurs each added a number of concrete suggestions and substantive remarks. Reflecting on Panel 1, **Catherine Kessedijan** (Université Paris II) noted four areas for improvement:

- Prevention, including preventive mediation, proper fact-finding, the protection of whistleblowers, insurances and due diligence;
- Proper access to justice, by empowering victims through providing multiple access points, representation, funding, and a mix of available dispute resolution methods;
- The process of dispute settlement, where evidence and fact-finding is essential, and timing as well as the reversal of the burden of proof should be considered;
- Enforcement, through legal means by ensuring that the New York Convention⁵ and the new Singapore Convention⁶ apply, but also through naming and shaming.

Reporting on Panel 2, **Dan D'Ambrosio** (DLA Piper) suggested a number of possible roles for the Centre:

- Strengthening political will of sports governing bodies to use their leverage;
- Facilitating support through promoting available mechanisms and resources, such as attorneys willing to work pro bono, public interest lawyers and clinical programmes through universities;
- Shaping a clear legal framework on how institutions can be held accountable on the one hand and defining the rights of those affected, such as athletes rights, on the other hand;
- Designing guidance/principles for each sport sector, following the example of the garment industry;
- Capacity building to have a better understanding on expectations from all stakeholders;
- Helping affected people with navigating through the landscape of remedies;
- Building capacity of athlete commissions and playing a coordinating role, to connect groups of volunteers, supporters, etc.

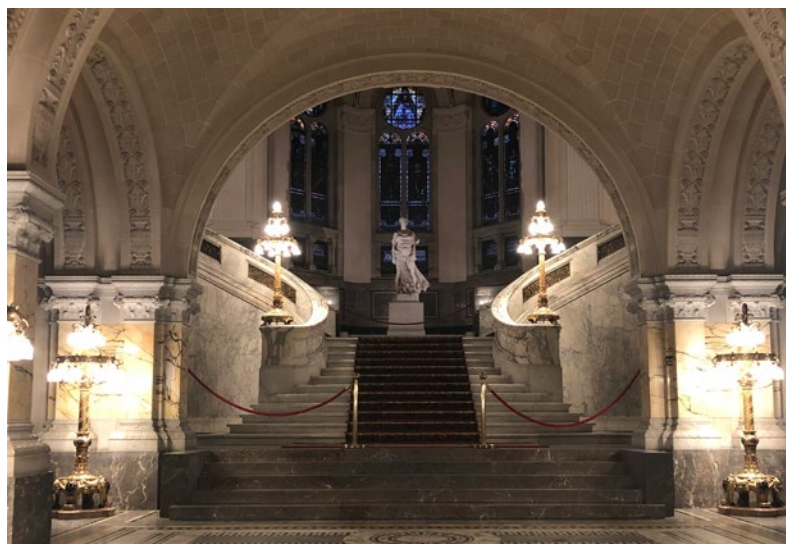
Finally, **Gigi Alford** (Sport and Rights Alliance) reflected on Panel 3 when noting the biggest challenges are substantive and procedural limitations; governance gaps which can only be closed

5 The Convention on the Recognition and Enforcement of Foreign Arbitral Awards (1958)

6 United Nations Convention on International Settlement Agreements Resulting from Mediation

if all stakeholders look at how accountability features in their work; and the lack of mechanisms for children. Alford concluded by noting that the Centre could play a role in:

- Addressing how the powers of different stakeholders can be balanced better;
- Certifying which mechanisms can live up to UNGPs effectiveness criteria;
- Offering trainings and building capacity;
- Being a repository for all sport and human rights related cases and issues that have been dealt with around the world.



CLOSING SESSION: THE ROLE OF THE CENTRE FOR SPORT AND HUMAN RIGHTS

John Morrison (IHRB, Centre for Sport and Human Rights) chaired the closing session and presented a number of remedy-related issues in which the Centre could potentially play a role:

- Act as repository for cases and instances;
- Build capacity of existing mechanisms, such as NCPs, CAS arbitrators, affected groups organisations;
- Monitor relevant stakeholders against commitments they made, such as bidders or LOCs;
- Engage in fact-finding and/or investigation in an Ombuds-type role;
- Provide expertise, through bringing experts together, policy work, and advancing legal analysis;
- Strengthen access to mechanisms;
- Conduct quality control to certify existing mechanisms are based on effectiveness criteria;
- Address the lack of mechanisms for most affected groups and groups with particular vulnerabilities, such as children or migrant workers;
- Consider running test cases;
- Consider the financial barriers facing victims, such as the implications of insurance policies.

The speakers in the closing session also shared their conclusions on the role the Centre could play in relation to these issues and the associated challenges. **Tim Noonan** (ITUC) pointed out that the biggest challenge is alignment of existing mechanisms and approaches. Currently, the network of remedy mechanisms is not very dense and the Centre could help to make this network more dense, by building on collective effort from all stakeholders and establishing a common reference point, such as the Sporting Chance Principles as a benchmark. **Maira Oliver** (BT plc) highlighted two key roles for the Centre. Firstly, it could provide guidance through creating a playbook on 'doing sports right'. It is important that sport is not treated differently than other sectors. Secondly, and as part

of the first role, the Centre could describe and unpack the different roles that different stakeholders play and how they are connected to potential human rights violations that arise in the sport context, and whether they are causing, contributing, or linked to such violations. Finally, **Patrick Gasser** (UEFA) expressed that sports governing bodies would expect guidance and evaluation from the Centre on how to effectively handle remedy related questions.

The final *discussion* made clear that the idea for the Centre to develop and operate its own remedy mechanism relating to sport is not envisaged for the time being. Nevertheless, it should have the capacity to be a safe harbour for disputing parties. The point was raised that preserving the autonomy of sport can also have a positive impact, since the current lack of international agreement on how to regulate creates space to act. While autonomy can be preserved, it should be an accountable autonomy.



ANNEX 1: AGENDA

BACKGROUND

Industry, multi-stakeholder and other collaborative initiatives that are based on respect for human rights-related standards should ensure that effective grievance mechanisms are available.

- UN Guiding Principle 30

Access to remedy is available: Effective remedy should be available to those whose human rights are negatively impacted by the activities or business relationships of the actors involved in sport, including during any stage of a mega-sporting event lifecycle. Governments, trade unions, national human rights institutions, OECD National Contact Points, corporate partners, civil society groups, and sports bodies should coordinate and collaborate on this issue.

- Sporting Chance Principle 6

Ensuring access to effective remedy in the context of sport and human rights is a key international principle. Multiple means exist to investigate and redress abuses linked to sport. However, not all mechanisms available are accessible or adequate for those that can be harmed by the sports industry. In addition, some cases of sports-related human rights abuses fall between the cracks of available mechanisms.

The Centre for Sport and Human Rights is hosting a strategic dialogue to bring together key experts and practitioners focused on identifying practical, effective, and creative recommendations toward supporting all actors to ensure access to effective remedies for sport-related human rights abuses.

The opening session of the event will focus on findings from research mapping the strengths and challenges of various means of access to remedy across the world of sport ([Sporting Chance White Paper 2.4](#)), as well as research mapping additional remedy mechanisms that are relevant for the sports context (forthcoming). The forthcoming discussion paper analyses the features of these mechanisms, including what gaps would need to be filled in order to develop a comprehensive and effective grievance process for those impacted by the world of sport.

Three roundtable panels will consider possible gaps in the current remedy landscape. They will be structured around three different scenarios: (i) situations in which there may be an absence of available mechanisms, (ii) situations in which existing mechanisms may not be accessible to affected groups, and (iii) situations in which available mechanisms may not be fully consistent with international human rights standards. Rapporteurs will summarise and draw conclusions from the panel discussions. The closing session will then reflect on the roles the Centre for Sports and Human Rights should play in relation to remedy.

PROGRAMME

09.30-09.45	<i>Arrival of Participants, Registration, Coffee</i>
09.45-10.00	<p>Opening Remarks to Frame Discussion</p> <ul style="list-style-type: none"> • John Morrison (Acting Chief Executive, Centre for Sport and Human Rights) • Nicola Bonucci (Director of Legal Affairs, OECD)
10.00-11.00	<p>Opening Session – Overview of Existing Mechanisms</p> <p><i>Purpose: The aim of this session is to provide an overview of existing grievance mechanisms that exist in the sports context and to consider what effectiveness means in sports, based on the UNGP framework.</i></p> <p><u>Speakers:</u></p> <ul style="list-style-type: none"> • Professor Martijn Scheltema (Partner, Pels Rijcken) • Federico Addiechi (Head of Sustainability & Diversity, FIFA) • Claes Cronstedt (International corporate lawyer and arbitrator, International BHR Arbitration Tribunal Project) <p><u>Chair:</u> Lene Wendland (Chief, Human Rights and Economic and Social Issues Section, OHCHR)</p>
11.00-12.15	<p>Roundtable Panel 1 – Ensuring Effective Mechanisms Are in Place</p> <p><i>Purpose: To consider situations where there may be no effective grievance mechanism available and identify possible solutions to ensure access to remedy.</i></p> <p><u>Speakers:</u></p> <ul style="list-style-type: none"> • Brendan Schwab (Executive Director, World Players Association) • Ambet Yuson (General Secretary, BWI) • Nancy Hogshead-Makar (Founder, Champion Women) • Mark Hovell (Partner, Mills & Reeve LLP / CAS arbitrator) <p><u>Chair:</u> Mustafa Qadri (Founder and Executive Director, Equidem Research)</p>
12.15-13.15:	Lunch

13.15-14.30	<p>Roundtable Panel 2 – Addressing Gaps in Access to Existing Mechanisms</p> <p><i>Purpose: To identify solutions for situations where different remedy mechanisms exist, but specific groups/individuals either do not have access to them, face considerable barriers to accessing them and/or are not aware of the mechanisms and how to access them.</i></p> <p><u>Speakers:</u></p> <ul style="list-style-type: none"> • Minky Worden (Director of Global Initiatives, Human Rights Watch) • Judith Levine (Senior Legal Counsel, Permanent Court of Arbitration) • Kacie Wallace (Athlete Ombudsman, US Olympic Committee) • Prof. Dr. Christine Kaufmann (Professor, Centre for Human Rights Studies, University of Zurich) <p><u>Chair:</u> Christy Hoffman (General Secretary, UNI Global Union)</p>
14:30-15:45	<p>Roundtable Panel 3 – Strengthening Human Rights Capacity and Rights-Compliance of Existing Mechanisms</p> <p><i>Purpose: To find solutions for situations in which there is an existing mechanism but it is not fully rights-compliant. This could include situations where there is a lack of human rights expertise of mediators or arbitrators, or the mechanism does not meet the “effectiveness criteria” of the UN Guiding Principles on Business and Human Rights.</i></p> <p><u>Speakers:</u></p> <ul style="list-style-type: none"> • Antoine Duval (Senior Researcher, ASSER Institute) • Prof. Jan Eijsbouts (Professor, Maastricht University, Project Manager International BHR Arbitration Project) • Dr. Aisling Parkes (Lecturer / Sports Law Clinic Director, University College Cork) • Jeffrey Benz (Barrister, 4 New Square & Arbitrator/Mediator, JAMS/CAS) <p><u>Chair:</u> Rae Lindsay (Partner, Clifford Chance)</p>
15:45-16:15	COFFEE BREAK

16:15-16:45	<p>Reflection on Discussions</p> <p><i>Purpose: Panel rapporteurs will present the conclusions/findings of each panels, identifying where gaps exist and suggested solutions for how to improve access to remedy in sport.</i></p> <p><u>Rapporteurs:</u></p> <ul style="list-style-type: none"> • Panel 1: Prof. Dr. Catherine Kessedjian (Professor, Université Paris II) • Panel 2: Dan D’Ambrosio (Associate, DLA Piper) • Panel 3: Gigi Alford (Coordinator, Sport and Rights Alliance) <p><u>Chair:</u> William Rook (Deputy CEO, Centre for Sport and Human Rights)</p>
16.45-17.45	<p>Closing Session – Reflections on the Implications for the Centre for Sports and Human Rights</p> <p><i>Purpose: Concluding remarks and reflections on the implications of the day’s discussion on the Centre for Sport and Human Rights – recommendations that will be made to the Centre’s Advisory Council for its meeting in Paris on 14 December 2018.</i></p> <p><u>Speakers:</u></p> <ul style="list-style-type: none"> • Tim Noonan (Director, Campaigns & Communications, ITUC) • Moira Oliver (Head of Policy & Chief Counsel, Human/Digital Rights, BT plc) • Patrick Gasser (Head of Football and Social Responsibility, UEFA) <p><u>Chair:</u> John Morrison (Acting Chief Executive, Centre for Sport and Human Rights)</p>
17.45-19.00	RECEPTION

ANNEX 2: LIST OF PARTICIPANTS

Organisation	Name
AFDP Global	Reema Asendar
Asser Institute	Antoine Duval
BT plc	Moira Oliver
Building and Woodworkers International	Ambet Yuson
Centre for Sport and Human Rights	Alison Biscoe
Centre for Sport and Human Rights	Haley St. Dennis
Centre for Sport and Human Rights	John Morrison
Centre for Sport and Human Rights	William Rook
Champion Women	Nancy Hogshead-Makar
Clifford Chance	Rae Lindsay
DLA Piper	Daniel D'Ambrosio
Equidem Research	Mustafa Qadri
FARE Network	Piara Powar
FIFA	Andreas Graf
FIFA	Federico Addiechi
Government of Switzerland	Rémy Friedmann
Government of the Netherlands	Henk Meijer
Government of the Netherlands	Iona Ebben
Government of the Netherlands	Linda Y.W. Butt
Government of the United States	James Bischoff
Human Rights Watch	Minky Worden
ILO	Ben Smith
International Arbitration Tribunal Project	Claes Cronstedt
ITUC	Loredana Carta
ITUC	Tim Noonan
Maastricht University	Jan Eijsbouts
Mills & Reeve LLP	Mark Hovell
Oak Foundation	Anastasia Anthopoulos
OECD	Nicola Bonucci
OECD	Nicolas Hachez
OHCHR	Lene Wendland
Pels Rijcken	Claire Huijts
Pels Rijcken	Martijn Scheltema
Permanent Court of Arbitration	Juana Martinez Quintero
Permanent Court of Arbitration	Judith Levine
Permanent Court of Arbitration	Markel Eguiluz Parte
Ripple Effect Consulting	Mary Harvey
Samsung Electronics	Linda Kromjong
SPINS	Dejan Stefanović

Organisation	Name
Sports and Rights Alliance	Gigi Alford
The Commonwealth Secretariat	Justin Pettit
Tillburg Law School	Daniela Heerdt
Trade Union Advisory Committee to the OECD (TUAC)	Kirsty Drew
Transparency International	Sylvia Schenk
UEFA	Patrick Gasser
UNESCO	Maria Kypriotou
UNI Global Union	Christy Hoffman
UNICEF	Lucy Amis
Université Paris II	Catherine Kessedjian
University College Cork	Dr. Aisling Parkes
University of Zurich Law School	Christine Kaufmann
USOC Athlete Ombudsman	Kacie Wallace
World Players Association	Brendan Schwab
World Players Association	Matthew Graham

MEETING REPORT
STRATEGIC DIALOGUE ON REMEDY

