CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

England & Wales · Charity number 1187647

Details

Status	Registered
Legal form	Charitable company
Company number	11422595
Registered	2020-01-29
Register	View on the Charity Commission register

Contact

Address	19c Commercial Road Eastbourne East Sussex BN21 3XE
Phone	0041 22 548 34 41
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Website	https://www.sporthumanrights.org/

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Activities

Objects: THE CHARITY'S OBJECTS ("OBJECTS") ARE SPECIFICALLY RESTRICTED TO THE FOLLOWING:TO PROMOTE HUMAN RIGHTS (AS SET OUT IN THE UNIVERSAL DECLARATION OF HUMAN RIGHTS AND SUBSEQUENT UNITED NATIONS CONVENTIONS AND DECLARATIONS) WITHIN THE WORLD OF SPORT (IN ACCORDANCE WITH THE SPORTING CHANCE PRINCIPLE) THROUGHOUT THE WORLD BY ALL OR ANY OF THE FOLLOWING MEANS:1. MONITORING ABUSES OF HUMAN RIGHTS2. OBTAINING REDRESS FOR THE VICTIMS OF HUMAN RIGHTS ABUSE;3. RELIEVING NEED AMONG THE VICTIMS OF HUMAN RIGHTS ABUSE4. RESEARCH INTO HUMAN RIGHTS ISSUES;5. PROVIDING TECHNICAL ADVICE TO GOVERNMENT AND OTHERS ON HUMAN RIGHTS MATTERS;6. CONTRIBUTING TO THE SOUND ADMINISTRATION OF HUMAN RIGHTS LAW;7. COMMENTING ON PROPOSED HUMAN RIGHTS LEGISLATION;8. RAISING AWARENESS OF HUMAN RIGHTS ISSUES;9. PROMOTING PUBLIC SUPPORT FOR HUMAN RIGHTS;10. PROMOTING RESPECT FOR HUMAN RIGHTS AMONG INDIVIDUALS AND CORPORATIONS AND OTHER ORGANISATIONS AND ENTERPRISES;11. INTERNATIONAL ADVOCACY OF HUMAN RIGHTS;12. ELIMINATING INFRINGEMENTS OF HUMAN RIGHTS.IN FURTHERANCE OF THAT OBJECT BUT NOT OTHERWISE, THE DIRECTORS SHALL HAVE POWERTO ENGAGE IN POLITICAL ACTIVITY PROVIDED THAT THE DIRECTORS ARE SATISFIED THAT THE PROPOSED ACTIVITIES WILL FURTHER THE PURPOSES OF THE CHARITY TO AN EXTENT JUSTIFIED BY THE RESOURCES COMMITTED AND THE ACTIVITY IS NOT THE DOMINANT MEANS BY WHICH THE CHARITY CARRIES OUT ITS OBJECTS.

Activities: The Centre for Sport and Human Rights is a human rights organisation for the world of sport who's role is to work towards a world of sport that fully respects human rights through collective action and through the promotion of the Sporting Chance Principles.

Classification

- **How:** Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** The General Public/mankind

Geography

- Switzerland
- United States
- Throughout England And Wales

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Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£2,355,211	£2,795,937	£1,275,302	9
2023-12-31	£3,737,187	£2,653,558	£1,716,028	8
2022-12-31	£1,077,927	£1,606,369	£632,399	10
2021-12-31	£2,186,272	£1,542,859	£1,160,841	10
2020-12-31	£1,599,123	£1,119,258	£517,428	5

Trustees

Name	Role	Appointed
Beatrice Nanyinza Mwila		2025-09-15
David Alfrey		2025-09-15
Dr Olawale Maiyegun		2025-09-15
Erica Puppo		2025-09-15
Ewa Staworzynska		2025-09-15
LUKE SOUTHALL		2025-09-15
Lene Wendland		2025-09-15
Mayrilian Cruz Blanco		2025-09-15
Moira Thompson Oliver		2021-07-08
Moya Dodd		2025-09-15
Philip Jennings		2021-07-08
Rebecca Edwards		2025-09-15
Vincent Gaillard		2021-07-08

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CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

England & Wales - Charity number 1187647

Accounts

REGISTERED COMPANY NUMBER: 11422595 (England and Wales)
REGISTERED CHARITY NUMBER: 1187647

REPORT OF THE TRUSTEES AND

AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

FOR

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

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CENTRE FOR SPORT AND HUMAN RIGHTS
LIMITED

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2024

The trustees who are also directors of the charitable company for the purposes of the Companies Act 2006, present their report with the financial statements of the group and parent charitable company for the year ended 31 December 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Centre for Sport and Human Rights is a human rights organisation for the world of sport.

Sport is one of the most visible global forces in society, capable of inspiring progress, driving prosperity, shaping shared values, and bringing communities together with a promise of unity, excellence, and inspiration. Yet behind the spectacle and the unparalleled potential as a social good, sport too often fails to live up to this promise.

Sport exists in the same cultural, economic and political environment as any other social phenomenon. Despite longstanding efforts to promote safety, fairness and inclusion, harms such as abuse, exploitation, discrimination, harassment, and exclusion persist at every level, from grassroots sport to global mega-events.

These are not isolated incidents but symptoms of broader social challenges that are exacerbated by systemic issues in how sport is governed, commercialised, and delivered. The stakes are rising as sport becomes more powerful, profitable, and politically significant, placing new pressures on institutions to demonstrate integrity and responsibility.

As a global social force, sport exists as an ecosystem that depends on and is influenced by many institutional actors. At the centre of this ecosystem are the people for whom sport exists and without whom it cannot exist - people whose rights must be protected and respected.

Without sustained collaboration across this ecosystem - grounded in collective action and shared principles and facilitated by specialist knowledge and expertise - sport cannot be an authentic driver of social good and human empowerment.

While some leading organisations are taking steps to address the harms and risks to people that exist in sport, progress remains uneven. Many actors lack the knowledge, resources, tools, opportunity for dialogue and cooperation and shared standards needed to act consistently and effectively. Fragmented initiatives, knowledge gaps, reputational concerns, and short-term pressures often get in the way of lasting change.

Rather the world of sport risks perpetuating and exacerbating harms and abuses to the very people - athletes, fans, workers and the public as a whole - to whom it promises so much.

The Centre exists so that actors in the global sport ecosystem work together to overcome this gap between the promise and the reality of sport.

The vision of the Centre is a world of responsible sport and its mission is to work with all actors to make responsible sport a reality. From everyday sport to the biggest international events, our mission is to ensure that sport prevents harm and abuse from occurring, makes things right if people are affected, and uses its unique place in society to protect, promote, and advance human rights.

A venture building on decades of work by many parties, the Centre the work of the Centre is underpinned by a commitment to international human rights and labour standards. The application of these standards to sport is articulated in the Sporting Chance Principles, based on the UN Guiding Principles on Business and Human Rights (UNGPs) and other key human rights instruments, developed in consultation with a wide range of stakeholders and embedded through the Centre's work.

The intentions of the organisations that came together to establish the Centre were set out in a joint statement by the UN Office of the High Commissioner for Human Rights (OHCHR), the International Labour Organization (ILO), the International Trade Union Confederation (ITUC), and the International Organisation of Employers (IOE), together with the Government of Switzerland (Federal Department of Foreign Affairs (FDFA)); the Commonwealth Games Federation (CGF); Human Rights Watch (HRW); the World Players Association (World Players); and the Institute for Human Rights and Business. The statement declares that "the Centre shall:

1. Seek to realise a world of sport that fully respects, upholds and promotes human rights in accordance with the Sporting Chance Principles.

2. Be independent, rooted in international human rights standards, and committed to advancing the human rights agenda linked to sport at all levels.

3. Work collectively by engaging and supporting the efforts of all actors in the global sport ecosystem, including people and communities affected by sport, sports bodies, sport event organisers, governments, intergovernmental organisations, sponsors, broadcasters and other commercial partners, civil society including trade union representatives and members, and employers and their associations.

4. Prioritise the rights of affected persons and groups in the Centre's strategy and activities, focusing on those who make sport happen: athletes, workers, fans, communities, volunteers, officials, and the press.

5. Influence and convene actors across the entire sport ecosystem and harness their collective commitments and efforts to effectively address urgent and complex human rights challenges affecting people involved in and impacted by sport, and involve them in the solutions.

6. Foster positive opportunities that generate sustainable societal change by generating awareness, building capacity and creating shared value throughout the world of sport.

7. Act in accordance with, uphold and collectively nurture the values of being trustworthy, legitimate, innovative, collaborative, and enabling.

8. Create safe spaces for courageous and ambitious dialogue and brave and bold collective action rooted in international human rights standards, mobilising all actors in sport.

9. Catalyse an emerging field on sport and human rights, continually scanning the horizon to develop evidence and strategies to address the challenges and opportunities ahead.

10. Commit to implementing the highest standards of good governance, independence, transparency and accountability.

11. Be evidence-led and grounded in existing bodies of credible research and knowledge.

12. Provide publicly accessible resources and services as a public good.

13. Seek to work through consensus in all formal bodies of the Centre while at all times upholding the independence of the Centre."

Significant activities

The Convergence 2025 strategy defined nine collective outcomes which define progress toward the Centre's overall objective of promoting human rights in sport and thereby achieving a world of responsible sport. They are:

A. Knowledge - Through the voices of affected groups, consistent evidence-based and positive impact cases, the sport ecosystem is aware of sport's potential and actual harms and commits to prevent them.

B. Leadership - Sports bodies and sporting events organisers conduct human rights due diligence, and in consultation with affected groups, change harmful and discriminatory policies and practices and implement prevention policies and mechanisms.

C. Culture - Sports bodies and sporting events organisers cultivate, practice and promote a "do no harm" ethos and environment.

D. Regulation - All governments and sports bodies have regulations in place which ensure access to effective remedy and accessible grievance mechanisms for individuals who experience abuses linked to sport.

E. Representation - Affected groups involved in sport have awareness of their rights, voice and access to widely available representation, support to ensure meaningful engagement, and sports bodies are equipped to properly address remedy.

OBJECTIVES AND ACTIVITIES

F. Resolution - Effective and enduring human rights compliant judicial and non-judicial adjudication mechanisms are in place at national, transnational and international levels to address sport related harms. Lessons are captured to ensure systemic change.

G. Promotion - Human rights is harnessed for sport to do no harm and sport is harnessed to promote human rights in specific areas such as nondiscrimination, freedom of expression, and participation in decision-making, among others.

H. Development - Sports bodies and sporting events have the tools to be enablers of sustainable development and become more sustainable by embedding human rights commitments and practices.

I. Legacy - Sporting events and programmes leave a sustainable positive human rights legacy for people and communities in host cities/nations/ countries, while positively influencing systemic changes in wider society.

In pursuing its objectives and aims, the Centre's approach is inspired by Professor John Ruggie's definition of "principled pragmatism" - which entails directing efforts to where it can deliver most effectively for people. In Ruggie's words this means: "An unflinching commitment to the principle of strengthening the promotion and protection of human rights as it relates to businesses, coupled with a pragmatic attachment to what works best in creating change where it matters most-in the daily lives of people."

In its strategy Convergence 2025, the Centre applied this approach to defining five priority activity areas to achieve the outcomes described above:

(1) Nurture Thought-Leadership, Innovation and Knowledge on Sport and Human Rights:

- Embed a multidisciplinary approach to thought leadership to catalyse the growth of the sport and human rights movement.
- Promote a culture of innovation that conceives, creates and connects great ideas with stakeholders seeking to achieve responsible sport and builds on the expertise and experiences of affected groups.
- Ensure knowledge sharing is evidence-based, inclusive, accessible and evolutionary and uses experiential and highly pragmatic educational platforms delivered with credible expertise.

(2) Strengthen Operational Systems and Practices in Sport to Align with Human Rights Responsibilities:

- Support sports bodies and major events in conducting human rights due diligence, and, through engagement and consultation with affected groups (including children), identify and change harmful and discriminatory policies and practices.
- Advocate for and promote the UN Guiding Principles on Business and Human Rights and the Sporting Chance Principles as the foundation for delivering responsible, accountable and transparent sport.
- Align, wherever possible, the contribution of the sport and human rights movement towards the achievement of the 2030 UN Sustainable Development Goals and the Kazan Action Plan.

OBJECTIVES AND ACTIVITIES

(3) Foster Inclusive Engagement, Cultivate Collective Action and Forge Transformational Alliances:

- Build and promote safe spaces that nurture conversations and dialogue that respectfully and inclusively engage the diverse views of various affected groups and institutional stakeholders and act as a catalyst for cultivating collective action.
- Promote an interconnected sports ecosystem of rights-holders and institutional actors that prioritise the realisation of responsible sport environments, experiences and working cultures that 'do no harm' and realise the full potential of sustainable and positive human rights legacies for the benefit of people and communities impacted by sport.
- Gain insight and understanding through the diverse expertise, knowledge and experience of the Centre's Advisory Council members as a distinct group of leaders and influencers in the sport and human rights movement.

(4) Address Harmful Practices and Human Rights Violations in the World of Sport:

- Advance the rights and voices of people adversely impacted by or through sport through people-centred and affected-person-led approaches to remedy.
- Develop, evolve and refine guidance and standards for regulation, representation and resolution regarding remedy mechanisms for sport-related human rights abuses.
- Promote collaborative solutions to remedy issues by respecting the distinct contextual approaches required in different situations.

(5) Build a Self-Sustaining Global Organisation:

- Implement a people-centred approach, rooted in international human rights standards, that expands the reach of the sport and human rights movement globally and contributes positively across the entire sports ecosystem.
- Nurture a positive working culture that lives and projects an environment that is people-focused (supportive, inclusively diverse and accessible, helpful, curious), impact-oriented (purpose-driven, collaborative, ambitious within capacity) and solutions-based (pragmatic, plain-spoken, practical).
- Uphold the highest professional standards in daily work to enable the organisation to adapt and respond effectively to volatile, uncertain, complex and ambiguous environments in delivering on vision and mission, evolving strategy based on evidence and outcomes.

In 2024, the Centre delivered its activities under these priority activity areas through five workstreams through which implementation happens and projects are managed. Each workstream has a designated senior member of staff responsible for coordinating and delivering a range of activities aligned to strategy.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2024

OBJECTIVES AND ACTIVITIES

"Awareness: Campaigns & Storytelling" covers activities that speak to the general public, including external-facing projects developed by the Centre's communications team that are intended to build public awareness and bring stakeholders into the pipeline for engagement, enrollment, and collaboration. The Centre's communications strategy includes the ambitions that the Centre: (i) and its work are easily found by relevant stakeholders; (ii) grows a credibly large digital following and engagement; and (iii) makes shareable and plain-speaking content that draws connections between sport and human rights. As part of the Centre's awareness-raising work the organisation has an annual public-appearance strategy for the CEO and senior staff to represent the Centre externally at relevant panels and meetings.

"Network: Engage, Convene & Represent" covers activities that serve and grow the multi-stakeholder sport and human rights network, including engaging and bringing together stakeholders, mobilising and convening actor groups, such as via the Centre's Advisory Council & Engaged Organisations model. The Centre's unprecedentedly diverse membership of Advisory Council participants & Engaged Organisations come together quarterly to address current issues, with opportunities for consultation, input, peer learning and guest presentations. The Advisory Council now stands at 55 participants drawn from governments, intergovernmental organisations, trade unions, NGOs, sponsors, broadcasters, sports bodies, major event organising committees, employers, and foundations. The Centre is also the host of the flagship Sporting Chance Forum, as well as regional, sector-specific and issue-specific fora where the Centre's ability to convene, mediate, chair and administer high quality meetings (such as the Doha Dialogue and Host Governments Forum) provides a foundation for constructive dialogue and courageous conversations. Through its engagement work, the Centre is also represented in various international policy and governance initiatives such as the Council of Europe European Sports Charter Committee and the UN's Football for the Goals initiative, where the Centre promotes the connection between sport policy and internationally recognised human rights standards. The Centre's goal in this area is to grow the sport and human rights movement, drive commitments from key actors, and stimulate engagement on sport and human rights across the ecosystem, finding new opportunities for collaboration and promoting the framework of the UNGPs.

"Knowledge: Education, Research, Thought Leadership" covers activities where the Centre incubates new work, promotes the study of sport and human rights, and develops educational products. Examples here include teaching, courses, and publications aimed to grow knowledge and learning on sport and human rights, broaden the field and stimulate new thinking. The Centre established and coordinates the Global Sport and Human Rights Research Network, co-hosts an annual Summer School on sport and human rights, maintains an online Resource Library, issues an Annual Reading List on recent publications on sport and human rights, and maintains a Case Collection of sport and human rights cases. In addition, the Centre offers thought leadership on emerging topics by preparing blogs and white papers (e.g. on athlete eligibility and climate change), contributes to academic journals and book projects, and develops its own peer-reviewed publications and books. The Centre also contributes to UN and other international policy consultations offering expert opinions, reviews and submissions on matters within the Centre's expertise. Through this workstream the Centre aims to bridge academia and practice, provide cutting-edge insights, and expand the field.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2024

OBJECTIVES AND ACTIVITIES

"Tools: Guides, Resources & Reports" covers activities where the Centre pilots and develops expertise in current and emerging areas, and offers practical know-how to support actors in the sport ecosystem in implementing their respective human rights responsibilities. This is done largely through publishing a suite of publicly available tools, guides and reports. These are designed to be practical, pragmatic, implementable and easy-to-understand resources - typically developed in consultation and collaboration with stakeholders and specific working groups. Examples here include an updated MSE Lifecycle Guide, a Human Rights Policy Template for sport bodies, a Human Rights Implementation Framework for sport bodies, a guide for integrating human rights into major event bidding requirements, and a responsible sport sponsorship framework. These outputs are designed to be universal, open access, generic (not tailored to one user), and a "public good" offered to the ecosystem to represent best practices. This workstream also offers the opportunity for the Centre and its partners to pilot and incubate new ideas in emerging areas, by testing practical methodologies in collaboration with stakeholders, ensuring that the Centre remains an innovator. Through this workstream the Centre provides the necessary materials for actors in sport to meet their human rights responsibilities.

"Capacity: Technical Support & Bespoke Advisory" refers to the Centre's offering of expertise and advice to actors throughout sport, including developing activities and consultations to work hand in hand with institutions and develop their capacities. This is where the Centre works with a stakeholder-specific group or single actor to provide implementation support, which might be pro-bono, funded via a grant, or delivered as bespoke advisory services via the charitable company’s trading subsidiary (CSHR Trading Ltd). Examples include partnering to deliver awareness-raising workshops or communications materials to amplify human rights awareness around an event, technical support for a human rights volunteer scheme, expertise in policy development, or supporting internal human rights processes with partners, such as the establishment of human rights working groups or committees within sports bodies. Aligned to strategy, all activities conducted under this workstream offer learnings that develop the expertise of the Centre team and generate resources and case studies that are distributed as a public good. In scoping technical advisory projects the Centre focuses on developing capacities on topics and themes where the Centre already has published tools and guidance available - to maximise efficiency and expertise, and test the Centre's outputs in practice.

Significant activities delivered in 2024 include:

1. Appointing Epsy Campbell Barr as Honorary Chair and President
2. Increasing Child Voice and Participation
3. Enrolling Local Stakeholders in North America
4. Training Young Journalists
5. Promoting a Child Rights Legacy for FIFA World Cup 2026
6. Communicating the Sport and Human Rights Agenda through Representation at Key Conferences and Summits
7. Expanding the Movement through increased Advisory Council Membership and Engaged Organisations
8. Convening the Coalition
9. Partnering with UEFA Euro 2024
10. Launching the Roadmap to Remedy series
11. Delivering the Human Rights Playbook Series

OBJECTIVES AND ACTIVITIES

12. Developing Guidance on Meaningful Stakeholder Engagement
13. Co-creating Tolls and Solutions with Sponsors and Broadcasters
14. Engaging National Human Rights Institutions
15. Supporting International Policy Initiatives
16. Publishing Expert Opinions, Reviews & Submissions
17. Integrating Human Rights into Sustainable Event Standards
18. Introducing the Global Sport and Human Rights Research Network
19. Releasing the Sport and Human Rights Glossary
20. Innovating an ecosystem approach to human rights in sports
21. Exploring the Intersection of Sport, Climate and Human Rights
22. Coordinating the Sport and Human Rights Summer Course
23. Collaborating on Sports Diplomacy Education
24. Reporting on the UEFA EURO 2024 Human Rights Board
25. Addressing event-related risks with six National Olympic Committees
26. Teaming up with Special Olympics on Safeguarding
27. Offering Advisory Services through CSHR Trading
28. Accompanying European Athletics' Commitment to Human Rights through Support and Training
29. Fostering Human Rights Awareness in the context of the Olympic Games
30. Facilitating the 5th edition of the Sporting Event Host Government Forum

Further details of these activities are provided in the next section.

The Trustees confirm that they have had regard to the Charity Commission's guidance on public benefit when planning its activities in furtherance of its objectives for the public benefit.

Public benefit

In delivering its activities for the public benefit, the Centre works to promote human rights in the world of sport by the any or all of the means defined in its Articles of Association:

1. monitoring abuses of human rights;
2. obtaining redress for the victims of human rights abuse;
3. relieving need among the victims of human rights abuse;
4. research into human rights issues;
5. providing technical advice to government and others on human rights matters;
6. contributing to the sound administration of human rights law;
7. commenting on proposed human rights legislation;
8. raising awareness of human rights issues;
9. promoting public support for human rights;
10. promoting respect for human rights among individuals, corporations, other organisations and enterprises;
11. international advocacy of human rights;
12. eliminating infringements of human rights.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2024

OBJECTIVES AND ACTIVITIES

The Centre delivers public benefit through advancing the realisation of human rights by duty bearers (governments, sports bodies, sports event organisers, and businesses) through greater protection of rights, the integration of human rights due diligence in the world of sport globally, and advocating for the provision of remedies for the victims of human rights abuse.

Beneficiaries of the Centre's work - albeit indirectly - are the individuals that make up sport: athletes, coaches, communities, fans, workers, volunteers, administrators, and the press. By enabling the institutions in sport to better deliver safe and inclusive sporting environments, the Centre works to change the culture of sport, the expectations of sports bodies, and the contexts within which people participate in sport.

The Centre's strategy for 2021-25 Convergence 2025 sets the organisation's goal to be "people-centred" in all of its activities. Rights holders and affected and potentially affected groups are at the core of all activities undertaken by the Centre both as the charitable company's beneficiaries and as agents in seeking systemic change. By acting as a centre of expertise available without cost to actors throughout the whole sports ecosystem, a public benefit is derived from those actors increasingly fulfilling their human rights responsibilities and obligations.

ACHIEVEMENT AND PERFORMANCE

Charitable activities

Since commencing work on Convergence 2025, the Centre has observed a number of key markers in the achievement of the strategy, which include:

- Growing the sport and human rights movement: there has been a notable growth in interest and engagement with the Centre and its work, including a significant increase in outreach from sport bodies, governments and event organisers, and participation in Centre-hosted working groups and convenings. The Centre has seen greater engagement on social media, more media coverage on sport and human rights stories, and greater attendance and participation in its educational initiatives on sport and human rights.

- Achieving an increasingly global profile: the Centre continues to see a significant uptick in requests for interviews, engagement and appearances at high-level events by governments, UN bodies and global sport that give increased profile and opportunities to promote human rights in sport. While still weighted to Europe and North America, engagement with the Centre's work is increasingly more global, and participation in the Centre's events has also become more internationally representative, although a great deal more needs to be done in this regard.

- Building influence: the Centre is increasingly accepted as a legitimate and authoritative voice within the world of sport, including via providing keynote speeches at major industry events and through direct engagement with influential sports bodies as they undertake their own work to embed commitments to human rights. As trust in the Centre has grown, it has seen an increase in the number of requests to provide expert advice to governments, sports bodies and UN agencies on integrating human rights into sport policy.

- Demonstrating leadership: the Centre has positioned itself as a global thought leader on sport and human rights, at the cutting edge of complex and relevant issues impacting sport. Key topics include diverse gender inclusion, ethics and athlete eligibility, and the impact of new human rights due diligence laws on different actors within the ecosystem of sport. The quality of the Centre's outputs and resources - including landmark publications like the Routledge Handbook on Mega-Sporting Events and Human Rights - have established the Centre as a go-to resource for principles-based thinking on complex challenges.

- Innovating new initiatives: the Centre now has a track record developing new ways to embed human rights and real-time due diligence human rights processes into sport and sporting events, for example through its human rights volunteers scheme. The Centre is also increasingly recognised for its creative approaches to promoting human rights in sport through a wide range of formats - including social media campaigns, immersive theatre events, media partnerships, and innovation projects.

- Establishing legitimate foundations: the Centre's authority and influence are rooted in its track record of bringing together influential actors to address human rights challenges, which is enabled by a unique governance model and the Centre's origination by UN agencies, supported by key institutions and governments, and its broad multi-stakeholder network.

- Increased evidence of implementation: through its work, the Centre has noted more and more sports bodies taking steps to embed human rights due diligence commitments and processes into their governance structures and decision making, influenced by the various roles that the Centre plays in offering education, tools, capacity building, events and networking.

The Centre's Going The Distance report published this year provides an overview of 100 specific activities delivered between 2021 and 2024 that contributed to these changes. The report also specifically maps the Centre's activities to its charitable objects, collective outcomes and strategic priority areas.

In 2024 specifically, the Centre delivered a range of activities which are detailed in its Annual Activity Report for 2024 and summarised here:

1. Appointing Epsy Campbell Barr - The Centre welcomed Dr. Epsy Campbell Barr as Honorary Chair and President, recognising her global leadership in racial and gender equality and entrusting her with ambassadorial duties to advance the Centre's mission.

2. Increasing Child Voice and Participation - Through "Generation 2026," the Centre amplified youth voices in North American host cities by forming youth councils and collaborating with schools, NGOs, and civic bodies to shape child-inclusive mega-event planning.

3. Enrolling Local Stakeholders in North America - The Centre coordinated with host committees and UNICEF to formalise child rights advisory bodies, hold safeguarding workshops, and expand the "Generation 2026" initiative across multiple cities in Mexico, the U.S., and Canada.

4. Training Young Journalists - The "Youth Media Forward" programme trained young reporters in human rights journalism related to sport, empowering them to cover the 2026 World Cup with integrity and a focus on social impact.

5. Promoting a Child Rights Legacy - The Centre convened safeguarding working groups and developed child-focused site surveys and dashboards to embed lasting child rights standards in World Cup 2026 planning and delivery.

6. Communicating the Agenda - CSHR represented sport and human rights at leading global forums, increasing the visibility and relevance of rights issues in sport governance, industry gatherings, and public discourse.

7. Expanding the Movement - New members-including broadcasters, NOCs, and governments-joined the Centre's coalition, committing to uphold human rights principles through sport.

8. Convening the Coalition - The Centre's Advisory Council and Engaged Organisations met regularly to share insights on emerging challenges, including due diligence laws, gender inclusion, and event-specific human rights risks.

9. Partnering with UEFA EURO 2024 - CSHR co-developed a Human Rights Declaration with UEFA, produced staff training tools, and piloted a new Fan Welfare Coordinator role for inclusive matchday experiences.

10. Launching the Roadmap to Remedy - A multi-year project culminated in tools for sports bodies to improve abuse response systems, rooted in survivor experience and presented at the UN forum in Bangkok.

11. Delivering the Human Rights Playbook - Designed for under-resourced sports bodies, the Playbook offers step-by-step guidance to implement human rights due diligence, aligning with UN and OECD frameworks.

12. Developing Stakeholder Engagement Guidance - A new digital toolkit was developed to help sport organisations conduct meaningful and inclusive engagement with affected people, particularly around events and governance.

13. Co-creating with Sponsors and Broadcasters - CSHR worked with major broadcasters and sponsors to explore shared strategies for addressing human rights challenges in sport broadcasting and sponsorship.

14. Engaging National Human Rights Institutions - CSHR increased collaboration with NHRIs, encouraging their greater involvement in sport through presentations and policy discussions.

15. Supporting International Policy Initiatives - The Centre influenced global sport policy through participation in conferences and intergovernmental working groups, shaping charters and strategic planning with a rights-based lens.

16. Publishing Expert Opinions and Reviews - CSHR submitted expert input on various human rights consultations at the UN and other forums, including topics like LGBTI rights, violence against women in sport, and access to justice for children.

17. Integrating Human Rights into Event Standards - As part of ISO's technical review team, CSHR helped embed human rights into the global event sustainability standard ISO 20121, including a new annex on rights-based event planning.

18. Introducing a Research Network - The new Global Sport & Human Rights Research Network connects researchers with practitioners and hosts an open-access platform for mapping global research and sharing educational resources.

19. Releasing the Sport and Human Rights Glossary - CSHR published a glossary to harmonise language across sport and human rights, supporting clearer and more equitable communication across diverse stakeholders.

20. Innovating an Ecosystem Approach - CSHR's ecosystem model of sport stakeholders featured in the UN Secretary-General's 2024 report, solidifying its influence in shaping global approaches to responsible sport.

21. Exploring Sport, Climate, and Human Rights - Through forums and collaborations, including with Cambridge University, CSHR began mapping how the climate crisis intersects with sport-related human rights issues and responsibilities.

22. Coordinating the Summer Course - Over 40 global participants joined the third annual Sport and Human Rights Summer Course, with sessions on athletes' rights, governance, safeguarding, and climate justice.

23. Collaborating on Sports Diplomacy Education - CSHR contributed human rights content to UNITAR's Sports Diplomacy programme, helping government and sport leaders understand rights risks throughout event lifecycles.

24. Reporting on UEFA EURO 2024 Human Rights Board - CSHR served as rapporteur for the advisory board, offering policy feedback, field observations, and recommendations on grievance mechanisms and rights practices.

25. Addressing Event-Related Risks with NOCs - In partnership with DIHR, the Centre updated its Mega-Sporting Event Lifecycle Guide and worked with six European NOCs to assess and mitigate human rights risks.

26. Teaming Up with Special Olympics - CSHR developed safeguarding guidance for Special Olympics Europe, supporting national programmes in crafting inclusive policies for participants with intellectual disabilities.

27. Offering Advisory Services - Through its new trading arm, CSHR offered bespoke consultancy to sports bodies, helping bridge gaps between human rights policy and practice while generating income for core operations.

28. Accompanying European Athletics - CSHR supported European Athletics' integration of human rights into its regulations and bidding processes and delivered human rights training for staff and volunteers.

29. Fostering Awareness in Olympic Contexts - CSHR collaborated with the IOC to produce human rights training videos for Paris 2024 and Milano-Cortina 2026, reaching over 150,000 volunteers and workers.

30. Facilitating the Host Government Forum - Co-hosted with the Swiss Government, the Forum enabled dialogue among over 20 national governments on embedding human rights in the lifecycle of sports event hosting.

Fundraising activities
The Centre closed 2024 with reserves of £1,275,302, of which £578,720 is unrestricted and £696,582 is restricted, in line with trustees' expectations. This follows starting 2024 with total reserves of £1,716,028.

The Centre believes it is important to accept funding from across a range of major constituencies active in sport and society, and strive to balance funding across four sources in particular:
(i) Governments;
(ii) Sports Bodies and Sports Event Local Organising Committees;
(iii) Businesses (Sponsors, Broadcasters and Commercial partners to sports bodies and sporting events); and
(iv) Civil Society Organisations, Private Foundations and Philanthropy.

These represent some of the major groups directly involved in the charitable company's work, each with a stake in the future of sport.

Funding from business, sports bodies and sports events organisers is only accepted as core funding with no conditions attached. Sometimes this funding is ring-fenced to particular planned activities but it remains on a core-funding basis to be utilised at the Centre's discretion. The Centre will not take money from any organisation actively engaged in deliberate abuse of human rights or the undermining of the Sporting Chance Principles or the development and progress of human rights.

The Centre's continued success in fundraising has come in a difficult market and during a time when funding for human rights work is ever harder to secure. While still predominantly funded on a year by year basis, the Centre's successful fundraising has been based on demonstrating a strong track record of positive impacts, cultivating and deepening key relationships with funders, and the prudent allocation of resources.

The trustees recognise here the hard work and dedication of the Centre's team, who have shown great commitment in a lightly staffed organisation with incredibly high expectations.

The trustees also note, however, that the funding environment for human rights organisations is becoming increasingly challenging at a time when the whole multilateral system of international human rights and standards is coming under significant pressure. This context and longer-term trends suggest that fundraising will continue to be difficult going forward. The trustees recognise this and will continue to support the Centre's efforts to diversify its income sources and build sustainable revenue.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2024

FINANCIAL REVIEW

Principal funding sources

The charitable company's principal funding sources are from grants and donations. It also has a trading subsidiary, retained profits from which are donated to the charitable company.

Investment policy and objectives

The Centre only uses the services of banks and other financial service providers who have a strong ethical investment and lending criteria. The Centre holds two business current accounts with NatWest Bank.

Reserves policy

The trustees have examined the Centre's requirements for reserves in light of the main risks to the organisation. The Centre aims to hold sufficient funds in reserves necessary to meet its working capital requirements at a level agreed annually by the Board with reference to budgeted expenditure for the year and as defined in the approved Reserves Policy. This threshold is indicated in the Centre's budgets and management accounts. The policy also specifies controls on expenditure from reserves. The target minimum unrestricted reserves for 2024 were £315,000, the Centre closed 2024 with unrestricted reserves of £54.

Remuneration policy

The trustees oversee remuneration through an approved pay policy. The policy ensures that pay decisions at CSHR are planned, executed and managed in a manner that not only honours the Centre's commitment to diversity, inclusion and non-discrimination but also reflects the organisation's structure and supports the attainment of the strategic vision through recruiting and retaining a talented team. Appended to the policy is a pay scale defining bands and levels of pay for types of roles differentiated within a competency-based framework to ensure consistency and equity in pay. The pay scale is benchmarked against organisations of comparable size and scope operating at a similar level as CSHR against the NGO, charitable and think tank sectors in the locations where we are registered, with consideration of our global context and market position. The Centre aims to review this benchmarking every three years.

Risk management

The trustees have identified how and where risks should be managed and mitigated. The systems and processes for doing this are detailed in a Risk Management Framework included in the annual business plan reviewed and approved by the trustees.

Under duty of prudence, the trustees have ensured that: the charitable company is solvent and expected to remain so; charitable funds and assets are used reasonably, and only in furtherance of the charitable company's objects; undertaking activities that might place the charitable company's funds, assets or reputation at undue risk is avoided and special care when investing the funds of the charitable company, or borrowing funds for the charitable company to use is taken into consideration.

Under duty of care, the trustees have ensured that they seek external professional advice on all matters where there may be material risk to the charitable company and to ensure that the trustees fulfil their duties. The Centre retains qualified professional advisors in good standing to advise on legal, financial, human resources, payroll, and insurance matters, and seeks additional professional advice as necessary.

As part of the Risk Management Framework, the Centre maintains a detailed group Risk Register, which is included in the Centre's annual business plan and risk management is a standing item in the CEO's report at quarterly board meetings. The management team identifies, analyses and evaluates risks and appropriate mitigation measures and actions on an ongoing basis, collating this information at least quarterly in the Risk Register. The Risk Register is available to the Board on an ongoing basis, the highest-rated risks are included in the standing quarterly reporting to the Board by the CEO, and a full review of the Risk Register is tabled as an item for the Board every six months.

Through the Risk Management Framework, the Board and Centre management have also agreed when and how to raise specific risks that are unexpected, not previously identified or arise in response to events outside the normal reporting cycle and which may be urgent.

PLANS FOR FUTURE PERIODS

Going into 2025 and looking beyond, the Centre faces a crossroads moment. Ten years on from the catalytic meeting hosted by the Swiss Government, Wilton Park and the Institute for Human Rights and Business (IHRB) that first called for an independent centre of expertise at the intersection of sport and human rights, it has now been seven years since CSHR was launched as an IHRB project in July 2018, and four years since the organisation became an independent entity.

The Centre's first public strategy, Convergence 2025, was launched in October 2021 as a call to action for the entire sporting ecosystem. In many respects the world has changed significantly since then and the Centre is undertaking a process to review and reset its strategic plan to respond to this. Facing a period of change and uncertainty in the sector while building on its achievements to date, the Centre will review, revise, and refresh our strategy during 2025 to set our priorities for the next phase of work.

To inform this process, the Centre reflected on its successes and challenges since its establishment through the Going The Distance Report, assessed the evolving state of the sport and human rights movement and undertook extensive stakeholder consultation to inform its future plans.

The Centre's State of Play report in 2024 highlights more than 300 examples of how a broad range of actors involved in sport are now somehow addressing or engaging with human rights issues, over the 2020-2025 timeline. It showcases action by a wide array of stakeholders - including governments, intergovernmental agencies, sport bodies, event organisers, sponsors, broadcasters and suppliers, civil society organisations, trades unions, academics and athletes. The report gives a snapshot into which actors are most active or are seeking to lead by example. At the same time, it helps us start to identify which actors or segments of the sport ecosystem are less visibly implementing human rights practices - including clubs, teams, stadium operators, and investors - where there is much work to be done. The report also enables us to start to pinpoint processes and thematic areas where there is substantial emerging practice or attention, and where gaps are appearing.

Thematic issues of women's rights, child safeguarding, and sexual abuse in sport are areas that appear to have found considerable attention. The rights of athletes have also been addressed from a range of perspectives. In the future it will be important to see if the sport and human rights movement can build from these foundations, and give similar attention to issues around race, reparative and wider social justice, and renew attention to the rights of workers and local communities, including often stigmatised groups.

In taking stock of the field, CSHR has observed examples of practice in one of nine 'action areas', listed below:

A. Greater knowledge and understanding of human rights (knowing)
Awareness of sport and human rights is growing among governments, sport actors, media, academics, and activists, with increasing use of rights-aware language. While much focus has been on high-profile human rights impacts linked to major events, especially football, more attention is needed on everyday sports and less prominent events. Although sport and human rights topics are entering mainstream discussions, there is still significant scope to expand basic awareness and encourage more nuanced dialogue across a wider range of stakeholders.

B. Visible leadership and commitment on human rights (committing)
Commitments to respect human rights by governments, sport bodies, corporations, and events are increasing globally, with notable examples beyond Europe and North America. However, most commitments come from multi-sport movements, football, and athletics, highlighting the need to explore whether lesser-known sports and professional leagues are also addressing human rights. Women's and child rights commitments are more prevalent, raising questions about whether these serve as entry points to broader commitments or divert focus from other rights areas. As human rights action becomes more politicised, collective action may be key to driving progress.

C. Embedding respect for human rights in organisations and practice (embedding)
Major global sports institutions and wealthy nations are leading efforts to embed human rights in governance, strategy, and event hosting, but broader adoption is needed to maintain progress, especially amid political or economic challenges. The rise of responsible procurement and human rights training, including in Africa, the Caribbean, and the South-Pacific, signals growing global awareness. Access to expertise is expanding through in-house capacity, advisory bodies, and dedicated institutions, but sustaining this momentum will require ongoing investment and upskilling. Progress in areas like procurement and safeguarding suggests that mainstreaming human rights practices can deepen and strengthen long-term impact.

D. Conducting human rights due diligence, in particular to assess human rights risks, set priorities and take action (assessing)
While some sports organisations have conducted human rights risk assessments that align with global best practices and pioneered real-time monitoring, these advances remain limited to a few key actors. There is little evidence of widespread publication or implementation of human rights action plans, and opportunities to build on earlier assessments and monitoring processes have been missed. It will be important to track whether human rights due diligence in sport continues to progress or risks backsliding, which could negatively impact affected communities.

E. Engaging stakeholders and affected persons to give people a voice in matters affecting them (engaging)
Leading sport actors and their commercial partners are moving beyond superficial stakeholder engagement to meaningful consultation with diverse groups, including human rights experts and those with lived experience. Social dialogue with worker organisations, such as players' unions, is leading to notable collective agreements and improved human rights due diligence. While progress is evident in better-resourced markets, it remains to be seen if smaller or less-resourced organisations can replicate this engagement and include underrepresented groups. As co-created tools to support these processes emerge, it will be important to assess whether they are widely adopted to ensure people-centred outcomes.

F. Integrating human rights into effective remedy and repair processes (repairing)
There is growing evidence of emerging practices in providing effective remedies for human rights issues in sport, including grievance mechanisms, inquiries, and mediation. However, most examples come from a small number of leading institutions, with cases predominantly from European and Anglo-centric contexts. While many cases focus on discrimination and abuse of athletes, access to remedies remains difficult, and gaps persist in addressing concerns from fans, workers, and local communities. It will be important to explore whether innovative uses of existing or new remedy mechanisms can be harnessed to support underrepresented sport stakeholders.

G. Promoting human rights in a sports context and establishing legacies (promoting)
Media campaigns, athlete activism, and diverse content formats are significantly raising awareness of sport and human rights issues globally. While progress is notable, particularly in advancing women's and disability sport, more data is needed to determine whether these gains are reflected at grassroots levels and if historically marginalised groups still face systemic barriers. Tracking examples from across different geographies will help identify trends and ensure that these positive developments extend to all stakeholders.

H. Learning, continuous improvement and contributions to develop, grow and sustain sport (sustaining)
Evaluation of human rights performance in sport remains sporadic, with most analysis and communication being led by governments, civil society, and academics. More data from diverse geographies is needed to draw firm conclusions. It will be important to see if leading sports bodies begin to engage more actively in public reporting and independent evaluations, aligning with human rights due diligence expectations.

I. Innovative collaboration among stakeholders to advance human rights in sport and deliver positive people-centered outcomes (collaborating)
Collaboration between corporate actors, civil society organisations, and multi-stakeholder groups has demonstrated the power of collective action in addressing human rights challenges in sport. These efforts have led to co-creating guidance, enhancing emergency responses, and involving communities. At a time when advancing human rights alone can be risky, collaboration offers a safer and more effective path to achieving positive outcomes.
Social movements typically evolve from emergence, where disparate actors share common aims but operate in silos, to coalescence through increased coordination, followed by formalisation with institutional support, and, if successful, institutionalisation where their goals become mainstreamed. If this is true, then we can start to postulate that our field has evolved to a point where we may have reached a formalisation stage. While institutional resistance remains, and embedded power dynamics are deep rooted, a hopeful reading is that the sport and human rights agenda stands on the brink of transitioning into an institutionalised phase that can mainstream practices that put people's dignity and wellbeing at the heart of sport. If we are to succeed and not fall back, as other social movements have done at this juncture, we need to pull together to complete the job, especially in a context where an anti-rights agenda is also gaining traction.
While 2025 promises to be a challenging period for human rights organisations and causes at all levels, the compass of international human rights norms and standards remains universal, and the mission of promoting the safety and dignity of everyone involved in sports continues to be essential. Our priority in 2025 is to stay true to our core vision and mission and continue to serve the sports ecosystem, and the people within it.

To inform how we achieve this, the Centre undertook an extensive process of stakeholder consultation, the process and findings of which are included in our Meeting The Moment report. Our ability to play our role depends on the trust and support of many individuals and organisations, which we do not take for granted. Underpinning the Centre are strong foundations with leading institutions behind us as Governing Members, including a formal role for the UN Office for Human Rights (OHCHR) and the ILO, and wider stakeholders represented in our Advisory Council.

This sets us apart. Over time we've built on this legitimacy by intentionally and carefully incorporating the voices of Affected People into our work, by establishing a track record of providing highly-valued expertise and insights to sports bodies, event organisers, companies, NGOs, and governments. With this hard-won trust, the Centre must continue to coordinate collective action that delivers greater impact for rightsholders, and build on progress that has been achieved.

Meeting The Moment offers a wide range of insights into the trends and challenges of the sport and human rights movement at this point which will inform the development of our strategy. One critical finding was the value stakeholders place on the unique role the Centre plays and the strengths it has. Sustaining these will be key in the coming years.

As a convenor, through our Advisory Council and network of Engaged Organisations, we bring together a global coalition of varied interests, aligned with a shared purpose to advance safety, fairness and equality in sport. As a platform for sharing knowledge, expertise and insights, the Centre offers a space for dialogue and engagement. We bring this convening power to bear as host of the Sporting Chance Forum, now a unique biennial occasion for the sport and human rights movement to convene and take stock. For 2025 we have a strong programme of events, meetings and fora to look forward to that will leverage key sporting events this year, with a focus on UEFA Women's EURO 2025 and the FIFA World Cup 2026.

As technical experts, we have experience working hand in hand with sports event owners and organisers, delivering projects on the ground at major sporting events. We will build on that this year through practical collaborations with sports bodies, events owners, and host cities, and via a partnership with a number of National Olympic Committees to co-create detailed due diligence guidance. There are also new publications in the pipeline including the final outputs of our Roadmap to Remedy project, and a comprehensive toolkit on conducting meaningful stakeholder engagement in sport.

As thought leaders, we promote an ecosystem approach to engagement throughout the world of sport that has been recognised by the UN Secretary General. We have also provided a roadmap to bring the worlds of sport and human rights together through our Convergence 2025 strategy, as well as our efforts to advance a shared vision of "responsible sport" that we aspire to, and to provide thought leadership in our field by publishing the world's first handbook on mega-sporting events and human rights. We continue to scan the horizon, addressing new topics such as the climate crisis, and sensitive issues such as diverse gender inclusion - from a human rights perspective. Many of the biggest questions facing sport in this decade are human rights questions: from data privacy and artificial intelligence, to labour abuses in supply chains, and from dilemmas on athlete eligibility and inclusive competition design, to tackling racial discrimination on and off the playing field. These are systemic challenges where the Centre's lens, and the application of a human rights compass, is both valuable and necessary in finding solutions.

As a knowledge hub we continue to host and maintain the global library of sport and human rights resources, including our own suite of research, tools, and guidance. We will build this out in 2025 on an open access basis for the public good alongside live tools on our website, including our database of human rights commitments in sport, our case collection, and our sport and human rights glossary - all with the aim of demystifying human rights in sport.

Finally, as influencers we bring our global network and expertise together to contribute to policy-making and policy-development processes, and will continue to represent our agenda through participation in public events, intergovernmental committees, as well as expert options and submissions to important UN consultations. We believe these efforts all contribute to deepening our relationships across all levels of the world of sport.

Ensuring compliance with human rights and responsible business standards across the vast and varied landscape of global sport is a monumental task. Mechanisms for accountability must be strengthened, and organisations throughout sport must increasingly demonstrate their commitments through concrete actions. In 2025 and beyond, we're dedicated to expanding our reach to underserved regions and addressing systemic human rights issues that require not only resources, but also sensitivity, adaptability, and a global perspective. That includes emerging challenges such as the rapid evolution of artificial intelligence in sport and its implications for safeguarding athletes' and others' privacy rights, and the growing recognition that the climate crisis is causing human rights harms to people throughout sport. These and other ongoing concerns demand our constant vigilance and innovation.

By the end of 2025, the Centre will articulate a full strategic plan aligned to these core and critical functions.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charitable company is controlled by its governing document, Memorandum and Articles of Association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of new trustees

No new trustees were recruited or appointed during 2024. During 2024 the trustees were Dorcas Amakobe, Diana Chavez, Nicole Dryden, Vincent Gaillard, Phillip Jennings, Payoshni Mitra, Walter Palmer, Moira Thompson Oliver, and Brent Wilton. Diana Chavez, Payoshni Mitra, Walter Palmer and Nicole Dryden all resigned from their positions as trustees during the year.

The Centre's trustees are responsible for the governance of the charitable company and ensure that the Centre pursues the objects for which it was founded. Trustees have been selected based on their professional experience and expertise, diverse professional backgrounds, and commitment to the Centre's mission. Trustees are required to declare any possible conflicts of interest and the Centre maintains a group register of interests.

As the term of the current Board expires in mid-2025, recruitment of new trustees has been undertaken with oversight from the Advisory Council through the Nominations Committee, and with input from the governing bodies of the Centre, the Board and the Centre management team.

STRUCTURE, GOVERNANCE AND MANAGEMENT

This process will aim to sustain and develop the diverse knowledge and skills the Board bring as exceptional individuals with evident experience of and commitment to the sport and human rights movement. Following a skills audit and work by the current Board conducted in 2024, the ongoing recruitment process has targeted candidates who can bring specific and relevant experience in financial management, fundraising and people management to their role. This will strengthen the overall skills and insight of the Board necessary to fulfil its collective duties and responsibilities to the Centre in stewarding its mission, objectives and benefit to the public. The recruitment process also foregrounded a range of diversity considerations to ensure that the Board reflects the diversity of the world of sport itself to the highest degree possible.

Organisational structure

The Centre is overseen by an independent Board of Trustees appointed by the sole member of the charitable company, "Centre Pour Le Sport Et Les Droits De L'Homme" (CSHR Switzerland), a not-for-profit association incorporated in Geneva, Switzerland. CSHR Switzerland replaced IHRB as the charitable company's sole member on 8 July 2021 when the Centre became a fully independent organisation. The purpose and articles of association of CSHR Switzerland are fully aligned with the charitable company's objects. The trustees of the charitable company are also the directors of CSHR Switzerland.

CSHR Switzerland was formed on 8 July 2021 by seven members: the Government of Switzerland (FDFA); the ITUC; the IOE; the CGF; HRW; World Players, and IHRB. The ILO and OHCHR are Permanent Observers to the Association, with their roles embedded in CSHR Switzerland's Articles of Association. The directors of CSHR Switzerland are appointed by its members on the recommendation of a multi-stakeholder nominations committee drawn from the Centre's Advisory Council which brings together an unprecedented alliance of intergovernmental organisations, governments, sports bodies, athletes, hosts, sponsors, broadcasters, civil society representatives, trade unions, and employers and their associations.

As the charitable company's sole member, CSHR Switzerland has the sole power to appoint the trustees of the charitable company and has appointed all of the directors of CSHR Switzerland to the board of the charitable company. This structure is beneficial because the Centre's controlling entity is incorporated in Geneva, the international centre of human rights, by a diverse group of Founding Institutions including the Government of Switzerland, and close to key players and governing bodies in sport in Lausanne and throughout Switzerland. Through CSHR Switzerland, the Centre retains a unique level of engagement with key stakeholders while at the same time, since these stakeholders have no fiduciary or day-to-day responsibilities for the Centre, the charitable company is fully independent and regulated under the oversight of the UK Charity Commission ensuring that the Centre's funds are always used for charitable purposes to the benefit of beneficiaries.

STRUCTURE, GOVERNANCE AND MANAGEMENT

This unique new governance structure, including the formal role described above of the ILO and OHCHR as the international standard-bearers for human rights, was described by Mary Robinson, Founding Honorary Chair of the Centre, as an "innovative approach to having an independent organisation emerge from a multistakeholder process", and by Sharan Burrow, then General Secretary of the ITUC, as a "unique piece of global architecture".

Dr. Epsy Campbell Barr is Honorary Chair and President of the Centre. Dr Campbell Barr is a pioneering Afro-Costa Rican leader, economist, and human rights advocate. She made history as the first woman of African descent to serve as Vice President in the Americas (2018-2022). A lifelong champion of racial justice, gender equality, and sustainability, she also holds prominent international roles, including with the UN, the Pan American Health Organization, and other global bodies focused on anti-racism, mental health, and social inclusion.

The Honorary Chair of the Centre is appointed by the governing members of the organisation's Swiss Association, on the recommendation of the Board of Directors. The position includes responsibilities for chairing the Centre's annual Advisory Council meeting, fulfilling the role of President of the Association, and serving an ambassadorial function to raise awareness of the Centre's mission and impact with governments, sports bodies, inter-governmental organisations and foundations. The Honorary Chair works alongside the CSHR team to maximise impact in the sports ecosystem by promoting good governance, inclusion and diversity.

The Centre's mission is supported by three Patrons: Mary Robinson, former President of Ireland and former UN High Commissioner for Human Rights; Guy Ryder, former Director General of the ILO; and Dr Harry Edwards, renowned sociologist and founder of the Olympic Project for Human Rights.

As the Centre matures and increases its assets, it may be that the Centre explores establishing a foundation in Switzerland - but until then this group structure with the multi-stakeholder parent association and independent regulated charitable company provides the checks and balances sought by the Centre in demonstrating leadership in good governance and transparency in all dimensions.

The Centre's office is in Geneva, Switzerland. Maintaining an office in Geneva is especially valuable to ongoing and future work to engage sports bodies, governments, UN agencies, business, and civil society, while reinforcing the charitable company's human rights foundations from the global human rights hub that exists around the UN in the city. The charitable company operates as a branch in Switzerland and directly employs the permanent staff members based in Geneva.

STRUCTURE, GOVERNANCE AND MANAGEMENT

CSHR's group structure also includes a wholly-owned trading subsidiary of the charitable company - Centre for Sport and Human Rights Trading Limited (CSHR Trading), registered with Companies House with Company Number 13509798. CSHR Trading has been established to further the strategic objectives of the charitable company including by entering into commercial transactions, specifically by undertaking trading activities such as delivering educational services, providing strategic advisory and consultancy services, and through branding and merchandising activities. The Board of Trustees has appointed one trustee (Moira Thompson Oliver) and one staff member (William Rook) as Directors of CSHR Trading. CSHR Trading provides routine sharing of information between the charitable company via the inclusion of a CSHR Trading Update in the quarterly CEO Update Report that goes to the charitable company's board ahead of every charitable company board meeting, with the report including a tracking of staff time utilised in CSHR Trading activities - with consideration for how that utilisation of staff time affects the delivery of charitable activities. In addition, all CSHR Trading governance documents, including board minutes, are included in shared folders that are accessible to the entire charitable company board.

Commercial and consulting activities via CSHR Trading require the utilisation of the expert staff employed or contracted by the charitable company. Therefore, all CSHR Trading activities align with the charitable company's strategy (such as through providing advisory services to support sports bodies developing human rights committees and policy frameworks). To date, CSHR Trading activities have been small and targeted - not accounting for more than 5% of the overall group's activities or income. The Centre ensures that all CSHR Trading activities have a public good dimension that supports the charitable company's mission - such as via the development of case studies, public reports and materials.

CSHR Trading has two impacts on the budget of the charitable company: (i) first it pays the charitable company for the staff costs of team members utilised on CSHR Trading projects, and (ii) second any remaining profits retained in CSHR Trading at year-end are donated to the charitable company in the following financial year. It therefore provides a diversified income stream to the charitable company that contributes to the retention and raising of core funds to deliver charitable activities. Trading activities are represented in the charitable company's budget by reductions in staff costs that are calculated by projecting which charitable company staff members are utilised for trading activities and for how many days per given month. Trading activities are therefore not shown in the budget as income of the charitable company but as a form of cost-recovery. However, the charitable company's budget shows the board the total amount of projected costs recovered from CSHR Trading to the charitable company to provide clarity on the value of CSHR Trading to the charitable company's operations. Retained profits transferred from CSHR Trading to the charitable company are paid in the following financial year.

Trustee meetings take place at least four times a year, usually by video call; though there were five board meetings in 2024. The trustees are regularly informed of financial matters, the progress of the Centre towards its charitable objects, and the success of relevant outputs and impacts relating to the delivery of the Centre's strategy. The Chief Executive reports to the board of trustees and runs the Centre on a day-to-day basis. The Chief Executive and Deputy Chief Executive consult the trustees on key and strategic decisions and ultimately manage the Centre team.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Details of the Centre's governance structure, code of conduct, governance handbook, and policy handbook are published on the Centre's website, and the Centre's annual business plan includes an organisational chart.

During 2024, the board maintained the three sub-committees that were established in 2023. The subcommittees have delegated by the board (in accordance with the charitable company's Articles of Association) to support the Centre's operations. These are:

- Finance and audit subcommittee. This committee is responsible for working with staff to monitor the financial matters of the Centre including; annual budget development and oversight, revenue generation and expenses, taxation and delivery of regulatory requirements, accounting for financial reserves and supporting the process to prepare annual audited financial reports;
- Human resources and remuneration subcommittee. This committee is responsible for managing the CEO's performance review processes, reviewing policies and processes relevant to staff working conditions and performance, overseeing the Centre's remuneration framework and supporting the implementation and monitoring of the Centre's Inclusion and Diversity plan; and
- Board management subcommittee. This committee is responsible for providing internal board governance and guidance to the board. This function includes assessing the Board's composition, identifying gaps in the board's competencies, supporting orientation and continuing education of the board as well leading the process to review the Centre's policies every 1-3 years (as per the review cycle of each respective policy).

The Centre's governance handbook sets out that the role of the Board is to "provide advice, guidance and oversight of the management of the Centre in line with its statutory and fiduciary responsibilities; and to provide a point of accountability for the CEO on behalf of the Members and of the beneficiaries of the Centre's work in pursuit of the Centre's mission." The Directors are responsible first and foremost to the Centre itself and must always act in its best interests and in accordance with its Articles.

Specifically, the board:
1. Provides accountability through review and adoption of the annual audited accounts, annual report, annual budget, and annual business plan.
2. Formulates strategy by developing and adopting a multi-year strategic plan (Convergence 2025).
3. Monitors and supervises the Centre by reviewing management accounts (quarterly), revising and updating a group-wide risk register (biannually), tracking implementation of the strategic plan (quarterly) and conducting the CEO's annual appraisal.
4. Makes policies to support efficient and consistent processes within the Centre via maintaining a policy register and regularly approving and publishing updated policies.
5. Works with and through the CEO to support the delegated delivery of the annual business plan.

The Centre team is led by CEO Mary Harvey - a former US women's national team goalkeeper - World Cup Winner and Olympic Champion. Mary has held various senior positions within sport governing bodies, including FIFA, the US Soccer Federation and Women's Professional Soccer. Mary spent fifteen years in the management consulting ranks, spending time at Deloitte and Accenture before opening her own consultancy, Ripple Effect. Prior to joining the Centre, Mary wrote the first-ever human rights strategy for a global sporting event - the 2026 FIFA World Cup. Mary oversees the delivery of the Centre's strategic plan, fundraising, financial performance and governance.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Deputy CEO William Rook is a lawyer and business and human rights expert who since 2015 has led the project that first launched the Mega-Sporting Events Platform for Human Rights, overseeing the creation, development and growth of the Centre in a complex multi-stakeholder setting. For three years he was also IHRB's representative in the Middle East, managing labour rights projects including with the ILO in Qatar. His expertise is in building projects and teams to tackle serious and systemic human rights challenges in contested and sensitive environments.

In Geneva, Guido Battaglia, Head of Partnerships and Institutional Affairs/ Head of Geneva Office, manages relationships with governments, IGOs, and sports bodies, navigating the politics of international sport and the representation of the Centre's agenda in global and regional fora. Guido, formerly of the World Economic Forum, is an expert in stakeholder engagement, responsible business conduct, and navigating institutional priorities. Guido oversees workstreams on external affairs and developing the Centre's network.

Alison Biscoe, Head of Programme Development and Capacity Building, is an expert on mega-sporting events and on corporate engagement, leading projects with sponsors, broadcasters and major event hosts, developing tools, guides and best practices for the ecosystem. In 2017, Alison became the first full-time member of staff at IHRB dedicated exclusively to sport and human rights and has grown her career and expertise within the Centre. Alison oversees workstreams on tools development and capacity building. Guido and Alison, together with William Rook formed the Centre's founding team in 2018 and have grown the organisation from this small group into a team of twenty.

The Centre's work on education and research is led by Dr. Daniela Heerdt, a widely published academic, researcher and expert who completed her doctoral research on human rights abuses in the context of mega-sporting events. Daniela oversees the Centre's education and research workstream.

In the United States, Katie Hanna is the Centre's Head of North America - joining from the US Center for SafeSport where she led the education and outreach team, to now manage collaborations to improve the knowledge and capacity of host cities, governments, and other stakeholders of the 2026 FIFA World Cup to ensure that child rights are protected, respected and promoted during preparations to host the tournament. Katie oversees the Centre's work in North America and thematic work on child rights, leading a team that includes Dr. Sabrina Razack as senior project lead in Canada, Cassidy Gabriel as senior project lead in New York/New Jersey and Tonatinuh Magos as senior project lead in Mexico.

The Centre also retains part-time the services of Dr. Scott Jerbi, formerly a senior human rights officer at OHCHR and subsequently a senior advisor to Mary Robinson, and Shubham Jain - a lawyer, researcher, and academic based at the University of Cambridge. Annabel Short, formerly Deputy Director of the Business & Human Rights Resource Centre manages the Centre's youth journalism initiative from New York.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Centre's expert work on sport and human rights is enabled by an experienced core team including Matt Stone, Head of Communications, who spent ten years as Head of Digital at FIFA after an early career at the BBC. Matt is supported by Jonny Randall, who has a decade of experience in managing communications projects for non-profits and Dr. Elisa Revuelta, an expert in digital content, with experience at the Olympic Channel and with FIFA. Operations and Governance are overseen by Dr. James Brown who previously ran the office of postdoctoral affairs at the University of Cambridge and prior to that helped establish the Cambridge Muslim College, supported by Finance Manager Andrea Donaldson who is a qualified Chartered Accountant with experience in various industries, Process and Evaluation Manager Claire Wilton-Magras who previously managed events and member relations at the International Paralympic Committee, Operations and Governance Manager Mweene Chibbonta who joined from a role with the Global Health Corps in Zambia and Office Administrator Jennifer Cuney who previously worked with the French Institute of Scotland and the French Consulate in Edinburgh where she provided administrative support. The Centre also has an active internship and academic placement programme in place with specific goals to grow the field and diversify access routes into sport and human rights professions.

The Centre's core staff (employees and consultants working on at least a 50% basis with the Centre) for at least 3 months during 2024 were:

- Lucy Amis (Senior Advisor-Knowledge and Capacity) (Employee, UK)
- Alison Biscoe (Head of Programme Development and Capacity Building) (Employee, Switzerland)
- Guido Battaglia (Head of Partnerships & Institutional Affairs & Head of Geneva Office) (Employee, Switzerland)
- James Brown (Head of Operations and Governance) (Employee, UK)
- David Grevemberg (Chief Innovation and Partnerships Officer) (Employee, UK)
- Katie Hanna (Head of North America) (Consultant, United States)
- Mary Harvey (Chief Executive) (Employee, United States)
- Daniela Heerdt (Head of Education and Research) (Consultant, Netherlands)
- Marie Porchet (Programmes and Partnerships Coordinator) (Employee, Switzerland)
- Thays Prado (Gender Senior Advisor & Foresight Senior Project Lead) (Consultant, Portugal)
- Jonny Randall (Communications Manager- Brand) (Consultant, Spain)
- Elisa Revuelta (Communications Manager- Digital Content) (Consultant, Spain)
- William Rook (Deputy Chief Executive and Chief Operating Officer) (Employee, UK)
- Matt Stone (Head of Communications) (Employee, UK)
- Claire Wilton-Magras (Process and Evaluation Manager) (Employee, UK)
- Mweene Chibbonta (Operations and Governance Manager) (Consultant, Zambia)
- Claudia Villa- Hughes (Head of Safeguarding) (Employee, UK)
- Tonatiuh Magos (Senior Project Lead, Mexico) (Consultant, Mexico)
- Sabrina Razack (Senior Project Lead, Canada) (Consultant, Canada)
- Annabel Short (Senior Project Lead, Eastern USA) (Consultant, United States)

STRUCTURE, GOVERNANCE AND MANAGEMENT

A core staff member was hired in mid 2024 to support daily operations for the global team:
- Jennifer Cuney (Office Administrator) (Employee, UK)

The core staff were supported by the following team members working on a fractional or intermittent basis:
- Shubham Jain (Education and Policy Researcher) (Consultant, UK)
- Scott Jerbi (Special Advisor) (Consultant, Switzerland)
- Kat Craig (Special Advisor) (Consultant, UK)

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
11422595 (England and Wales)

Registered Charity number
1187647

Registered office
Railview Lofts
19c Commercial Road
Eastbourne
East Sussex
BN21 3XE

Trustees
B Wilton
D Chavez (resigned 5.2.24)
D Amakobe
M L Thompson Oliver
N Dryden (resigned 28.11.24)
P Mitra (resigned 20.8.24)
P Jennings
V Gaillard
W Palmer (resigned 10.12.24)

Auditors
Kingston Burrowes Audit Ltd
308 Ewell Road
Surbiton
Surrey
KT6 7AL

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers

NatWest Bank Plc
96 Terminus Road
Eastbourne
East Sussex
BN21 3LX

Accountants

LMDB Accountants
Railview Lofts
19c Commercial Road
Eastbourne
East Sussex
BN21 3XE

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2024

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Centre For Sport and Human Rights Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 11 September 2025 and signed on its behalf by:

M L Thompson Oliver - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

Opinion

We have audited the financial statements of Centre For Sport and Human Rights Limited (the 'parent charitable company') and the subsidiary (the 'Group') for the year ended 31 December 2024 which comprise the Group Statement of Financial Activities, the Group and the Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and notes to the Group financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information
The trustees are responsible for the other information. The other information comprises the information included in the Report of the Trustees, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:
- the information given in the Report of the Trustees, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Report of the Trustees has been prepared in accordance with the applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance about actual and potential litigation or claims and the identification of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
-Auditing the risk of management override of controls, including testing journal entries and other adjustments for appropriateness.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- Professional scepticism in course of the audit and with audit sampling in material audit areas.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Kevin Fisher FCA (Senior Statutory Auditor)
for and on behalf of Kingston Burrowes Audit Ltd
308 Ewell Road
Surbiton
Surrey
KT6 7AL

Date: 17 September 2025

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	Unrestricted fund £	Restricted funds £	2024 Total funds £	2023 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	1,185,351	-	1,185,351	1,506,399
Commercial trading operations	5	124,832		124,832	94,475
Charitable activities	4				
Sport and human rights		136,834	908,194	1,045,028	2,136,313
Total		1,447,017	908,194	2,355,211	3,737,187
EXPENDITURE ON					
Raising funds	6	34,924	-	34,924	51,741
Commercial trading operations		90,987		90,987	29,776
Charitable activities	8				
Sport and human rights		1,443,960	1,226,066	2,670,026	2,572,041
Total		1,569,871	1,226,066	2,795,937	2,653,558
NET INCOME/(EXPENDITURE)		(122,854)	(317,872)	(440,726)	1,083,629
RECONCILIATION OF FUNDS					
Total funds brought forward		701,574	1,014,454	1,716,028	632,399
TOTAL FUNDS CARRIED FORWARD		578,720	696,582	1,275,302	1,716,028

CONTINUING OPERATIONS
The consolidated statement of financial activities includes all gains and losses in the year. All incoming resources and resources expended derive from continuing activities.

The notes form part of these financial statements

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

CONSOLIDATED BALANCE SHEET
31 DECEMBER 2024

	Notes	Consolidated 2024 £	Consolidated 2023 £	Charity 2024 £	Charity 2023 £
FIXED ASSETS					
Tangible assets	15	6,127	8,518	6,127	8,518
Investments	16	-	-	1	1
Interest in joint venture	17	50	-	-	-
		6,177	8,518	6,128	8,519
CURRENT ASSETS					
Debtors	18	340,727	234,273	354,153	228,221
Cash at bank		998,767	1,637,845	948,595	1,615,372
		1,339,494	1,872,118	1,302,748	1,843,593
CREDITORS					
Amounts falling due within one year	19	(70,369)	(164,608)	(67,419)	(197,227)
NET CURRENT ASSETS		1,269,125	1,707,510	1,235,329	1,646,366
TOTAL ASSETS LESS CURRENT LIABILITIES		1,275,302	1,716,028	1,241,457	1,654,885
NET ASSETS		1,275,302	1,716,028	1,241,457	1,654,885
FUNDS					
Unrestricted funds	21	578,720	701,574	544,875	640,435
Restricted funds	21	696,582	1,014,454	696,582	1,014,450
TOTAL FUNDS		1,275,302	1,716,028	1,241,457	1,654,885

These consolidated financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 11 September 2025 and were signed on its behalf by:

M L Thompson Oliver - Trustee

The notes form part of these financial statements

continued...

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	(637,143)	1,002,272
Net cash (used in)/provided by operating activities		(637,143)	1,002,272
Cash flows from investing activities			
Purchase of tangible fixed assets	15	(1,885)	(4,795)
Purchase of interest in joint venture	17	(50)	-
Sale of tangible fixed assets		-	420
Net cash used in investing activities		(1,935)	(4,375)
Cash flows from financing activities			
Increase/(Decrease) in group creditors		-	-
Net cash (used in)/provided by financing activities		-	-
Change in cash and cash equivalents in the reporting period		(639,078)	997,897
Cash and cash equivalents at the beginning of the reporting period		1,637,845	639,948
Cash and cash equivalents at the end of the reporting period		998,767	1,637,845

The notes form part of these financial statements

CENTRE FOR SPORT AND HUMAN RIGHTS
LIMITED

NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2024

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

		2024	2023
		£	£
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)		(440,726)	1,083,629
Adjustments for:			
Depreciation charges	15	4,276	4,682
Profit on disposal of fixed assets		-	(420)
(Increase)/decrease in debtors		(106,454)	100,215
Decrease in creditors		(94,239)	(185,834)
Net cash (used in)/provided by operations		(637,143)	1,002,272

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.24	Cash flow	At 31.12.24
	£	£	£
Net cash			
Cash at bank	1,637,845	(639,078)	998,767
	1,637,845	(639,078)	998,767
Total	1,637,845	(639,078)	998,767

The notes form part of these financial statements

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

1. STATUTORY INFORMATION

CSHR Limited is a private company, limited by guarantee, registered in England and Wales. Company number 11422595.

The company's registered office address is:
Railview Lofts
19c Commercial Road
Eastbourne
East Sussex
BN21 3XE

The presentation currency of the financial statements is the Pound Sterling (£).

In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £10 per member of the charitable company.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic Ireland', the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2019. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value.

Preparation of the accounts on a going concern basis
The trustees are not aware of any material uncertainties about the charitable company's ability to continue as a going concern.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Preparation of consolidated financial statements
The group financial statements consolidate the results of the charitable company and its wholly owned subsidiary Centre for Sport and Human Rights Trading Limited on a line-by-line basis. As permitted by Section 408 of the Companies Act, no separate statement of financial activities is presented in respect of the parent charitable company.

Income
All income is recognised in the Statement of Financial Activities once the charitable company has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

continued...

2. ACCOUNTING POLICIES - continued

Income

Grant income is recognised when there is formal offer of funding communicated in writing to the charitable company which does not relate wholly to future accounting periods.

The value of donated services are recognised at their open market value in the period in which they are receivable as incoming resources, where the benefit to the charitable company can be reliably measured. An equivalent amount will be included as expenditure under the relevant heading in the Statement of Financial Activities.

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

Government grants

The charitable company received government grants which are accounted for on the performance model.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charitable company to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs

All costs are allocated between expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned according to time spent on each activity during the period.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	-	15% on reducing balance
Computer equipment	-	33% on cost

Taxation

The charitable company is exempt from corporation tax on its charitable activities.

continued...

2. ACCOUNTING POLICIES - continued

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charitable company. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Foreign currencies
Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Pension costs are allocated to activities on the same basis as set out in the allocation and apportionment of costs policy stated above. Pension costs and liabilities are allocated to restricted and unrestricted reserves based on the allocation of labour time to the charities various funds.

Financial instruments
Financial assets and financial liabilities are recognised in the balance sheet when the charitable company becomes a party to the contractual provisions of the instrument.

Trade and other debtors and creditors are classified as basic financial instruments and are initially measured at initial recognition at transaction price. Debtors and creditors are subsequently measured at amortised cost using the effective interest rate method. A provision is established when there is objective evidence that the company will not be able to collect all amounts due. Cash and cash equivalents are classified as basic financial instruments and comprise cash at bank and short-term bank deposits with an original maturity of three months or less which are an integral part of the charitable company's cash management.

Financial liabilities issued by the company are classified in accordance with the substance of the contractual arrangements entered into and meet the definitions of a financial liability.

continued...

Financial instruments

Financial assets are de-recognised when:

- the contractual rights to the cash flows from the financial asset expire or are settled; or
- the charitable company transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
- the charitable company despite having retained some but not all significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are de-recognised only when the obligation specified in the contract is discharged, cancelled or expires.

L**easing Commitments**

Rentals paid under operating leases are charged to profit or loss on a straight line basis over the period of the lease.

Investments in subsidiaries

Investments in group companies are stated at cost less any identified impairment. An impairment review is undertaken annually by the trustees.

Investments in joint ventures

A joint venture is an activity that is controlled jointly by the Group and one or more other investors under a contractual arrangement. The Group has an investment in a joint venture established in a separate legal entity (a jointly controlled entity). Investments in joint ventures are recognised initially in the consolidated statement of financial position at cost (including transaction costs). Subsequently, they are accounted for using the equity method.

3. DONATIONS AND LEGACIES

	2024	2023
	£	£
Business donations	618,296	503,080
Foundation donations	316,959	43,314
Government donations	-	180,705
Sports body donations	250,096	779,300
	1,185,351	1,506,399

continued...

4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2024 £	2023 £
Grants	Sport and human rights	1,045,028	2,136,313

The conditions attached to the recognised government grants of £292,242 (2023 - £503,649) are that the funds have been provided to support both specific projects and also the wider activities of the charitable company. In both cases, funds received must be utilised within specified grants periods.

Grant income in the period comprised grants from governments of £292,242 (2023 - £503,649), from foundations of £752,786 (2023 - £1,609,139) and from sports bodies of £Nil (2023 - £23,518).

5. COMMERCIAL TRADING ACTIVITIES

	2024 £	2023 £
Consultancy	124,832	94,475
	124,832	94,475

6. RAISING FUNDS

Raising donations and legacies

	2024 £	2023 £
Consultancy	23,990	37,549
Wages	10,934	14,192
	34,924	51,741

All costs for raising funds are related to support costs.

continued...

7. SUBSIDIARY INCOME AND COSTS

The wholly owned trading subsidiary Centre for Sport and Human Rights Trading Limited is incorporated in the United Kingdom and pays all of its distributable profits to the parent charitable company by gift aid. The parent charitable company owns the entire share capital in the subsidiary, being 1 ordinary share of £1. A summary of the trading results whilst part of the group is shown below.

	2024	2023
	£	£
Turnover	124,832	94,475
Administration and other costs	(90,987)	(29,776)
Operating profit/(loss)	33,845	64,699
Profit before tax	33,845	64,699
Tax on profit	-	-
Profit for the financial year	33,845	64,699

As at 31 December 2024, the subsidiary had net assets of £33,846 (2023: net assets of £61,140). This comprised assets of £93,639 (2023: £75,778) and liabilities of £59,793 (2023: £14,638).

8. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 9)	Support costs (see note 10)	Totals
	£	£	£
Sport and human rights	1,803,821	866,205	2,670,026

Comparatives for the year ended 31 December 2023:

	£	£	£
Totals	2,009,294	562,747	2,572,041

continued...

9. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2024	2023
	£	£
Staff costs	576,737	581,110
Core consultancy	694,500	465,737
Project consultancy	350,169	567,356
Travel and event	60,033	343,692
Reports & other communications	1,655	12,157
Exchange rate variances	149,543	13,689
Other costs	(28,816)	25,553
	1,803,821	2,009,294

10. SUPPORT COSTS

	Management and administration	Finance	Information technology	Governance costs	Totals
	£	£	£	£	£
Sport and human rights	788,263	6,507	68,385	3,050	866,205

Comparatives for the year ended 31 December 2023:

	£	£	£	£	£
Totals	489,590	6,093	63,114	3,950	562,747

Management and administration comprises:

	2024	2023
	£	£
Staff and consulting costs	465,927	265,565
Office costs	42,254	29,036
Other costs	280,082	194,989
	788,263	489,590

continued...

11. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2024	2023
	£	£
Auditors' remuneration	3,050	3,950
Depreciation - owned assets	4,276	4,683
Surplus on disposal of fixed assets	-	(420)

12. TRUSTEES' REMUNERATION AND BENEFITS

During the year no trustees were paid (2023 - £3,182) for expert consultancy not related to their role as a trustee. Payment was authorised under the charitable company's articles of association.

Trustees' expenses
Trustees' expenses of £6,229 (2023 - £39,538) were paid in respect of three trustees (2023 - seven) during the years ended 31 December 2024 and 31 December 2023 for travel expenses.

13. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	737,199	634,745
Social security costs	76,367	65,489
Other pension costs	36,072	30,596
	849,638	730,830

The key management personnel of the charitable company comprise the trustees, the Chief Executive Officer and her deputy. The total employee benefits of the key management personnel of the charitable company were £363,635 (2023 - £413,275).

Under FRS 102, employee benefits include gross salary, benefits in kind, employer's social security and employer pension costs.

The average monthly number of employees during the year was as follows:

	2024	2023
Staff	9	8

continued...

13. STAFF COSTS - continued

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024	2023
£60,001 - £70,000	1	2
£70,001 - £80,000	1	-
£100,001 - £110,000	1	1
£110,001 - £120,000	1	1
£170,001 - £180,000	1	-
£220,001 – £230,000	-	1
	5	5

14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	1,506,399	-	1,506,399
Commercial trading operations	94,475	-	94,475
Charitable activities			
Sport and human rights	-	2,136,313	2,136,313
Total	1,600,874	2,136,313	3,737,187
EXPENDITURE ON			
Raising funds	51,741	-	51,741
Commercial trading operations	29,776		29,776
Charitable activities			
Sport and human rights	1,126,448	1,445,593	2,572,041
Total	1,207,965	1,445,593	2,653,558
NET INCOME	392,909	690,720	1,083,629

continued...

14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted funds £	Total funds £
RECONCILIATION OF FUNDS			
Total funds brought forward	308,665	323,734	632,399
TOTAL FUNDS CARRIED FORWARD	701,574	1,014,454	1,716,028

15. TANGIBLE FIXED ASSETS – GROUP AND CHARITABLE COMPANY

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 January 2024	3,524	20,246	23,770
Additions	-	1,885	1,885
At 31 December 2024	3,524	22,131	25,655
DEPRECIATION			
At 1 January 2024	1,287	13,965	15,252
Charge for year	313	3,963	4,276
At 31 December 2024	1,600	17,928	19,528
NET BOOK VALUE			
At 31 December 2024	1,924	4,203	6,127
At 31 December 2023	2,237	6,281	8,518

continued...

16. FIXED ASSET INVESTMENTS – CHARTIABLE COMPANY

	Shares in group undertaking £
MARKET VALUE	
At 1 January 2024 and 31 December 2024	1
NET BOOK VALUE	
At 31 December 2024	1
At 31 December 2023	1

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies include the following:

Centre For Sport and Human Rights Trading Limited
Registered office: Railview Lofts, 19c Commercial Road, Eastbourne, East Sussex, BN21 3XE
Nature of business: Consultancy services
Company number: 13509798

Class of share:	% holding
Ordinary	100

	2024 £	2023 £
Aggregate capital and reserves	33,846	61,140
Profit for the year	33,845	64,699

17. FIXED ASSET INVESTMENTS – JOINT VENTURES

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
As at 1 January 2024	-	-	-	-
Additions	50	-	-	-
Share of profit or loss	-	-	-	-
	50	-	-	-

continued...

17. FIXED ASSET INVESTMENTS – JOINT VENTURES - continued

The company's investments at the balance sheet date in the share capital of companies include the following:

Global Sport and Human Rights Academy Limited
Registered office: Railview Lofts, 19c Commercial Road, Eastbourne, East Sussex, BN21 3XE
Nature of business: Dormant
Company number: 15052830

Class of share:	% holding
Ordinary	50

	2024	2023
	£	£
Aggregate capital and reserves	50	-
Profit for the year	-	-

18. DEBTORS – GROUP AND CHARITABLE COMPANY

AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2024	Group 2023	Charity 2024	Charity 2023
	£	£	£	£
Trade debtors	174,021	77,687	135,129	73,687
Amounts owed by group undertakings	-	-	56,843	-
Other debtors	70,056	37,621	65,531	35,569
Accrued income	78,123	85,312	78,123	85,312
Prepayments	18,527	33,653	18,527	33,653
	340,727	234,273	354,153	228,221

continued...

19. CREDITORS: GROUP AND CHARITABLE COMPANY

AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Trade creditors	22,662	109,026	22,662	96,712
Amounts owed to group undertakings	-	-	-	47,253
Amounts owed to joint ventures	50	-	-	-
Social security and other taxes	23,508	22,125	23,508	22,125
Other creditors	2,900	-	-	-
Accrued expenses	21,249	33,457	21,249	31,137
	70,369	164,608	67,419	197,227

There was no deferred income brought forward from 2023. There was no deferred income as at 31 December 2024.

20. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Within one year	4,944	19,334	4,944	19,334
Between one and five years	-	4,834	-	4,834
	4,944	24,168	4,944	24,168

continued...

21. MOVEMENT IN FUNDS

	At 1.1.24 £	Net movement in funds £	At 31.12.24 £
Unrestricted funds			
General fund	701,574	(122,854)	578,720
Restricted funds			
Oak Foundation	902,040	(205,458)	696,582
Clifford Chance Foundation	93,571	(93,571)	-
Special Olympics Europe Eurasia Foundation	18,843	(18,843)	-
	1,014,454	(317,872)	696,582
TOTAL FUNDS	1,716,028	(440,726)	1,275,302

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,447,017	(1,569,871)	(122,854)
Restricted funds			
Oak Foundation	752,786	(958,244)	(205,458)
Clifford Chance Foundation	-	(93,571)	(93,571)
Special Olympics Europe Eurasia Foundation		(18,843)	(18,843)
Swiss Government	155,408	(155,408)	-
	908,194	(1,226,066)	(317,872)
TOTAL FUNDS	2,355,211	(2,795,937)	(440,726)

continued...

21. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.1.23 £	Net movement in funds £	At 31.12.23 £
Unrestricted funds			
General fund	308,665	392,909	701,574
Restricted funds			
Oak Foundation	323,734	578,306	902,040
Clifford Chance Foundation	-	93,571	93,571
Special Olympics Europe Eurasia Foundation	-	18,843	18,843
	323,734	690,720	1,014,454
TOTAL FUNDS	632,399	1,083,629	1,716,028

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,600,874	(1,207,965)	392,909
Restricted funds			
Oak Foundation	1,257,219	(678,913)	578,306
Clifford Chance Foundation	93,571	-	93,571
Special Olympics Europe Eurasia Foundation	23,518	(4,675)	18,843
Swiss Government	503,649	(503,649)	-
Open Society Foundation	247,521	(247,521)	-
Organisation internationale de la Francophonie	10,835	(10,835)	-
	2,136,313	(1,445,593)	690,720
TOTAL FUNDS	3,737,187	(2,653,558)	1,083,629

continued...

21. MOVEMENT IN FUNDS - continued

Unrestricted funds represent monies given to the charitable company without restrictions.

This following restricted funds comprise restricted grants from specific donors to support delivery of the projects described. The funds may only be applied to eligible expenditure defined in the relevant grant agreements and the charitable company monitors these funds separately, reporting to the funders on progress and expenditure. Any unspent funds remaining at project closure will be returned to the donors in each case, unless otherwise agreed in writing. The funds are:

Oak Foundation To support the delivery of the project Promoting the Rights of Children at the FIFA World Cup 2026 aiming to advance the protection and promotion of the rights of children in the 2026 FIFA World Cup host cities.

Clifford Chance Foundation To support the delivery of the project Roadmap to Remedy aiming to improve access to remedy for sport-related human rights abuses where human rights are negatively impacted by the activities or business relationships of actors involved in sport

Special Olympics Europe and Eurasia Foundation To support the delivery of the project Special Olympics Operations Safeguard aiming to improve safeguarding for children and adults with intellectual disabilities participating in Special Olympics events through the development and application of policy templates, resources and good practice.

Federal Department of Foreign Affairs of the Government of Switzerland To support the delivery of project aiming to advance the protection and promotion of human rights in sport in alignment with Switzerland's National Action Plan on Human Rights.

Open Society Foundation To support the delivery of the project Ushering in a new decade of sport and human rights aiming to advance the Centre's work in policy advocacy in sports towards protecting human rights.

Organisation International de la Francophonie To support the delivery of the project Sensibilisation au respect des droits de l'Homme dans le cadre de l'organisation et de la tenue des IXΦmes Jeux de la Francophonie aiming to train the delivery team of the ninth Francophone Games in respect of human rights in the context of major sporting events.

continued...

22. RELATED PARTY DISCLOSURES

Centre For Sport and Human Rights Trading Limited
Wholly owned trading subsidiary company.

As at 31 December 2024, the trading subsidiary company owed the parent charitable company £56,843 (2023 Creditor: £47,253). The loan has no fixed repayment term and is interest free.

Labour costs of £44,483 (2023: £4,720) were recharged by the parent charitable company to its subsidiary during the year.

There were no other related party transactions for the year requiring disclosure.

The charitable company's ultimate parent company is Centre Pour Le Sport Et Les Droits De L'Homme, a non-profit association constituted in Switzerland. It carries out no activities in its own right. Control is exercised by virtue of being the sole member of the charitable company.

23. CONTINGENT ASSETS

The charitable company has been awarded grants totalling £488,946 (2023 - £1,400,007), which are for time periods that commence after the balance sheet date. As the charitable company is presently unable to receive or expend these funds they are not recognised in income in the reporting period.

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

England & Wales - Charity number 1187647

Accounts

REGISTERED COMPANY NUMBER: 11422595 (England and Wales)
REGISTERED CHARITY NUMBER: 1187647

REPORT OF THE TRUSTEES AND

AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

FOR

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

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CENTRE FOR SPORT AND HUMAN RIGHTS
LIMITED (REGISTERED NUMBER: 11422595)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Sport provides a common framework that joins the global community around a common set of aspirational values, while showcasing the boundless achievements of individuals and teams to overcome adversity. Yet a gap remains between the promise and reality of sport for many people from the grassroots to the elite and professional levels. Various experiences in sport reveal that where individuals have been deprived of voice and agency, or where significant power imbalances exist, people have become more vulnerable to harm which has a detrimental effect on the legitimacy and credibility of the entire sports ecosystem. The Centre for Sport and Human Rights (the "Centre") exists to close the gap between the promise and the reality of sport. Through developing and maintaining a social licence rooted in respect for human rights, sport and its unparalleled reach can be further leveraged in the interests, and with the participation, of all those affected.

A venture building on decades of work by many parties, the Centre is a human rights organisation for the world of sport. In 2023 the Centre marked five years of operations and this report is its fifth annual trustees' report. The report describes how the Centre has carried out its purposes for the public benefit over the past 12 months, with the goal to help people, including funders and beneficiaries, understand why and how the Centre does what it does. The report includes descriptions of the Centre's programmes, significant activities, and charitable works, as well as outlining plans for future periods and providing an overview of the Centre's structure, governance and management. Recognising five years of the Centre, this report takes an expansive approach to describing how the Centre works, before outlining what the Centre does.

MISSION

First proposed in 2015, a multi-stakeholder initiative came together to develop an evidence base and mandate for a new organisation dedicated to the specific human rights dimensions of sport. An outcome of that process, the Centre launched in 2018 with a mission to "advance a world of sport that fully respects and promotes human rights" by "independently sharing knowledge, building capacity and strengthening the accountability of all actors involved in sport including by enabling collective action and by promoting the implementation of the Sporting Chance Principles". Following three years of incubation by the Institute for Human Rights and Business (IHRB), the Centre became fully independent and gained increased visibility in 2021, adopting a four-year strategic plan "Convergence 2025" premised on generating awareness, building capacity, and creating lasting value.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023

Underpinned by a commitment to international human rights and labour standards, the Centre delivers activities across the realms of day-to-day sport and mega-sporting events. A centre of expertise, the Centre convenes a network of significant institutions representing diverse interests from sports, business, trade unions, governments, intergovernmental and non-governmental organisations. Stewarded by Mary Robinson as Founding Chair, the Centre has a unique governance structure with the Office of the UN High Commissioner for Human Rights (OHCHR) and the International Labour Organisation (ILO), formally part of its governance alongside peak global bodies representing workers, employers, and athletes. The Centre is now a specialist human rights agency headquartered in Geneva, Switzerland, working to bring all actors in the sport ecosystem together to understand and act upon their roles and responsibilities - requiring a strong and iterative focus on building trust, conducting outreach, and deepening engagement. Governed by an independent board of directors, the Centre is a nonprofit organisation dedicated to fulfilling its mission for the benefit of people and communities affected or impacted by sport, namely: athletes, workers, communities, fans, volunteers, coaches, officials, administrators, and journalists, with a particular focus on the rights of at-risk, vulnerable and historically disadvantaged groups.
The Centre's mission is supported by three Patrons: Mary Robinson, former President of Ireland and former UN High Commissioner for Human Rights; Guy Ryder, former Director General of the ILO; and Dr Harry Edwards, renowned sociologist and founder of the Olympic Project for Human Rights.

PRINCIPLES:
The Sporting Chance Principles are referenced in the Centre's mission and its Articles of Association. Through its work, the Centre works towards the fulfilment of these principles:

Preamble:
Sport relies on a rules-based system, fair play, respect and the courage, cohesion, support and goodwill of society in all its facets, including athletes, fans, workers, volunteers and local communities, as well as governments, businesses large and small, the media and sports bodies. The foundational principles of the world's preeminent sports bodies speak to universal humanitarian values, harmony among nations, solidarity and fair play, the preservation of human dignity, and commitment to non-discrimination. These values have much in common with international human rights instruments, principles and standards. Recognising that there is a generation of work to be done to fully align the world of sport with the fundamental principles of human dignity, human rights, and labour rights; the Advisory Council of the Centre for Sport and Human Rights are committed to working towards the fulfilment of these Sporting Chance Principles.

1. Sport has inherent power to create positive change.

Sport can help promote human rights and sustainable development, and foster cooperation, solidarity, fairness, social inclusion, education and health at the local, regional and international levels. To realise this potential, it is essential that the protection of and respect for human rights are embedded within the governance and operations of sport, and that the policies, systems, and practices of all actors regularly evolve to reflect the continually developing human rights landscape. This should also be the starting point for engaging with critical issues such as integrity, equality, development, and fair play.

2. Internationally recognised human rights apply.
The governance and delivery of sport should at all times be based on international human rights instruments, principles and standards, including those expressed in the UN Guiding Principles on Business and Human Rights, the OECD Guidelines on Multinational Enterprises, the ILO Declaration on Fundamental Principles and Rights at Work, and the ILO Tripartite Declaration on Principles Concerning Multinational Enterprises and Social Policy, as well as those that may apply to potentially vulnerable or marginalised groups such as the UN Convention on the Rights of the Child.

3. All actors involved in sport commit to internationally recognised human rights.
All actors involved in sport should commit to protecting and respecting internationally recognised human rights through their activities and business relationships. Harms that do occur should be addressed. All actors should strive to act responsibly, through their governance, through proper safeguarding, and through protecting/respecting the rights of all stakeholders including athletes, fans, communities, workers, children, volunteers, journalists, human rights defenders, and potentially marginalised groups.

4. Human rights are taken into account at all times.
All actors involved in sport should identify, prevent, mitigate, and account for how they address their impacts on human rights through a robust and ongoing process of human rights due diligence. This applies to any actor involved in the delivery of sporting events at each stage of their lifecycle from bidding, bid evaluation, planning, development, delivery, staging to legacy, as well as throughout the entire sport value chain.

5. Affected groups have a voice in decision-making.
Principled and practical ways should be found to strengthen the voice of all those affected by sport, including athletes, fans, communities, workers, children, volunteers, journalists, human rights defenders, and potentially marginalised groups, through meaningful and ongoing engagement. Special efforts should be made to engage with vulnerable and hard to reach groups, and address any discrimination or failure to protect, respect and uphold enabling rights.

6. 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.

7. Lessons are captured and shared.
Lessons learned with regard to human rights successes and failures of the activities and business relationships of the actors involved in the governance and delivery of sport, including throughout a mega-sporting event lifecycle, should be captured, disclosed and shared in transparent ways to raise standards and improve practices in order to prevent a recurrence of adverse human rights impacts over time.

8. Stakeholder human rights capacity is strengthened.
To address human rights risks and opportunities, governments, sports bodies, organising committees and other key stakeholders involved in the governance and delivery of sport should develop human rights knowledge and capacity, and seek expert advice as required.

9. Collective action is harnessed to realise human rights.
To help all actors involved in sport continue to be a source of inspiration for decades to come, all stakeholders should forge collective solutions to address human rights challenges that are beyond the capacity of any single stakeholder to resolve. All actors should work collectively to coordinate, support, and develop alignment between the world of sport and international human rights instruments, principles, and standards.

10. Bidding to host mega-sporting events is open to all.
All nations and localities should be able to bid to host mega-sporting events and bring these celebrations of human achievement to their people, provided that in doing so they demonstrate their commitment to meeting their responsibilities and obligations under relevant international human rights instruments, principles, and standards in relation to the event.

SCOPE:
In fufilling its purpose, the Centre's Articles of Association restrict its scope to the promotion of human rights as recognised as a charitable purpose by the Charity Commission. While there are many ways to promote human rights, as a UK charity the Centre follows Charity Commission guidance, including noting that the promotion of human rights must be: (i) beneficial to communities and (ii) analogous with a concern for "moral or spiritual welfare and improvement". A charity that exists to promote human rights "must identify the code or codes of human rights which it is seeking to promote" - in the Centre's case this means the promotion of international human rights and labour rights instruments, principles and standards, including as referenced in the Sporting Chance Principles.

As such, the Centre's scope is restricted in its statutes to the following objects: "promoting human rights (including as set out in the Universal Declaration of Human Rights, subsequent United Nations conventions and declarations, and other international human rights instruments, principles and standards) through and throughout the world of sport (in accordance with the Sporting Chance Principles) by all or any of the following means:

I. monitoring abuses of human rights;
II. obtaining redress for the victims of human rights abuse;
III. relieving need among the victims of human rights abuse;
IV. research into human rights issues;
V. educating the public about human rights;
VI. providing technical advice to government and others on human rights matters;
VII. contributing to the sound administration of human rights law;
VIII. commenting on proposed human rights legislation;
IX. raising awareness of human rights issues;
X. promoting public support for human rights;
XI. promoting respect for human rights among individuals, corporations, other organisations and enterprises;
XII. international advocacy of human rights;
XIII. eliminating infringements of human rights."

These are based on the model objects for a human rights charity set out in Charity Commission guidance, and define the maximum extent of what the Centre can do from a regulatory perspective, while enabling sufficient flexibility within those limits to determine a specific mandate.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023

MANDATE:
Within its scope, the Centre determines its mandate with reference to its mission and to the objectives of the institutions that established the Centre. The intentions of the organisations that came together to establish the Centre were set out in a joint statement by OHCHR, the ILO, the International Trade Union Confederation (ITUC), and the International Organisation of Employers (IOE), together with the Government of Switzerland (Federal Department of Foreign Affairs (FDFA)); the Commonwealth Games Federation (CGF); Human Rights Watch (HRW); the World Players Association (World Players); and IHRB. The statement declares that "the Centre shall:

1. Seek to realise a world of sport that fully respects, upholds and promotes human rights in accordance with the Sporting Chance Principles.
2. Be independent, rooted in international human rights standards, and committed to advancing the human rights agenda linked to sport at all levels.
3. Work collectively by engaging and supporting the efforts of all actors in the global sport ecosystem, including people and communities affected by sport, sports bodies, sport event organisers, governments, intergovernmental organisations, sponsors, broadcasters and other commercial partners, civil society including trade union representatives and members, and employers and their associations.
4. Prioritise the rights of affected persons and groups in the Centre's strategy and activities, focussing on those who make sport happen: athletes, workers, fans, communities, volunteers, officials, and the press.
5. Influence and convene actors across the entire sport ecosystem and harness their collective commitments and efforts to effectively address urgent and complex human rights challenges affecting people involved in and impacted by sport, and involve them in the solutions.
6. Foster positive opportunities that generate sustainable societal change by generating awareness, building capacity and creating shared value throughout the world of sport.
7. Act in accordance with, uphold and collectively nurture the values of being trustworthy, legitimate, innovative, collaborative, and enabling.
8. Create safe spaces for courageous and ambitious dialogue and brave and bold collective action rooted in international human rights standards, mobilising all actors in sport.
9. Catalyse an emerging field on sport and human rights, continually scanning the horizon to develop evidence and strategies to address the challenges and opportunities ahead.
10. Commit to implementing the highest standards of good governance, independence, transparency and accountability.
11. Be evidence-led and grounded in existing bodies of credible research and knowledge.
12. Provide publicly accessible resources and services as a public good.
13. Seek to work through consensus in all formal bodies of the Centre while at all times upholding the independence of the Centre."

With this statement providing the Centre with a compass in formulating its strategy, some of the Charity Commission's prescribed objects therefore align more with the Centre's work than others. When it comes to applying the objects, the Centre's emphasis is primarily on "promoting respect for human rights by individuals and corporations" - with corporations understood by the Centre to include sports bodies and other analogous non-state actors within scope of the UN Guiding Principles on Business and Human Rights (UNGPs). Other Centre activities align with "providing technical advice to government and others on human rights matters" and "raising awareness of human rights issues". To a lesser degree, some activities also align with "educating the public about human rights"; "promoting public support for human rights"; and "research into human rights issues". This emphasis is designed to support the Centre's unique role as a convener and facilitator, and reflect that the Centre itself is the product of a multi-year multi-stakeholder process. This emphasis may change over time as the Centre responds to its external environment and takes direction from its stakeholders and beneficiaries and as its strategy evolves. Given its mandate, the Centre's emphasis is much less on "international advocacy of human rights"; "monitoring abuses of human rights"; "contributing to the sound administration of human rights law"; and "commenting on proposed human rights legislation" - for these elements the Centre plays a more supporting role with other actors that take the lead on this type of work. Further, given mutual exclusivities, the Centre is not presently set up to work on directly "obtaining redress for the victims of human rights abuse"; "relieving need among the victims of human rights abuse"; and "eliminating infringements of human rights".

VALUES:
The Centre is committed to embodying values that nurture and project a positive working culture at all levels by being trustworthy, legitimate, innovative, collaborative, and enabling. Through the Centre's work to date, the organisation has particularly focussed on demonstrating the first two values in this continuum - trustworthiness and legitimacy. As the Centre is now more established, the opportunity now presents itself to demonstrate greater innovation and collaboration over next phases of work. Demonstrating innovation and collaboration are therefore an important dimension of the Centre's current objectives and aims.

APPROACH:
The Centre was proposed, incubated and established by IHRB, and its approach remains rooted in the business and human rights movement. The Centre would not exist without the political and financial support of the Government of Switzerland - for whom the Centre is a component of its business and human rights strategy. Here it is relevant to note that the Centre is directly referenced in the Swiss Government's National Action Plan on Business and Human Rights, with Swiss support for the Centre illustrated as an example of how Switzerland operationalises its responsibilities under the UNGPs. These business and human rights foundations are a core consideration for the Centre and underpin an approach based on engagement and dialogue, and a focus on the human rights responsibilities of non-state actors (including sports bodies and companies) to undertake human rights due diligence in accordance with the UNGPs. This means that the Centre's approach is, like its ecosystem model, people-centred and institutionally-focussed. In practice this entails a focus on the responsibilities of institutional actors in sport to respect human rights, including through commitments to ongoing and effective stakeholder engagement and human rights due diligence.

In defining objectives and aims, the Centre's approach is inspired by Professor John Ruggie's definition of "principled pragmatism" - which entails directing efforts to where it can deliver most effectively for people. In Ruggie's words this means: "An unflinching commitment to the principle of strengthening the promotion and protection of human rights as it relates to businesses, coupled with a pragmatic attachment to what works best in creating change where it matters most-in the daily lives of people." Such an approach requires the Centre to be clear about what it does and what it doesn't do. In its published Operational Principles, the Centre sets out how the organisation prioritises its activities and differentiates itself from partners. These principles set out that:

- The Centre is not neutral when it comes to human rights and in the face of abuses. Where harms arise linked to sport and sporting events, the Centre is solutions-oriented and focused on corrective action, remedy, and ways to strengthen human rights procedures to prevent recurrences of harm.

- The Centre recognises that human rights violations arise from power imbalances and to treat all stakeholders equally fails to acknowledge pre-existing inequities. The Sporting Chance Principles explicitly underscore the importance that affected groups have a voice in decision-making in matters that affect them, parity of information and access to effective remedy where their human rights are negatively impacted.

- The Centre values constructive engagement and positions itself as equidistant from all stakeholders in the ecosystem and is careful in communication. This enables the Centre to have difficult but honest conversations with all parties, including with sport entities and others in the sport ecosystem that show commitment to positive human rights change.

- To preserve independence, the Centre does not directly work on active or acute human rights cases. The reason for this is that: (a) the Centre convenes solutions-focused conversations and conducts capacity-building initiatives with sports bodies - work that is not viable if the Centre is also directly or indirectly representing affected people, and such mutual exclusivities can not be reconciled within one organisation; (b) the Centre seeks to have constructive dialogue with all stakeholders on systemic solutions and cannot take a partisan role in ongoing legal/quasi-legal matters at the same time; (c) the Centre is well positioned to learn from the experience of affected persons and cases and can generate learning derived from remedy processes, develop tools, and push for systemic change, without engaging directly in investigations, complaints or disputes; (d) the Centre's networks - individually or collectively - may have leverage and influence that can increase opportunities for a positive outcome in certain cases - where a case has strategic value the Centre can play a convening role in bringing stakeholders together to explore solutions, but does not need to be active directly; (e) the Centre is not established, governed or licenced to provide legal advice or direct assistance to affected persons.

- The Centre has a mandate for collective action, encouraging the creative deployment of different skill sets and types of interventions to tackle human rights risks and to leverage opportunities. Where gaps need to be filled the Centre assists by co-designing solutions. Where Advisory Council members and others are better positioned to achieve quick wins for people, the Centre avoids duplication and instead amplifies their work where it is appropriate and safe for affected people.

- The Centre works with sports bodies as a priority because they have a responsibility to respect human rights which most do not yet acknowledge or implement. Sport's potential to deliver results for people makes working with sport bodies to implement respect for human rights a key imperative. The calls the Centre makes for sport to harness opportunities, promote human rights, and create lasting value should never be at the expense of, or as a substitute to, first avoiding harm.

- Within the ecosystem, the Centre is positioned as a steward of responsible sport. In accordance with its statutes, the Centre's role is sport specific, meaning that the Centre does not campaign on human rights issues outside the context of sport, sport events and their legacies, or pursue 'sport for development and peace' efforts.

- The Centre does not actively advocate for new international standards at the governmental or intergovernmental level linked to sport. The Centre keeps across such initiatives where they relate to strategic priorities and participate in relevant processes through submissions or other contributions, but advocacy is not a main priority and the Centre does not instigate such work, instead allowing expert partners in the ecosystem to lead. Rather, the Centre's focus is for the recognition, progressive realisation and implementation of existing international standards.

This approach influences the culture of the Centre and informs the design of strategy.

THEORY OF CHANGE:
In practice, the Centre's work is brought to life via its strategic plan - Convergence 2025. Launched in 2021, Convergence 2025 outlines the Centre's theory of change and strategic priorities. The strategy itself is the outcome of a lengthy period of stakeholder engagement and consultation with the board. Drafted by the Centre's management team, Convergence 2025 was adopted as the strategy by the board and endorsed by the general members of the charity's parent association.

By engaging, influencing and convening actors across the entire sports ecosystem and harnessing their collective commitment and efforts to uphold the UNGPs and the Sporting Chance Principles, the Centre believes that urgent and complex human rights challenges affecting people involved in and impacted by sport at all levels from grassroots to professional can be effectively addressed. Together with others, the Centre seeks to create positive opportunities that generate sustainable societal change by following these three pillars:

(I) Generating awareness through constructive dialogue, collaborative exchange and sharing knowledge that amplifies the voice and agency of affected groups and builds platforms to educate and enrol stakeholders with a sense of responsibility and commitment - such that: stakeholders in the world of sport are aware of, acknowledge and commit to their duties, obligations and responsibilities to protect, respect and promote human rights.

(II) Building capacity with stakeholders through thought-leadership, evidence gathering and tools development that encourages individual and collective commitments to international human rights standards and incorporates the voices and representation of affected people - such that: stakeholders in the world of sport increase their capacity to prevent and mitigate human rights violations and harms through due diligence, informed by engagement with and the experience of affected groups, adding value to the future of harm-free, transparent and accountable sport.

(III) Creating lasting value through connectivity, collaboration, collective action and accountability, enabling people to deliver and enjoy sport in a harm-free environment, realising sustainable benefits that support human rights (socially, economically and environmentally), while recognising and rewarding those that are positive catalysts for good - such that: stakeholders in the world of sport hold each other accountable in implementing their human rights commitments and continually refine how they assess their impact, act on findings, track responses, and transparently communicate their performance.

All Centre activities align with the theory of change.

COLLECTIVE OUTCOMES:
The mandate of the Centre and the expectations on it to have real impact in the world of sport are vast, while its resources remain limited. The Centre therefore aims to work as a catalyst, convenor, force-multiplier, and enabler - working with and through other institutional actors to grow its impact. For a relatively new organisation in an emerging field, it is working to mainstream awareness of human rights across the sports ecosystem and build the capacity of institutional actors in sport to better respect and protect people's rights in its activities and its events.

The ultimate beneficiaries of the Centre's work are the people impacted by the entire sports ecosystem, including athletes, coaches, communities, fans, workers, volunteers, administrators, and the press.

The following list of 'collective outcomes' are included in the strategy and represent the outcomes that the Centre believes should be pursued by all actors in the sports ecosystem seeking together to realise a world of responsible sport:

A. Knowledge - Through the voices of affected groups, consistent evidence-based and positive impact cases, the sport ecosystem is aware of sport's potential and actual harms and commits to prevent them.

B. Leadership - Sports bodies and sporting events organisers conduct human rights due diligence, and in consultation with affected groups, change harmful and discriminatory policies and practices and implement prevention policies and mechanisms.

C. Culture - Sports bodies and sporting events organisers cultivate, practice and promote a "do no harm" ethos and environment.

D. Regulation - All governments and sports bodies have regulations in place which ensure access to effective remedy and accessible grievance mechanisms for individuals who experience abuses linked to sport.

E. Representation - Affected groups involved in sport have awareness of their rights, voice and access to widely available representation, support to ensure meaningful engagement, and sports bodies are equipped to properly address remedy.

F. Resolution - Effective and enduring human rights compliant judicial and non-judicial adjudication mechanisms are in place at national, transnational and international levels to address sport related harms. Lessons are captured to ensure systemic change.

G. Promotion - Human rights is harnessed for sport to do no harm and sport is harnessed to promote human rights in specific areas such as nondiscrimination, freedom of expression, and participation in decision-making, among others.

H. Development - Sports bodies and sporting events have the tools to be enablers of sustainable development and become more sustainable by embedding human rights commitments and practices.

I. Legacy - Sporting events and programmes leave a sustainable positive human rights legacy for people and communities in host cities/nations/ countries, while positively influencing systemic changes in wider society.

All Centre activities align with contributing to one or more of these 'collective outcomes'.

STRATEGIC PRIORITIES:
Based on the theory of change and collective outcomes, in 'Convergence 2025' the Centre identifies five strategic priorities to work towards over the period 2021-2025, each with a defined approach:

(1) Nurture Thought-Leadership, Innovation and Knowledge on Sport and Human Rights:
- Embed a multidisciplinary approach to thought leadership to catalyse the growth of the sport and human rights movement.
- Promote a culture of innovation that conceives, creates and connects great ideas with stakeholders seeking to achieve responsible sport and builds on the expertise and experiences of affected groups.
- Ensure knowledge sharing is evidence-based, inclusive, accessible and evolutionary and uses experiential and highly pragmatic educational platforms delivered with credible expertise.

(2) Strengthen Operational Systems and Practices in Sport to Align with Human Rights Responsibilities:
- Support sports bodies and major events in conducting human rights due diligence, and, through engagement and consultation with affected groups (including children), identify and change harmful and discriminatory policies and practices.
- Advocate for and promote the UN Guiding Principles on Business and Human Rights and the Sporting Chance Principles as the foundation for delivering responsible, accountable and transparent sport.

- Align, wherever possible, the contribution of the sport and human rights movement towards the achievement of the 2030 UN Sustainable Development Goals and the Kazan Action Plan.

(3) Foster Inclusive Engagement, Cultivate Collective Action and Forge Transformational Alliances:
- Build and promote safe spaces that nurture conversations and dialogue that respectfully and inclusively engage the diverse views of various affected groups and institutional stakeholders and act as a catalyst for cultivating collective action.
- Promote an interconnected sports ecosystem of rights-holders and institutional actors that prioritise the realisation of responsible sport environments, experiences and working cultures that 'do no harm' and realise the full potential of sustainable and positive human rights legacies for the benefit of people and communities impacted by sport.
- Gain insight and understanding through the diverse expertise, knowledge and experience of the Centre's Advisory Council members as a distinct group of leaders and influencers in the sport and human rights movement.

(4) Address Harmful Practices and Human Rights Violations in the World of Sport:
- Advance the rights and voices of people adversely impacted by or through sport through people-centred and affected-person-led approaches to remedy.
- Develop, evolve and refine guidance and standards for regulation, representation and resolution regarding remedy mechanisms for sport-related human rights abuses.
- Promote collaborative solutions to remedy issues by respecting the distinct contextual approaches required in different situations.

(5) Build a Self-Sustaining Global Organisation:
- Implement a people-centred approach, rooted in international human rights standards, that expands the reach of the sport and human rights movement globally and contributes positively across the entire sports ecosystem.
- Nurture a positive working culture that lives and projects an environment that is people-focused (supportive, inclusively diverse and accessible, helpful, curious), impact-oriented (purpose-driven, collaborative, ambitious within capacity) and solutions-based (pragmatic, plain-spoken, practical).
- Uphold the highest professional standards in daily work to enable the organisation to adapt and respond effectively to volatile, uncertain, complex and ambiguous environments in delivering on vision and mission, evolving strategy based on evidence and outcomes.

ACTIVITY AREAS:
Each of the five strategic priorities are broken down into five activity areas in Convergence 2025. The Centre's activities in any given year are aligned in an annual business plan to these 25 activity areas, defined as follows:

1. Nurture thought leadership, innovation and knowledge on sport and human rights:
- 1.1 Develop and promote the use of guidance and tools for sports bodies.
- 1.2 Develop and promote the use of human rights resources for Mega-Sporting Events at all stages of the event lifecycle.
- 1.3 Cultivate multi-sector research on sport and human rights.
- 1.4 Build a global library of sport and human rights case studies.
- 1.5 Launch an educational network and virtual learning platform.

2. Strengthen operational systems and practices in sport to align with human rights responsibilities:
- 2.1 Work with sports bodies committed to embedding human rights.
- 2.2 Strengthen Mega-Sporting Event host actor human rights commitments.
- 2.3 Strengthen sponsor and broadcaster capacities to manage and respond to events in high-risk contexts and harness human rights and social purpose opportunities.
- 2.4 Strengthen governmental and intergovernmental sport and human rights policies and frameworks.
- 2.5 Collaborate with standards and professional advisory bodies to support and evolve standards of best practice.

3. Foster inclusive engagement, cultivate collective action and forge transformational alliances:
- 3.1 Facilitate meaningful engagement and participation of affected groups.
- 3.2 Enrol and recognise institutional actors across the sports ecosystem.
- 3.3 Cultivate collective action on challenging areas of mutual interest that will benefit from multilateral cooperation.
- 3.4 Establish strategic alliances and partnerships across the sports ecosystem.
- 3.5 Convene fora to take stock, build connections and collectively address challenges and opportunities.

4. Address harmful practices and human rights violations in the world of sport:
- 4.1 Strengthen sports body effectiveness in governing, managing and resolving grievances.
- 4.2 Support Mega Sporting Events in addressing grievances and remedy.
- 4.3 Collaborate with governments and intergovernmental bodies to ensure protection, promotion and fulfilment of human rights with remedy in sport.
- 4.4 Develop the capacity of professional advisors and other actors to support and evolve standards of best practice.
- 4.5 Engage, support and promote the voices of affected persons in developing standards, case studies and recommendations.

5. Build a Self-Sustaining Global Organisation
- 5.1 Strengthen the effectiveness of governance, structures and strategy.
- 5.2 Bolster the productivity and efficiency of internal management systems and operations.
- 5.3 Develop, manage and measure programmes and projects for maximum impact.
- 5.4 Maximise the reach and scale of impact through communications and stakeholder engagement
- 5.5 Generate stable and sustainable resourcing and revenue sources.

WORKSTREAMS:
The Centre's team implements the strategy via an internal governance model overseen by the Senior Leadership Team. An internal Organisational Sustainability Group brings together workstreams on Partnerships, Operations, Finance, Governance, Revenue Generation, Process & Evaluation, Human Resources and Marketing & Communications. An internal Programme Management Group brings together and coordinates workstreams on:

(A) Awareness: Campaigns & Storytelling
(B) Network: Engage, Convene & Represent
(C) Knowledge: Education, Research, Thought Leadership
(D) Tools: Guides, Resources & Reports
(E) Capacity: Technical Support & Bespoke Advisory

These workstreams are a practical measure to cluster activities within logical groups under the management of specialist staff, and they typically refer to the nature of the output developed by a given activity. When commencing a new activity the Centre first defines the intended outcome of that activity, and determines what type of output the activity represents, for example a campaign, an event, a course, a guide, or a training session. The nature of the output or 'product' determines how the Centre staffs an activity, and where responsibility and budget management sits within the team. This model leverages the skills of a team with recognised expertise in each of these five workstream areas.

Much of the work within these workstreams is universal, but in some cases intersects with four thematic areas where the Centre has dedicated capacity, expertise and resources. These themes, each representing areas with serious human rights issues within sport, are:
(I) Child Rights
(II) Safeguarding
(III) Remedy
(IV) Gender

The Centre has projects in each of these areas. Over time, the Centre has the ambition to build further thematic expertise and bring in dedicated capacity to support activities that cover a broader range of priority areas in sport. The board has specifically requested that the Centre explores opportunities to bring in greater expertise on worker rights and to do so as a priority. Other thematic areas contemplated in the strategy include: health and safety, the rights of persons with disabilities, journalism and freedom of expression, non-discrimination and social justice, reconciliation and decolonisation, and others. The ability to add thematic expertise to the Centre's work is largely dependent on resources and the ability to secure dedicated programmatic funding.

The Centre's five workstreams are where implementation happens and how projects are managed. Each workstream has a designated senior member of staff responsible for coordinating and delivering a range of activities aligned to strategy. In further detail:

"Awareness: Campaigns & Storytelling" covers activities that speak to the general public, including external-facing projects developed by the Centre's communications team that are intended to build public awareness and bring stakeholders into the pipeline for engagement, enrollment, and collaboration. The Centre's communications strategy includes the ambitions that the Centre: (i) and its work are easily found by relevant stakeholders; (ii) grows a credibly large digital following and engagement; and (iii) makes shareable and plain-speaking content that draws connections between sport and human rights. As part of the Centre's awareness-raising work the organisation has an annual public-appearance strategy for the CEO and senior staff to represent the Centre externally at relevant panels and meetings. Highlights in this workstream have included a high-profile social media campaign recognising 75 years of the UDHR, a collaboration with BBC studios, and strategic engagement events such as in partnership with the theatre company Rematch.

"Network: Engage, Convene & Represent" covers activities that serve and grow the multi-stakeholder sport and human rights network, including engaging and bringing together stakeholders, mobilising and convening actor groups, such as via the Centre's Advisory Council & Engaged Organisations model. The Centre's unprecedentedly diverse membership of Advisory Council participants & Engaged Organisations come together quarterly to address current issues, with opportunities for consultation, input, peer learning and guest presentations. The Advisory Council now stands at 53 participants drawn from governments, intergovernmental organisations, trade unions, NGOs, sponsors, broadcasters, sports bodies, major event organising committees, employers, and foundations. The Centre is also the host of the flagship Sporting Chance Forum, as well as regional, sector-specific and issue-specific fora where the Centre's ability to convene, mediate, chair and administer high quality meetings (such as the Doha Dialogue and Host Governments Forum) provides a foundation for constructive dialogue and courageous conversations. Through its engagement work, the Centre is also represented in various international policy and governance initiatives such as the Council of Europe European Sports Charter Committee and the UN's Football for the Goals initiative, where the Centre promotes the connection between sport policy and internationally recognised human rights standards. The Centre's goal in this area is to grow the sport and human rights movement, drive commitments from key actors, and stimulate engagement on sport and human rights across the ecosystem, finding new opportunities for collaboration and promoting the framework of the UNGPs.

"Knowledge: Education, Research, Thought Leadership" covers activities where the Centre incubates new work, promotes the study of sport and human rights, and develops educational products. Examples here include teaching, courses, and publications aimed to grow knowledge and learning on sport and human rights, broaden the field and stimulate new thinking. The Centre established and coordinates the Global Sport and Human Rights Research Network, co-hosts an annual Summer School on sport and human rights, maintains an online Resource Library, issues an Annual Reading List on recent publications on sport and human rights, and maintains a Case Collection of sport and human rights cases. In addition, the Centre offers thought leadership on emerging topics by preparing blogs and white papers (e.g. on athlete eligibility and climate change), contributes to academic journals and book projects, and develops its own peer-reviewed publications and books. The Centre also contributes to UN and other international policy consultations offering expert opinions, reviews and submissions on matters within the Centre's expertise. To reach the widest possible audience, the Centre (together with the World Academy of Sport) has launched the Global Sport and Human Rights Academy as a virtual learning platform offering online courses on sport and human rights - available around the world in multiple languages. Through this workstream the Centre aims to bridge academia and practice, provide cutting-edge insights, and expand the field.

"Tools: Guides, Resources & Reports" covers activities where the Centre pilots and develops expertise in current and emerging areas, and offers practical know-how to support actors in the sport ecosystem in implementing their respective human rights responsibilities. This is done largely through publishing a suite of publicly available tools, guides and reports. These are designed to be practical, pragmatic, implementable and easy-to-understand resources - typically developed in consultation and collaboration with stakeholders and specific working groups. Examples here include an updated MSE Lifecycle Guide, a Human Rights Policy Template for sport bodies, a Human Rights Implementation Framework for sport bodies, a guide for integrating human rights into major event bidding requirements, and a responsible sport sponsorship framework. These outputs are designed to be universal, open access, generic (not tailored to one user), and a "public good" offered to the ecosystem to represent best practices. This workstream also offers the opportunity for the Centre and its partners to pilot and incubate new ideas in emerging areas, by testing practical methodologies in collaboration with stakeholders, ensuring that the Centre remains an innovator. Through this workstream the Centre provides the necessary materials for actors in sport to meet their human rights responsibilities.

"Capacity: Technical Support & Bespoke Advisory" refers to the Centre's offering of expertise and advice to actors throughout sport, including developing activities and consultations to work hand in hand with institutions and develop their capacities. This is where the Centre works with a stakeholder-specific group or single actor to provide implementation support, which might be pro-bono, funded via a grant, or delivered as bespoke advisory services via the charity's trading subsidiary (CSHR Trading Ltd). Examples include partnering to deliver awareness-raising workshops or communications materials to amplify human rights awareness around an event, technical support for a human rights volunteer scheme, expertise in policy development, or supporting internal human rights processes with partners, such as the establishment of human rights working groups or committees within sports bodies. Aligned to strategy, all activities conducted under this workstream offer learnings that develop the expertise of the Centre team and generate resources and case studies that are distributed as a public good. In scoping technical advisory projects the Centre focuses on developing capacities on topics and themes where the Centre already has published tools and guidance available - to maximise efficiency and expertise, and test the Centre's outputs in practice.

PRIORITISATION:
Within this structure, when prioritising individual activities, the Centre refers to its Operational Principles, which provides a rubric setting out that the Centre will prioritise resources towards opportunities where:

(i) systemic change is possible;
(ii) egregiousness of human rights violations are high;
(iii) the chances of impact are also high;
(iv) value is added by the nature of Centre's role and expertise; and
(v) operational factors are conducive (including capabilities, capacity, resources etc.).

In addition, an external evaluation of the Centre's work, carried out in 2022 by the monitoring and evaluation specialists Social Terrain, identified three key attributes where the Centre adds the most value and most plays to its strengths. This "triple point value" determined that the charity is most effective where it is:

(i) acting as a trusted convenor;
(ii) demonstrating specialist expertise; and
(iii) leveraging its strong network.

The Centre therefore prioritises activities that meet these three elements as a way to ensure a strong impact from its interventions. In 2024, the Centre will revise its Operational Principles to further refine and clarify the prioritisation rubric and support internal workflow processes. This will lead to the creation of a set of tools to be used on a daily basis to ensure consistent implementation of the prioritisation process across the Centre's team - with the goal to bring greater transparency and consistency to prioritisation and greater coherence to collaboration and delivery.

ACHIEVEMENTS:
The Centre is on track to complete nearly all of the activities outlined in its current strategy by 2025.

Since commencing work on Convergence 2025, the Centre has observed a number of key markers in the achievement of the strategy, which include:

- Growing the sport and human rights movement: there has been a notable growth in interest and engagement with the Centre and its work, including a significant increase in outreach from sport bodies, governments and event organisers, and participation in Centre-hosted working groups and convenings. The Centre has seen greater engagement on social media, more media coverage on sport and human rights stories, and greater attendance and participation in its educational initiatives on sport and human rights.

- Achieving an increasingly global profile: the Centre continues to see a significant uptick in requests for interviews, engagement and appearances at high-level events by governments, UN bodies and global sport that give increased profile and opportunities to promote human rights in sport. While still weighted to Europe and North America, engagement with the Centre's work is increasingly more global, and participation in the Centre's events has also become more internationally representative, although a great deal more needs to be done in this regard.

- Building influence: the Centre is increasingly accepted as a legitimate and authoritative voice within the world of sport, including via providing keynote speeches at major industry events and through direct engagement with influential sports bodies as they undertake their own work to embed commitments to human rights. As trust in the Centre has grown, it has seen an increase in the number of requests to provide expert advice to governments, sports bodies and UN agencies on integrating human rights into sport policy.

- Demonstrating leadership: the Centre has positioned itself as a global thought leader on sport and human rights, at the cutting edge of complex and relevant issues impacting sport. Key topics include diverse gender inclusion, ethics and athlete eligibility, and the impact of new human rights due diligence laws on different actors within the ecosystem of sport. The quality of the Centre's outputs and resources - including landmark publications like the Routledge Handbook on Mega-Sporting Events and Human Rights - have established the Centre as a go-to resource for principles-based thinking on complex challenges.

- Innovating new initiatives: the Centre now has a track record developing new ways to embed human rights and real-time due diligence human rights processes into sport and sporting events, for example through its human rights volunteers scheme. The Centre is also increasingly recognised for its creative approaches to promoting human rights in sport through a wide range of formats - including social media campaigns, immersive theatre events, media partnerships, and innovation projects.

- Establishing legitimate foundations: the Centre's authority and influence are rooted in its track record of bringing together influential actors to address human rights challenges, which is enabled by a unique governance model and the Centre's origination by UN agencies, supported by key institutions and governments, and its broad multi-stakeholder network.

- Increased evidence of implementation: through its work, the Centre has noted more and more sports bodies taking steps to embed human rights due diligence commitments and processes into their governance structures and decision making, influenced by the various roles that the Centre plays in offering education, tools, capacity building, events and networking.

The Centre is currently expanding its monitoring and evaluation capabilities and in 2024 will work with its Board of Directors to develop organisation-wide indicators that will feed into a process to revise and refresh the Centre's strategy - for launch in 2025. The Centre's use of workflow management software (monday.com) also increasingly enables the Centre to capture and analyse more information on its activities - mapping each activity to strategy. As a result of these internal efforts, future annual reports will include more sophisticated data to demonstrate the breadth and depth of the Centre's impact.

OBJECTIVES AND ACTIVITIES

Significant activities

2023 was the Centre's biggest year to date, in terms of profile, scale of activity, staffing levels and income. Significant activities for the Centre in 2023 included:

1. Organising and delivering the largest-ever in-person Sporting Chance Forum at the UN's Palais des Nations in Geneva.
2. Commemorating the 75th anniversary of the UDHR via collaborations with the UN and the Centre's first major social media campaign with high profile athlete ambassadors.
3. Appointing Dr. Harry Edwards as Patron of the Centre, with the announcement taking place at a major event in London hosting the UK sports community and celebrating the human rights legacy of Muhammad Ali.
4. Launching a partnership with BBC Studios for an online web-series on sport and human rights.
5. Piloting the first courses available to all via the Global Sport and Human Rights Academy.
6. Publishing the Routledge Handbook of Mega-Sporting Events and Human Rights - the first textbook on the topic.
7. Convening the second Annual Summer School on Sport and Human Rights in the Netherlands.
8. Initiating a partnership with ThinkSport to deliver ideation and innovation projects that address challenges and harness opportunities at the intersection between sport and human rights, starting with a major event in 2023 in Lausanne.
9. Launching the Human Rights Volunteers concept for wide adoption within the world of sport - having been piloted at the FIFA World Cup Qatar 2022.
10. Rolling out guidance in the Centre's Roadmap to Remedy project, based on in depth engagement and consultation with affected persons.
11. Growing the Centre's network by launching an Engaged Organisations model and welcoming four new Engaged Organisations.
12. Engaging host cities globally in collaboration with l'Organisation Internationale de la Francophonie and the Swiss Government, delivering capacity building in Kinshasa, Democratic Republic of Congo and organising the 2023 Host Government Forum.
13. Offering learning and exchange workshops for host cities to facilitate peer sharing about challenges and opportunities in protecting and promoting human rights through their event delivery.
14. Outreach in the Caribbean supporting pivotal consultations among the 29 members of the Caribbean Association of National Olympic Committees (CANOC) on developing the role of sports in the context of decolonisation and reparative justice.
15. Technical support for sports bodies to overcome the current gap between human rights commitments and practice, including working with the German National Olympic Committee (DOSB) and European Athletics on risk assessment, stakeholder engagement, bidding processes and event regulations.
16. Embedding Child Rights within host city engagement in North America, working with host committees in New York / New Jersey, Guadalajara, Toronto, and Los Angeles to build awareness and capacity.
17. Supporting the Development of a Human Rights Declaration for UEFA EURO 2024.
18. Supporting the integration of Human Rights into the ISO 20121 Sustainable Event Standard.
19. Launching a Youth Media Initiative to promote youth voice and agency on sport and human rights in the context of the 2026 FIFA World Cup.
20. Providing deep engagement and support via engaging Host Cities of the 2026 FIFA World Cup.

The Centre closed 2023 with reserves £1,716,028, of which £701,574 is unrestricted and £1,014,454 is restricted, in line with trustee expectations. This follows starting 2023 with total reserves of £632,399.

OBJECTIVES AND ACTIVITIES

The Centre's continued success in fundraising has come in a difficult market and during a time when funding for human rights work is ever harder to secure. While still predominantly funded on a year by year basis, the Centre's successful fundraising has been based on demonstrating a strong track record of positive impacts,cultivating and deepening key relationships with funders, and the prudent allocation of resources. The trustees recognise here the hard work and dedication of the Centre's team, who have shown great commitment in a lightly staffed organisation with incredibly high expectations. The continued sustainability and growth of the Centre is testament to the organisation's strategy and approach resonating with donors and partners, and a growing number of references from around the sports ecosystem acknowledging the Centre's impact.

Public benefit

Rights holders and affected and potentially affected groups are at the core of all activities undertaken by the Centre both as the charity's beneficiaries and as agents in seeking systemic change. The Centre's strategy sets the organisation's goal to be "people-centred" in all of its activities.

The Centre delivers public benefit through advancing the realisation of human rights by duty bearers (governments, sports bodies, sports event organisers, and businesses) through greater protection of rights, the integration of human rights due diligence in the world of sport globally, and through the provision of remedies for the victims of human rights abuse.

Beneficiaries of the Centre's work - albeit indirectly - are the individuals that make up sport: athletes, coaches, communities, fans, workers, volunteers, administrators, and the press. By enabling the institutions in sport to better deliver safe and inclusive sporting environments, the Centre works to change the culture of sport, the expectations of sports bodies, and the contexts within which people participate in sport.

By acting as a centre of expertise available without cost to actors throughout the whole sports ecosystem, a public benefit is derived from those actors increasingly fulfilling their human rights responsibilities and obligations. In setting and reviewing objectives and aims, and in planning and carrying out activities, the Centre has due regard to the public benefit guidance published by the Charity Commission.

ACHIEVEMENT AND PERFORMANCE

Charitable activities

Activities in 2023 included:

1. The 2023 Sporting Chance Forum:

The 2023 Sporting Chance Forum, hosted at the UN's Palais des Nations in Geneva, coincided with the commemoration of the 75th Anniversary of the Universal Declaration of Human Rights. More than 650 speakers and delegates from across the sport ecosystem and around the world met on 5-6 December 2023 to explore innovative strategies and new forms of collective action to advance respect for human rights across the world of sport. As a contribution to the UN Human Rights 75 initiative, participants looked to prepare, engage and pledge their support to shape the coming decades of responsible sport grounded in universal human rights and labour rights principles. The Forum was organised by the Centre and co-hosted by OHCHR, the ILO, and the Government of Switzerland (FDFA) with the support of Open Society Foundations. The Forum drew together representatives with varied backgrounds and roles from across the global sport ecosystem. With esteemed journalist Tracey Holmes as Master of Ceremonies, Mary Harvey, and Ambassador Anna Ifkovits Horner of the Swiss Government welcomed delegates to the UN. Opening speakers Volker Türk, UN High Commissioner for Human Rights, ILO Assistant Director General Manuela Tomei, Canada's Minister of Sport Carla Qualtrough, and Epsy Campbell Barr, Chair of the UN Permanent Forum on People of African Descent all set the scene for the event. Over the two days, participants also heard interventions from Theodore Theodoridis of UEFA, Tatiana Valovaya of the UN Office at Geneva, Daphne Panayotatos of Open Society Foundations, and footballer Vinicius Jr, culminating in Payoshni Mitra introducing South African athlete Caster Semenya in conversation with honorary chair of the Forum, Mary Robinson. The agenda addressed a diverse range of issues across six sessions, with the expertise and insights of panellists from all parts of the sport and human rights ecosystem.

2. Commemorating the 75th anniversary of the Universal Declaration of Human Rights:

The Centre partnered with the United Nations Human Rights Office for 'The 75' campaign, showcasing sports stars and their commitments to human rights in the countdown to the 75th anniversary of the Universal Declaration of Human Rights on 10 December 2023. This resulted in the publishing of 75 short social media videos from athletes who have spoken out on social issues and human rights or have demonstrated in other ways their commitment to human rights through their foundations, NGOs, or support for UN causes. Athletes featured in the campaign included Gary Linekar, Juan Mata, Caster Semenya and Vinicius Junior. CSHR also developed, together with its Advisory Council and Engaged Organisations, a 'collective pledge' to support the UN's Human Rights 75 pledging campaign. In addition, CSHR developed pledging guidance for sports bodies that wish to make their own pledges, with this guidance published on the UN's Human Rights 75 website alongside other official pledging guidance for other sectors. In the week following the anniversary of the Universal Declaration, CSHR partnered with UEFA to promote the "Human Rights 75" initiative at European games across UEFA competitions resulting in prominent pitch-side banners during UEFA Champions League matches showing "Human Rights 75" branding and messaging. The collective pledge submitted by the Centre to the UN's pledging platform read:

"The Centre for Sport and Human Rights, together with our members and participants, reaffirms commitment to the Sporting Chance Principles, advancing a culture of responsible sport. We will expand access to education and knowledge, build capacity, and develop transformational partnerships that uphold respect for human rights in, around, and through sport at all levels and the hosting of sporting events. Our work will enhance commitments to good governance, transparency, and human rights due diligence, prioritise meaningful and safe engagement of affected persons, create and strengthen effective remedies for those impacted by sport, and harness the power of sport for good."

3. Harry Edwards appointed patron:

The Centre was delighted to appoint Dr Harry Edwards as a new Patron in October 2023. Dr Edwards, a veteran of the civil rights movement and instigator of the 1968 Olympic Project for Human Rights is a founding father of sports sociology and long-standing ally and activist on athletes' rights. The appointment was announced at a special one-off performance of "Rumble in the Jungle Rematch" in London on 31 October 2023, delivered in partnership with the theatre company Rematch. This special event brought together the sport and human rights community in the UK to connect, and also paid tribute to the human rights legacy of Muhammad Ali. The event provided a fitting opportunity to celebrate the impact of Dr Edwards work and to raise the Centre's profile amongst the UK sport industry.

4. Partnership with BBC Studios:

The Centre announced a new online web-series "Game On: The Path to Responsible Sport" - to be produced by BBC Studios' multi-award-winning content studios, BBC StoryWorks Commercial Productions. This will feature a series of branded documentary-style short films and immersive content exploring critical issues on the sport and human rights agenda. The new series will spotlight varied and replicable initiatives contributing towards a vision of inclusive, equitable and responsible sport. Each story will demonstrate how sport - from elite to grassroots level - can advance human rights through mutual respect and understanding, catalysing social inclusion, and promoting healthier societies. The first stories in the series will be available in 2024.

5. Global Sport and Human Rights Academy:

The Centre has partnered with the World Academy of Sport to launch the Global Sport and Human Rights Academy - first previewed on Human Rights Day, 10 December 2022. The Academy is the first of its kind in the field, establishing online open courses and developing bespoke content on critical topics and themes in sport and human rights, including tailored pathways for different stakeholders - federations, sponsors or others in the sport ecosystem. In 2023 the Academy made available a beta version of its first course, an introductory 101 to sport and human rights as well as a course on child rights and mega-sporting events, with users registering from around the world to take the courses.

6. The Routledge Handbook of Mega-Sporting Events and Human Rights:

Published in October 2023, the Routledge Handbook of Mega-Sporting Events and Human Rights is the first book to explore in depth the topic of mega-sporting events and human rights, offering accounts of adverse human rights impacts linked to MSEs while considering the potential for promoting human rights in and through the framework of these events. Drawing on the contributions of an international group of leading researchers, practitioners and advocates, the book introduces key concepts in human rights and considers how they relate to ethical, social, managerial and governance issues in contemporary MSEs, from inclusion and welfare to corruption and sustainability. With a foreword by Mary Robinson, the editors of the handbook are the Centre's William Rook, Daniela Heerdt and Shubham Jain. Individual chapters in the book were contributed by the Centre's Lucy Amis, Guido Battaglia, Alison Biscoe, David Grevemberg, and Thays Prado.

7. Sport and Human Rights Summer School:

The Centre collaborated again with the Asser Institute in the Hague to deliver the second edition of a one-week training programme on sport and human rights, following the success of the inaugural programme in 2022. Participants for the programme travelled from across the world, with representation from Australia, Chile, Europe, India, and the Philippines. For the participants gathered at the FIFPRO headquarters in the Netherlands, it was fitting that athletes' rights was a prominent theme explored across the four days, among other themes within the sport and human rights field.

8. Innovating on sport and human rights with ThinkSport:

The Centre announced a strategic partnership with ThinkSport for 2023 and 2024, supported by the Swiss Government, to promote knowledge sharing, invoke creative thinking and build innovative projects to drive progress in the field of sport and human rights. The organisations are working together to deliver ideation and innovation projects that address challenges and harness opportunities at the intersection between sport and human rights. The partners will use their major events in 2023 and 2024 - THE SPOT in Lausanne and the Sporting Chance Forum in Geneva to promote the outcomes of the partnership and highlight how multi-stakeholder collaboration and innovation are vital to developing a world of responsible sport. In 2023, the partners hosted a strategic multi-stakeholder dialogue on fostering human rights leadership in sport, which led to the establishment of a collaborative project aimed at creating in 2024 a practical digital toolkit tailored for sports bodies and event organisers to facilitate their process of engaging in a meaningful way with relevant stakeholders.

9. Human Rights Volunteers:

The Centre's Human Rights Volunteers programme, which supports real time human rights due diligence during sporting events, is now available to major events owners and organisers for use globally. The programme helps organisers leave a positive legacy of increased human rights capacity in local communities and among sports federations and local event hosts, while contributing to the growth of the global sport and human rights movement. It builds human rights capabilities, organisational capacity for event organisers for future activities, and creates a model that can be applied by events of all sizes in all regions. The Centre supported FIFA in its inaugural Human Rights Volunteers programme at the FIFA World Cup Qatar 2022 and has developed this concept further with other event owners, including UEFA, with plans to build on the concept at UEFA EURO 2024. Further information on the volunteers concept can be found in a detailed review of the project in Qatar and a dedicated webpage describing how Human Rights Volunteers can support major event owners and organisers in delivering safe and inclusive events.

10. Roadmap to Remedy:

The Centre has consulted widely with a range of stakeholders on how sports organisations can improve their responses to reports of abuse. The project - Roadmap to Remedy - was borne out of a realisation that, across continents and disciplines, those most affected by abuse - victims, survivors, and whistle-blowers - all shared concerns about inadequate, unsafe and ineffective investigation and resolution mechanisms. With support from the Clifford Chance Foundation, the Centre teamed up with a group of Affected Persons across the globe to explore together what needs to improve when it comes to investigating abuse, reaching determinations and resolutions based on the evidence gathered in investigations, and better engaging Affected Persons in building longer term solutions.

11. Expanding the Network:

One of the Centre's key roles is to bring together stakeholders throughout the sport ecosystem to foster collective action. As the Responsible Sport agenda gains momentum, the Centre has expanded its network beyond its Advisory Council and launched a new form of engagement with institutions across the sport ecosystem: Engaged Organisations. An Engaged Organisation can be any organisation within the sports ecosystem - sports bodies, event organisers, leagues, investors, supply chain providers, broadcasters, sponsors, agencies, standard bodies, integrity and dispute bodies, etc. - willing to engage with the Centre to help advance their respect for human rights in sport and support the implementation of the Sporting Chance Principles. Organisations joining the Centre's multi-stakeholder platform as Engaged Organisations in 2023 included the International Hockey Federation (FIH), Airbnb, McDonald's and World Rowing. All members of the Centre's Advisory Council and Engaged Organisations commit to support and uphold the Sporting Chance Principles and to work through the Centre's multi-stakeholder convenings to mitigate human rights risks and promote opportunities for responsible sport.

12. Engaging Host Cities and Bringing Together Host Governments Globally:

Supported by l'Organisation Internationale de la Francophonie, CSHR undertook a project to raise awareness of respect for human rights within the framework of the organisation and staging of the IXieme Jeux de la Francophonie. Project activities took place in Kinshasa, Democratic Republic of Congo including support work for the National Human Rights Commission of the Democratic Republic of Congo (CNDH) in the context of consultations with civil society organisations in order to identify the risks of human rights violations during the Games. Secondly, awareness raising sessions with members and staff of the CNDH and the Comité national des Jeux de la Francophonie (CNJF) were held, as well as with games volunteers. These efforts build on ongoing work with the Swiss Government to engage host governments via the mechanism of the Host Government Forum. The 2023 Host Government Forum brought together representatives from three continents to discuss their work to prepare upcoming major events.

13. Learning and Exchange for North American Host Cities:

On 6 December 2023 the Centre launched the Host City Human Rights Learning and Exchange Initiative and convened 21 representatives in Geneva after the Sporting Chance Forum. In collaboration with the World Academy of Sport, the Centre brought together host city human rights leads to engage in peer sharing about challenges and opportunities in protecting and promoting human rights through their event delivery. Representatives hosting three different mega-sporting events attended, including representatives from 10 FIFA World Cup 2026 host cities.

14. Caribbean Outreach:

In October 2023, the Centre supported a pivotal consultation in Barbados during workshops organised in conjunction with the Caribbean Association of National Olympic Committees' (CANOC) General Assembly. CANOC represents 29 National Olympic Committees and Commonwealth Games Associations across the Caribbean. The workshops in Barbados provided a significant opportunity for the Centre (supported by the Open Society Foundations), to kick off a global dialogue to understand sports in the context of decolonisation and reparative justice. These aren't just conversations but urgent calls to immediate commitment, action and mobilisation for change, with the event in Barbados leading directly to a powerful plenary session at the 2023 Sporting Chance Forum. During the workshop in Barbados, CANOC announced and formally submitted its intention to apply as an Engaged Organisation of the Centre. To further strengthen engagement and outreach in the region, the Centre also partnered with the Commonwealth Games Federation and local organising committee in Trinidad and Tobago to organise two training sessions - one for volunteers of the 2023 Commonwealth Youth Games, and one for the Safeguarding Advisory Group of the local organising committee. Both trainings focused on safeguarding, with the broader umbrella of human rights providing useful framing. The intention from organisers is to turn this capacity building work into a larger safeguarding legacy across the Caribbean region.

15. Technical Support for Sports Bodies:

The Centre launched its Advisory Services function in 2023 to address gaps between commitments and practice, launching new partnerships with national and regional federations to support the development of human rights policies and processes. In the past year, the Centre has worked intensively with the German National Olympic Committee (DOSB) to support their process of developing a human rights policy. This included conducting the human rights impact assessment and stakeholder engagement, as well as drafting the first version of the human rights policy and a list of measures for implementation. The policy is a first of its kind and makes important commitments and promises regarding ongoing human rights due diligence and implementation. The Centre also worked with European Athletics on integrating human rights requirements in the bidding process and regulations of European athletics events. Further work with both the DOSB and European Athletics is planned for 2024.

16. Embedding Child Rights within Host City Engagement in North America:

As part of the Centre's ongoing engagement with FIFA World Cup 2026 host cities on child rights in New York / New Jersey, Guadalajara, Toronto, and Los Angeles, and thanks to support from the Oak Foundation and Clifford Chance, in September 2023 the Centre brought together 30 attendees across four host cities in New York for two days of powerful learning, exchange, and activation. This in-person workshop brought individual host city work into the next phase of engagement, sharing cross-city approaches focused on child participation and child safeguarding, and embedding the inclusion of children's rights within the larger human rights framework. As a result of the workshop, 100% of attendees completing the post-workshop survey strongly agreed or agreed that they were more likely to include child rights and participation in their everyday work, that they would recommend the workshop to other host cities, and that their knowledge and understanding of child safeguarding in sport increased. The foundational work set in 2023 with host cities is paving the way for further engagement and collective action to improve child safeguarding in sport, increase child participation, and link the ecosystem actors together within cities and across North America.

17. Supporting the Development of a Human Rights Declaration for UEFA EURO 2024:

On 14 November 2023, a Human Rights Declaration for UEFA EURO 2024 was presented at a sport and human rights conference hosted by the German Federal Ministry of the Interior and Community in Berlin. The Centre welcomed the collaboration between public and private sectors in line with their roles and responsibilities to strengthen and enforce protection and respect for human rights ahead of the event and welcomed the organisers' commitment to respecting all internationally recognised human rights. During the last stage of the process, the Centre was involved in reviewing the Declaration for conformity and alignment with the UN Guiding Principles on Business and Human Rights. The Centre's comments were fully integrated in sections I and II of the Declaration. This Declaration creates a strong framework for the implementation of processes to support the human rights dimensions of the tournament. In 2024 the Centre will work with UEFA on implementation measures including human rights training for volunteers and supporting the development and use of a tournament-specific human rights grievance mechanism.

18. Integrating Human Rights into Sustainable Event Standards:

In 2023 the Centre was officially approved as a liaison organisation to the International Organization for Standardization (ISO), allowing the Centre to formally liaise with the technical committee overseeing a review of the ISO 20121 standard. ISO 20121 is the flagship global sustainability standard for events of all kinds including Mega-Sporting Events and is the standard used in most MSE bidding processes. As part of this process, the Centre has been tasked with soliciting feedback from its membership base and incorporating these comments into the review, representing these views at technical committee meetings.

19. Launching a Youth Media Initiative:

The Youth Media Forward Initiative was launched at the Sporting Chance Forum and will work with 40 youth reporters in four of the FIFA World Cup 2026 host cities, during the preparations for and delivery of the event. Journalists play an important role shining a light on the human rights dimensions of sport & Mega-Sport Events. Through the initiative, young reporters will create stories that influence the actions of host governments & decision-makers, & help shape the future of journalism on sport & human rights.

20. Engaging Host Cities of the 2026 FIFA World Cup in North America:

Through the Centre's Generation 2026 project, local stakeholders in NY/ NJ, Guadalajara, Toronto, and LA were engaged on child rights. For example, in Guadalajara, a three day workshop in August on child protection was conducted in collaboration with the State Human Rights Commission of Jalisco, the Guadalajara Local Committee and UNICEF Mexico. The workshop boosted awareness of child rights through sport, and the coordination to promote safe and inclusive spaces. More than 70 experts of various government agencies, such as child protection, police, tourism, and civil society organisations established the priorities of a cross-sectoral preparedness plan within the child protection ecosystem. Also, a children's focus group was also held to hear their opinions and proposals. The participants recognized that the World Cup is not only a sporting event but a unique opportunity to create positive changes in their communities.

ACHIEVEMENT AND PERFORMANCE

Fundraising activities

The Centre seeks to retain and maintain its independence and strive to operate with complete impartiality and in line with its published donor policy. The Centre's funding has consistently grown since its creation and 2023 was its most successful fundraising year to date with £3,642,712 recognised income.

The Centre believes it is important to accept funding from across a range of major constituencies active in sport and society, and strive to balance funding across four sources in particular:
(i) Governments;
(ii) Sports Bodies and Sports Event Local Organising Committees;
(iii) Businesses (Sponsors, Broadcasters and Commercial partners to sports bodies and sporting events); and
(iv) Civil Society Organisations, Private Foundations and Philanthropy.

These represent some of the major groups directly involved in the charity's work, each with a stake in the future of sport.

The Centre actively works towards an even distribution between sources of funding to the extent possible as a means to remain balanced and not beholden to any one donor group or constituency. The following conditions apply to the charity's solicitation and acceptance of funding: Government and Foundation funding may be allocated to specific projects but only if the Centre's impartiality is respected. Funding from business, sports bodies and sports events organisers is only accepted as core funding with no conditions attached. Sometimes this funding is ring-fenced to particular planned activities but it remains on a core-funding basis to be utilised at the Centre's discretion. The Centre will not take money from any organisation actively engaged in deliberate abuse of human rights or the undermining of the Sporting Chance Principles or the development and progress of human rights.

A significant fundraising achievement for the Centre in 2023 was the onboarding of Open Society Foundations (OSF) as a donor. OSF, one of the world's largest human rights funders, provided a one-off pilot grant to support elements of the Centre's work on the 75th anniversary of the UDHR, including the Sporting Chance Forum. The Centre is proud of this association and the opportunity to develop and propose future activities with OSF, aligned with the strategies of both organisations. This relationship builds on the Centre's long standing relationship with the Oak Foundation - a funder that has been instrumental to the Centre from its origination. For greater institutional stability it is a priority for the Centre to establish a number of multi-year grants with major human rights funders.

In 2024 the Centre intends to further diversify its funding base, grow revenue, and seek additional partnerships. To that end, the Centre retained a fundraising consultant based in Washington D.C. (Whisnant Strategies), and has developed a robust revenue plan for 2024. The plan seeks to increase core funding for the Centre, convert single year relationships into ones that span multiple years, and identify new institutional sources of funding. The recruitment of a Grants and Proposals Manager in 2024, a position funded by the Centre's grant from the Oak Foundation, will support delivery of this plan.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023

ACHIEVEMENT AND PERFORMANCE

The charity does not provide any fee-for-service work or paid consultancy, nor provide specific services to any business. However, in 2022 the charity established a wholly-owned trading subsidiary (Centre for Sport and Human Rights Trading Limited, Company Number 13509798). The trading subsidiary (CSHR Trading) does offer consultancy services on commercial terms on a very selective basis on a number of small and defined projects where the Centre has an opportunity to advance its mission and deliver on its strategy via bilaterally supporting sports bodies in the implementation of their human rights responsibilities - for example in developing human rights policies or establishing human rights advisory committees.

FINANCIAL REVIEW

Principal funding sources

The charity's principal funding sources are from grants and donations.

Investment policy and objectives

The Centre only uses the services of banks and other financial service providers who have a strong ethical investment and lending criteria. The Centre holds two business current accounts with NatWest Bank.

Reserves policy

The trustees have examined the Centre's requirements for reserves in light of the main risks to the organisation. The Centre aims to hold sufficient funds in reserves necessary to meet its working capital requirements at a level agreed annually by the Board with reference to budgeted expenditure for the year and as defined in the approved Reserves Policy. This threshold is indicated in the Centre's budgets and management accounts. The policy also specifies controls on expenditure from reserves.

Risk management

The trustees have identified how and where risks should be managed and mitigated. The systems and processes for doing this are detailed in a Risk Management Framework included in the annual business plan reviewed and approved by the trustees.

Under duty of prudence, the trustees have ensured that: the charity is and will remain solvent; charitable funds and assets are used reasonably, and only in furtherance of the charity's objects; undertaking activities that might place the charity's funds, assets or reputation at undue risk is avoided and special care when investing the funds of the charity, or borrowing funds for the charity to use is taken into consideration.

Under duty of care, the trustees have ensured that they seek external professional advice on all matters where there may be material risk to the charity and to ensure that the trustees fulfil their duties. The Centre retains qualified professional advisors in good standing to advise on legal, financial, human resources, payroll, and insurance matters, and seeks additional professional advice as necessary.

As part of the Risk Management Framework, the Centre maintains a detailed group Risk Register, which is included in the Centre's annual business plan and risk management is a standing item in the CEO's report at board meetings. The management team identifies, analyses and evaluates risks and appropriate mitigation measures and actions on an ongoing basis, collating this information at least quarterly in the Risk Register. The Risk Register is available to the Board on an ongoing basis, the highest-rated risks are included in the standing quarterly reporting to the Board by the CEO, and a full review of the Risk Register is tabled as an item for the Board every six months.

Through the RIsk Management Framework, the Board and Centre management have also agreed when and how to raise specific risks that are unexpected, not previously identified or arise in response to events outside the normal reporting cycle and which may be urgent.

PLANS FOR FUTURE PERIODS

TAKING STOCK OF 2023:
Human rights are under threat globally - amidst a rise in populism, authoritarianism and impunity, accompanied by ongoing conflicts and humanitarian crises. With the international human rights system facing generational challenges and historical reckonings, we all share a vision that sport - one of humanity's greatest social manifestations - can play a prominent role in supporting, respecting, and promoting universal human rights.

As multilateralism and international standards come under mounting pressure, it is increasingly important to reinforce the role of sport as a social good - delivered in accordance with internationally recognised human rights principles, norms and standards. At a time when the "power of sport" is frequently instrumentalised, it is more important than ever to establish baseline expectations for all actors in the sport ecosystem to meaningfully commit to respecting and upholding human rights and labour standards for all affected by sport and its activities.

With increasing awareness of the human rights abuses and violations that exist within sport, there is a pressing need to collaborate to bring human rights due diligence into all aspects of sport. Through doing so, we can work towards a shared vision of responsible sport - with people at the centre - offering a foundation for sport to provide authentic leadership on global challenges and advance human rights.

In a world looking for leadership on critical issues, sports provide scope for optimism, championing values such as respect, inclusion, fairness, and integrity. However, despite its vast contributions to society, sport has been complacent about its own involvement in serious harm to individuals, particularly athletes and wider communities hosting its events, with detrimental effects on the legitimacy and credibility of everyone in the world of sport. Examples of human rights abuses in sport mirror or exacerbate those outside of sport, such as discrimination, including sexism, racism, and homophobia; harassment and abuse, including the physical and sexual abuse of athletes, as well as corruption and labour abuses. Given systemic power imbalances in sport, athletes are particularly at risk often working in environments where their safety and rights as workers are under threat, or aren't recognised. By walking the walk and tackling its own human rights issues, sport can serve as a beacon for human rights everywhere.

Encouragingly, sport is now more aware of its social dimensions than ever before and has begun to engage with its positive and negative impacts on the human rights and labour rights of individuals and communities worldwide. Public awareness of human rights issues associated with sport and its most prominent events has never been greater, with many actors within the sport ecosystem, including civil society, trade unions and investigative journalists, playing key roles and using the spotlight of mega-events to shed light on human rights issues in many parts of the world. This increased scrutiny over the past decade has coincided with a maturing architecture for non-state actors to address their human rights responsibilities - namely through the UNGPs and aligned standards.

Over recent years, global sports bodies have started to embed international human rights standards into their policies and practices, including bidding and hosting requirements for major events. FIFA became the first international sport federation to adopt a human rights policy in 2017. Organisations such as the International Olympic Committee (IOC), Commonwealth Sport, and the Organisation Internationale de la Francophonie (OIF) have since developed strategies, charters, or position statements to affirm their human rights commitments, culminating with the IOC adopting amendments to the Olympic Charter to include human rights in October 2023. From this critical scaffolding, innovative and collaborative work is needed to support - and ensure - sport implements its human rights responsibilities.

Serious engagement on human rights within sport has advanced furthest in major events, where sports bodies act most like businesses and where established corporate approaches to human rights due diligence most clearly apply. In 2018, FIFA included human rights criteria into the bidding requirements for hosting its biggest events, awarding the 2026 Men's FIFA World Cup to Canada, Mexico and the United States with a requirement that every host city have a human rights plan. A similar approach was taken for the 2023 Women's World Cup in Australia and New Zealand. Indeed, there is now a significant pivot towards a future where human rights commitments and processes are embedded into the entire lifecycle of sport's greatest events, including Olympic and Paralympic Games in Paris (2024), Milano/Cortina (2026), Los Angeles (2028) and Brisbane (2032). In November 2023, the organisers of the UEFA Euro 2024 Championships adopted a human rights declaration. A requirement to issue an independent human rights risk assessment and develop a strategy to mitigate human rights risks will be a component of the proposals to host FIFA Men's and Women's World Cups in 2027, 2030, 2031, and 2034. Notwithstanding, despite this progress, knowledge of international human rights and labour standards and the requisite processes to implement them is still new, and remains unfamiliar to those awarding, planning and organising sport and its events.

We therefore enter 2024 at an inflection point. On one hand, there is increasing demand from sports bodies, federations, clubs, event organisers and host cities, all seeking to build their own capacity to understand and act in accordance with their human rights responsibilities in a world that is very new to them. This presents an immediate opportunity for leaders across sport to do well at incorporating human rights standards and considerations within their operations, strengthening sport in doing so, and demonstrating that these strategies are possible; both help to manage risk and add value, and can resonate and connect with communities. On the other hand, implementation of human rights commitments and responsibilities, is ultimately where sport will be tested. Will the world of sport, with increasing human rights expertise and support, evolve and develop better practices for the sector itself and pilot, catalyse, and develop good practices with broader applications, making a significant contribution to global efforts to uphold human rights? Or, will hard-fought and historic human rights commitments devolve into performative exercises with limited accountability? Given this inflection, how can each of us play our role - individually and collectively - to ensure these commitments become the new normal?

We enter 2024 with much progress that has been made, but much work ahead to ensure that these new commitments are the dawn of the new normal in sport and sporting events. The Centre will be working hard to help sport to take up these responsibilities, and embrace this brave new world.

As part of a strategy review process in 2024, the Centre will assess how the activities flowing from its strategic plan have moved the needle against defined collective outcomes. As the organisation matures beyond its start-up phase and increasingly demonstrates the impact of its work, the Centre has the opportunity to consolidate global efforts and drive implementation. This will include further efforts to mainstream the human rights agenda and cultivate transformative leadership within the sector. Long-term systemic and cultural change to truly embed respect for human rights can make sport safer, fairer and more inclusive, unlocking the immense potential to leverage sport's role as a social good. This is generational work requiring many partners, and the Centre will continue to offer its good offices as a coordinator, catalyst, and convenor.

KEY THEMES IDENTIFIED AT THE SPORTING CHANCE FORUM:
The 2023 Sporting Chance Forum (SCF) came at the midway point of the Centre's Convergence 2025 strategy and offered a chance to reflect on the delivery of the strategy. A number of key themes were identified at the SCF that set the scene for future work:

When sport leads by example, it has the potential to champion social and environmental transformation, break down barriers and unite diverse peoples in confronting complex challenges. Speakers throughout the SCF reinforced the reality that for too long sport has not delivered for everyone, with hierarchical and patriarchal structures helping perpetuate power imbalances in modern-day sport, and preserving European and North American centrism. Participants explored how to rekindle the hope of realising human rights in sport and the importance of rebuilding trust, listening and collaboration. A number of broad themes and priorities for action were identified that should inform the work of all stakeholders in the time ahead.

- 1. Addressing the trust deficit in sport. The institutions of sport and its leaders must do more to earn the trust of all stakeholders. Multiple sessions at the SCF highlighted how hierarchies thrive on control and conflict, and sport - by conscious or unconscious design - has sometimes pitted those who are most vulnerable against each other, in particular women and LGBTQI+ people, people of colour, boys and girls, persons with visible and invisible disabilities, and others with intersecting and overlapping identities. Too often, those celebrated in sport have been let down. Discrimination, harm or abuse in sport, whether on the basis of race, gender, or any other factor, affects individuals and reverberates through entire groups and communities. From athletes and volunteers, to workers, fans and the communities that bring sport and its events to life, and to the journalists who tell their stories, examples from across sport point to how people have been denied the recognition and rewards due to them, and excluded from decisions that affect them. To renew sport's social licence, panellists called on institutions throughout the sport ecosystem to shed out-dated structures and strengthen accountability in cases of abusive and harmful behaviour. The work requires more inclusive and participatory processes, practices and structures.

- 2. Sharing authority, ensuring accountability. A common thread throughout the SCF was a call on sport institutions to cede some power to the people that bring sport to life to better enable sport to fully realise its potential for good. To reference a message cited at the conference - in the words of Thomas Bach, President of the IOC, it is a question of "change or be changed". Too often, the rhetoric and reality of a level playing field do not match. From John Carlos, Tommie Smith and Peter Norman, to Caster Semenya, Jenny Hermoso and Azeem Rafiq, athletes who have dared to voice their truths, to speak of discrimination, abuse, and the pressures to conform to prevailing heritage, gender and behavioural norms, or defend themselves and their bodily autonomy, have often paid a price. In such cases, athletes may risk their funding and sponsorship, or being vilified, dehumanised or driven out of sports they have loved since childhood. Whistleblowers in cases of sexual abuse and bullying risk being retraumatised by the very investigations and legal processes meant to afford them remedy. Many only come to know justice through the solidarity of player associations or by sacrificing athletic careers and fighting for what is right when they have nothing more to lose. The plight of affected persons must be taken seriously, and all should stand with the people who have been harmed. It was evident throughout SCF that more and more stakeholders across the ecosystem are looking for change. Athletes are workers, and when athletes speak out they are also human rights defenders who require collective support and solidarity. They are free and equal in dignity and rights, but their dignity comes first. This is true too for all people affected by sport. Fans - like those who lost their lives or who faced a near miss in the soccer stadium crushes of 2022 - also need protection and to be treated with respect, as do sports reporters who operate in high-risk environments and themselves risk discrimination, harassment and arbitrary arrests. Workers - many of whom on stadium construction sites and in sport's supply chains have endured unsafe working conditions and been exploited - should also expect better. All deserve protection and to enjoy the right to organise and bargain collectively, have their voices heard, benefit from gender pay equity, equitable conditions of work and maternity rights, and as boys and girls be protected from abuse or trafficking through athletic training schemes. Everyone in and around sport expects decent work and to feel physically and psychologically safe, free from violence, bullying and harassment.

- 3. Fostering leadership and culture change. Many SCF speakers stressed that sport today is not adequately prioritising human rights and diversity, with power too often continuing to protect those already in authority. A new generation of leaders is seeking changes in sport culture to penetrate glass ceilings and more actively involve historically marginalised groups who have long been excluded from decision making. Participants acknowledged that sport is still off the pace when it comes to succession planning, advances in technology, and purpose-led partnerships. Issues such as pay inequity, lack of free expression, systemic discrimination, sexual abuse and harms to athlete mental and physical health are taking too long to solve. Entire generations of athletes, particularly girls, are suffering or not taking up sport as a result of these systemic challenges. Within the bastions of sport in Europe, North America and beyond, senior management of global organisations rarely represents the diversity of its membership or is tokenistic at best, with men, often older white men, continuing to hold power at the expense of black, brown and indigenous people, young people, religious minorities, women or other marginalised groups. Attendees heard that those in leadership positions too often appear resistant to change, or simply afraid or uncertain of where to begin. Leadership for the twenty-first century requires responsibility, capability and motivation. A new type and generation of leaders is knocking at the door. Leading sports body representatives acknowledged that with power comes responsibility, admitted where things had gone wrong, and discussed practical actions being taken to ensure mistakes are not repeated. Leaders may have to unlearn prejudices, acknowledge when they don't have the answers themselves, and - as sports bodies are increasingly doing - ask for help from human rights experts, and work hand in hand with affected people like supporters groups, local communities, trade unions, and survivors of abuse. This provides the opportunity for fresh solutions and new narratives.

- 4. Evolving international standards. The SCF heard calls for sport to embrace a blend of the "hardware" of robust governance structures and "software" of culture change. This goes beyond policies. Sport can learn from the Environment, Social and Governance (ESG) agenda, by converting strong leadership into sustainable organisational practices fit for the future. On the "social" or human rights side, this means following the roadmap set out in the UNGPs, and compatible instruments like the OECD Guidelines for Multinational Enterprises. Rooted in international human rights principles, these standards assign human rights responsibilities to economic actors - from universities to sports bodies, and sponsors and broadcast corporations - independent of government, and are increasingly being mainstreamed across business, integrated into management standards and hardened into law, such as the forthcoming - and potentially far-reaching - EU Corporate Sustainability Due Diligence Directive (CS3D). This goes beyond law and external pressure, with businesses already on the journey recognising the cost of not addressing adverse impacts on people in a comprehensive way. As one delegate put it, if you are not looking at risks to people, you are not addressing risk in a holistic way. A key takeaway was that prevention is always the best form of remedy and reputation management.

- 5. Moving beyond commitments. The SCF noted how leading sports bodies, including the IOC, FIFA and UEFA have made strong commitments and integrated human rights norms into their event hosting requirements and beyond. The journey starts with those at the top taking responsibility and forging new models of leadership and commitment, cemented through people-centric organisational and cultural change and robust due diligence. There are no gatekeepers to doing this work and no reasons not to get started. Human rights due diligence demands among other things, upskilling and resourcing, and looking ahead to understand the potential impacts on people of activities across sport, in supply chains and at tournaments, talking to people who have been harmed and doing something so harms are prevented, mitigated or put right, including by using contractual and other leverage with partners. There is a role for sports journalists, experts and those with lived experience, in investigations and reporting on performance, with remedy and reparative processes that put people first. It was reiterated that it is impossible to be 100% risk free or guarantee that survivors won't be retraumatised by investigations, but human rights due diligence can be practical and operational. To break down difficult-sounding tasks requires identifying who is best placed to support, including experts and those with lived-experience of the issues. If abuse thrives on secrecy, deception and isolation, the antidote is communication, transparency, clarity and collaboration.

- 6. Recognising lived experiences. Rebuilding trust starts with listening. Speakers made clear those with grievances are not the problem but can become partners in finding better solutions, noting that inherited structures and abusive behaviours had gone unchallenged. Through the safe and direct involvement and insight of those with lived experience of harm, sports bodies can build renewed legitimacy. From risk assessments, to understanding which risks are salient and need to be prioritised, through to trauma-informed investigations and remedy processes, sports institutions and leaders need to hear directly from the voices of those who have endured historical injustices and faced gender inequities, being ever mindful of how different aspects of a person's identity intersect, overlap, and implicate specific risks, needs, and experiences for them. Delegates were reminded - if you are in the room, you need to look around and see who's missing, ask experts for advice, seek out non-obvious voices, in particular those of victims and survivors, and enlist athletes and others who may be willing messengers. The work is not always easy, often involving getting comfortable with being uncomfortable.

- 7. Creating space for dialogue and shared learning. The work ahead to strengthen respect for human rights in sport requires sincerity, ongoing education, consciousness raising and opportunities for constructive dialogue with mentors. Privately, many sports leaders admit to a basic lack of training on leadership development, talent scouting and aspects of the human element of organisational change, through to how to conduct investigations with victims and survivors. Help is at hand. Frameworks and tools already exist, from key human rights norms to a new UN Human Rights Council Resolution that looks to forge a world of sport free from racism, racial discrimination, xenophobia and related intolerance, to sector-led initiatives like the IOC's Framework on Fairness, Inclusion and Non-discrimination on the basis of gender identity and sex variations. Practical tools designed for sport such as the Centre's forthcoming Roadmap to Remedy toolkit will also provide guidance in specific challenging areas. The UN High Commissioner for Human Rights was among those to acknowledge the Centre's role as a distinct institutional home for international efforts to bring awareness, education and action to the intersection between sport and rights. From the Centre, its Advisory Council and Engaged Organisations, to friends across the ecosystem, including from academia, civil society, the private sector partners, government and intergovernmental institutions, many are ready to collaborate further.

- 8. The power of storytelling. Amplification of people's stories is vital for social advancement, but who tells the story is as important as the story itself. Young journalists, including women and those of marginalised racial, religious and diverse identities, themselves often have to battle to tell stories relating to sport from the point of view of the communities they represent. While many broadcasters are welcoming more diverse perspectives and facilitating a broader range of sports coverage, there is still work to do. The abuse of Jenny Hermoso after the FIFA Women's World Cup 2023 final rightly captured global headlines and was condemned, yet racialised women from Argentina to Zambia with analogous situations did not receive similar attention. Questions need to be asked, for example, why is there so much vitriol on the question of transgender rights in sport, or against Muslim women players in France who wear the hijab when other demonstrations of faith are accepted? Is it at least in part because audiences so rarely hear from those with lived experience or reporters from these groups? The road to truth starts with a conversation. Sport is a space for new narratives, and building towards FIFA World Cup 2026 in Canada, Mexico and USA, representatives from host cities, FIFA and coalitions of civil society, unions and athlete voices discussed how to walk the talk on human rights due diligence and bring sport and human rights to life at the host city level. For them, stakeholder engagement is the floor not the ceiling. It involves incorporating expertise from public bodies, event organisers, human and labour rights experts and activists, and prioritising local knowledge and perspectives. Insight from a diverse mix of affected people is proving to be essential, and recalling that a person with one set of lived experiences cannot be expected to speak for all. In parallel, strong minimum standards are imperative, from questions of discrimination - to ensure equal treatment of diverse and intersectional communities, through to guarantees on the right to organise - so international norms prevail for global events even where inconsistencies arise at the national or local level.

- 9. Everyone has a role to play. Regular communication, ongoing dialogue, adaptability and transparency, can help ensure affected individuals are treated as players not spectators. Participants heard how host cities, civil society groups, trade unions, national and local human rights commissions, child rights advocates and many more, have been instrumental in shaping the forthcoming FIFA World Cup 2026 Host City Human Rights Framework. This will steer cities as they develop their locally tailored human rights actions plans and provide specifics on inclusion, safeguarding, worker rights and access to remedy, pinpointing these and other salient human rights risk areas for prioritisation, including the rights of unsheltered populations, responsible policing and protection for human rights defenders and journalists. By facilitating agency and ceding some level of power and control to be more inclusive, this experience shows how it is possible to overcome initial scepticism, rebuild trust, prevent harms arising or recurring, and be ready to put things right if needed. As sports bodies and their commercial partners who have already taken these steps can affirm, the work is powerful and can help organisations understand the realities people face across their activities, plug gaps and ultimately make better decisions. A key message to all participants was that once the truth of the past is acknowledged, alongside ongoing efforts to listen and rebuild trust, then collectively a better future for sport is within reach. Just as human rights and democracy do not maintain themselves but have to be defended vigilantly from authoritarianism, populism and impunity, the power of sport is only as good as the people who wield it. Each of us has a role to play. SCF delegates were urged to identify their respective roles in the sport ecosystem, take personal and institutional responsibility, go on journeys of self-education and fight for a future of sport that is welcoming and respectful of all involved. Through cooperation, dialogue and collective action between governments, sports organisations, corporations, civil society and trade unions, athletes, fan groups, journalists, foundations and others we can reclaim, as recalled in a special video produced for the event, Nelson Mandela's uniting vision of the transformative power of sport.

PRIORITIES FOR 2024:

Inspired by these themes, the Centre's business plan for 2024 includes several ambitious new initiatives structured in accordance with its Theory of Change.

Generating awareness will continue with a focus on increasing public engagement to drive growth in sport and human rights education. The development, publication, and launch of a BBC web series with global reach has the potential to significantly expand human rights awareness with sports enthusiasts and cross-over audiences. As the focus moves towards North America and FIFA World Cup 2026, the Centre envisages opportunities to partner on major activations to promote human rights - which could include activities in each of the 16 host cities. To recognise increasing activity in sport and human rights - from across various actors in the sports ecosystem - the Centre also has the ambition to secure funding to launch an awards and recognition scheme to spotlight and celebrate individuals and institutions leading the way. Building on work with the Francophone Games in Kinshasa, host city awareness-raising workshops are envisaged to take place in upcoming locations of major events where human rights are not yet integrated into hosting. As more engaged and interested constituencies become aware of the intersections between sport and human rights, there will be greater opportunities to expand the Centre's education offerings, with the Global Sport and Human Rights Academy having the capability and platform to grow beyond its initial introductory courses to deliver multi-lingual, open access courses covering a range of topics, actors and themes in generic and tailored learning pathways. Existing educational projects will also continue, with an annual summer school, a new teaching 'pocketbook' for university students, further promotion and dissemination of the Routledge Handbook on Mega-Sporting Events and Human Rights, new teaching resources, reading lists, curricula, and master classes. An important new sport and human rights glossary will be published early in 2024. Through public appearances and conference participation, the Centre's team will further bring human rights to the attention of the sports industry. As a result of the Centre's activities, the field of sport and human rights will continue to grow, with the Centre acting as a market maker and a movement maker - driving interest, innovating solutions, taking action, and sustaining the movement.

Building capacity will continue through the ongoing development of world-leading expertise co-created by the Centre through consultation, engagement and multi-stakeholder working groups. New resources will include refreshed guidance on navigating and mitigating human rights risks throughout the mega-sporting event lifecycle, an in-depth look at stakeholder engagement in sport, and urgent work connecting the climate crisis with human rights in sport. Underpinning these resources is the Centre's 'Responsible Sport Value Framework' that will accelerate the adoption of human rights into sporting institutions and their governance models. Recognising that momentum is gathering, the Centre will launch a landmark annual "State of Play" report on good practices emerging across the ecosystem. These interventions, made available as a public good through tools, publications and events, will contribute to strengthening operational systems and practices in sport and flow into technical expertise offered to sports bodies through the Centre's Advisory Services function - where demand is growing for specific high-impact consultancy projects. Advanced conversations continue with some of the world's biggest sporting organisations that are looking for assistance in developing methodologies to conduct human rights risk assessments, understand what real-time major event due diligence entails, and develop internal policies and practices. A significant offering to sports bodies is the Centre's unique experience in designing and delivering major event Human Rights Volunteers programmes - building human rights communities around events while contributing to the prevention and mitigation of human rights harms in real time. This initiative has the potential to bring a human rights lens to not only major tournaments but to sports leagues, competitions and games at all levels. The Centre will also partner with sports bodies to promote human rights awareness amongst workforce and volunteers at major events, and provide expertise to support regional and international policy consultations. The Centre is also working on plans to support elements of the UEFA EURO 2024 human rights strategy.

Creating lasting value will continue through the Centre's relentless focus on engagement with new and diverse actors in sport. The Centre will continue to provide human rights expertise to regional and international sports policy processes, including the Council of Europe and the UNESCO-convened inter-ministerial sessions, with an opportunity to expand this representation through participation in the Commonwealth Advisory Body on Sport and deeper engagement with CARICOM, ASEAN and the African Union. Significant efforts will remain on deepening outreach and engagement with key governments, sports bodies, sponsors, broadcasters and other relevant actors in sport, with potential to extend engagement efforts to cover a greater part of the global sport and human rights ecosystem - including with investors, which is an underexplored frontier. The Centre's quiet brokering role and deep connections and experience in the Middle East make a second multi-stakeholder Doha Dialogue on sport, legacy and human rights a viable proposition in Qatar in 2024. A close partnership with the Government of Switzerland will continue, enabling further editions of the mega-sporting event Host Governments Forum and the possible launch of a Leadership Group of Sports Ministers committed to human rights. The Centre will build on the outcomes and engagement generated at Sporting Chance Forum 2023 to maximise the opportunity to launch a new strategic plan and renew the commitment of the ecosystem at the next iteration of its flagship event in 2025.

In addition, the Centre will deliver two significant thematic programmes in 2024:

First, "Generation 2026" is a programme, supported by the Oak Foundation, that promotes a Child Rights Legacy for the North American World Cup. In 2023, the Centre was awarded a three-year grant from the Oak Foundation to improve child safeguarding and child participation in sport leading up to, during and as a legacy of the FIFA World Cup 2026 in Canada, Mexico, and the U.S. This builds upon foundational work initiated in 2019, with the development of the Child Rights and MSE Toolkit, training and technical assistance delivered to all host cities bidding to host the event, and ongoing stakeholder engagement. From the sixteen host cities of the FIFA World Cup 2026 selected in 2022, the Centre selected four cities for deeper engagement and to help cities establish where they need to progress when it comes to children: Los Angeles, New York / New Jersey, Toronto, and Guadalajara. Programme highlights include a youth journalism initiative training cohorts of youth to report on the World Cup's impact on their cities; a youth survey capturing child and youth experiences, displayed in a map and dashboard and shared with policymakers to inform policy change at the city level; a Global Youth Council: a forum convened by the Centre for youth input from host cities; updates to international standards on child safeguarding adapted to host cities, alongside in-depth training, technical assistance, and cross-city and cross-national peer learning; a North American Alliance of organisations; a best practice guide, a resource for future host cities detailing effective approaches to child safeguarding; and the formation of 2026 Athlete Ambassadors, a coalition of athletes advocating for children's rights and amplifying public awareness to mobilise change. By focusing on these elements, we aim to create a lasting positive impact on child safety and participation in sports.

Second, Roadmap to Remedy is an ongoing programme supported by the Clifford Chance Foundation. Over the past year, the Centre has consulted widely with a range of stakeholders on how sports organisations can improve their responses to reports of abuse. The project - Roadmap to Remedy - was borne out of a realisation that, across continents and disciplines, those most affected by abuse - victims, survivors, and whistle-blowers - all shared concerns about inadequate, unsafe and ineffective investigation and resolution mechanisms. The Centre, with support from the Clifford Chance Foundation, teamed up with a group of Affected Persons across the globe to explore together what needs to improve when it comes to investigating abuse, reaching determinations and resolutions based on the evidence gathered in investigations, and better engaging Affected Persons in building longer term solutions. The Centre will publish a number of guides on these topics in the coming year. While these guides are aimed at sport governing bodies, the resources will also be valuable for safe sport entities, Affected Persons, governments, funders, and other interested parties will also benefit from careful consideration of their content.

As the Centre scans the horizons for new opportunities to advance its impact, it is developing three concept areas that it is actively seeking resources to build further. Each of these concepts builds from the preparation for and delivery of the SCF and each offers the prospect of action plans that grow from high-level discussions at the SCF. As the Centre seeks sustainable long-term funding it will be increasingly programmatic from institutional philanthropic donors, aligned to areas of donor interest and support, while in line with the Centre's strategy. The following concepts are in early-stage discussion with potentially interested partners and once positive indications and encouragement are received would require extensive consultation with partners to develop into activity and formalised grant submissions.

1: 2026 Host Cities - Securing local legacies from mega-sporting events
The 2026 FIFA World Cup (FWC 2026) is the first mega-sporting event to have human rights responsibilities from the bidding stage forward. Yet, knowledge of international rights and labour standards and the requisite processes to implement them are still new and largely unfamiliar to those within the host cities leading the planning and organisation. What will - or won't - be done at the FWC 2026 will have a ripple effect on events that will follow it, including World Cups in 2030 and 2034. It is time to lean in to inspire a new generation of host city leaders with awareness, knowledge, inspiration and coaching to reap the full potential of what these new responsibilities offer, and create a "new normal" in what is expected - and delivered - in hosting sporting events. At the SCF, the Centre hosted the first meeting of the Host City Sport and Human Rights Leadership & Exchange Initiative. This expanded initiative, if funding is secured, will involve co-creating human rights curricula for leadership of major event host cities - with a primary focus on the FWC 2026 - the first global sporting event with human rights requirements set forth from the bidding phase forward - and establishing a global network of host city human rights leads supported by capacity building and subject matter expertise to support human rights knowledge amongst host cities. The initiative will launch a dedicated community of practice, facilitate host city exchanges, and learnings and best practices captured for future MSEs.

2: Social justice, Reconciliation and Decolonisation
A pivotal consultation was held in October 2023 in Barbados during workshops organised in conjunction with the CANOC General Assembly. The Centre, in partnership with OSF, was invited to present at this event on understanding sports in the context of decolonisation and reparative justice. The event in Barbados led directly to a plenary session at the SCF. Following the event, the Centre has iterated a concept for further developing meaningful conversations on how sport and sports organisations can participate and offer contributions to the broader decolonisation agenda. The Centre has developed some early thoughts on this topic and how the world of sports can support work in this area. After early discussions with prospective donors, academics in the Caribbean, and CANOC, the Centre envisions a series of dialogue sessions for meaningful conversations over the coming years in targeted locations globally. What the Centre has suggested here does not assume the Centre to be the thematic expert or always be the appropriate convenor - and any activities would be premised on consultations and partnerships. The Centre's role would be to work with experts to bring sports bodies into conversations on decolonisation and racial justice with participants encouraged to confront uncomfortable truths, peel back layers of systemic issues, and share experiences that reveal the depth of challenges faced in sports due to their historical and societal norms. An initial emphasis on the Caribbean is a testament to Caribbean people's intergenerational journeys, current lived experiences, the significance of sport in Caribbean communities and recent commitments to address historical and cultural preservation and reparative justice. With partners, the Centre aims to catalyse change by collaborating closely with local stakeholders and co-creating actionable plans for sports bodies. To ensure tangible and sustainable results, the Centre proposes to develop evidence-informed tools and resources. These blueprints, rooted in new research and regional nuances, would help guide sports in the integration of diverse voices, especially youth, into sports governance structures, ensuring that leadership reflects the broad spectrum of the communities they represent and serve. Over time, initiatives that prove effective in one region could be adapted, refined, and implemented in other regions. This iterative and collaborative approach would ensure that no region remains stuck in the past, subject to its inherited circumstances or siloed in its efforts. Successes are to be shared and celebrated globally as case studies, creating an intricate and dynamic professional network that cultivates newfound purpose through the platform of sport for peace, sustainability and prosperity. A fundamental pillar of this movement is the acknowledgement and redressal by various actors in the global sports ecosystem of historical wrongs. Sports bodies under this programme, will not only be urged to transform internally but to also use their influential platforms to drive societal change in their communities and beyond.

3: A transformative future of women's sport

The Centre has gender expertise within the organisation which has allowed the Centre to offer support and expertise to partners in the Advisory Council, including OHCHR and ILGA, as well as working to mainstream a gender lens across all outputs. This capacity has been an investment of core resources and provides the basis for the Centre to also develop fundraising proposals on gender to various funders. The Centre's goal is to launch a more robust thematic programme around gender and diverse gender inclusion. As women's sport continues to grow at an incredible rate, it is essential to integrate global majority and intersectional voices so that the increasing awareness of the current and future state of women's sport is comprehensive and fair. The Centre envisages launching a global survey and series of foresight workshops targeted at the global majority of women in sport (athletes, coaches, officials, sports administrators) to close the knowledge gap and increase understanding of their specific and often non-acknowledged needs, experiences, perspectives, interests and preferences, focussing on key barriers, challenges, human rights risks, bottom-up strategies, innovative solutions, and best practices. Consultations will allow for an up-to-date analysis of the state of women's sport globally, identify trends and emerging human rights issues in women's sports, build diverse future scenarios, discuss implications, and co-design action plans towards the global majority of women's preferred futures. Online monthly meetings will engage stakeholders in unpacking key issues emerging from the findings and curating and compiling resources and tools, as well as wise practices to address them. An online course at the Global Sport and Human Rights Academy will be produced as a roadmap for sport policymakers to build capacity and move towards the realisation of women's preferred futures. Should gaps in resources and tools be identified, the Centre will partner with global majority women representatives to produce them. A collective impact coalition of sports organisations, policymakers, civil society organisations, and other representatives of global majority women athletes, coaches, officials, and sport administrators will foster a transformative future of women's sport. Lasting value will be ensured through the creation of a common agenda towards the preferred futures of women's sport, with shared indicators, monitoring and evaluation mechanisms and complementary activities. Working groups will be developed focused on key areas, such as gender-based violence, labour rights and working conditions, inclusion, and leadership.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, Memorandum and Articles of Association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Recruitment and appointment of new trustees

No new trustees were recruited or appointed during 2023. During 2023 the trustees were Dorcas Amakobe, Diana Chavez, Nicole Dryden, Vincent Gaillard, Phillip Jennings, Payoshni Mitra, Walter Palmer, Moira Thompson Oliver, and Brent Wilton. Diana Chavez resigned her position as a trustee in early 2024.

The Centre's trustees are responsible for the governance of the charity and ensure that the Centre pursues the objects for which it was founded. Trustees have been selected based on their professional experience and expertise, diverse professional backgrounds, and commitment to the Centre's mission. Trustees are required to declare any possible conflicts of interest and the Centre maintains a group register of interests.

When recruiting for any new trustee, the Centre, through its governance processes, will make a selection with the aim of having a balanced, well-informed, and effective trustee body that undertakes proper governance of the Centre. Individuals who are passionate about the Centre's purpose and aims and can bring relevant experience and knowledge to enhance the effectiveness of the charity will be sought out as part of proactive succession planning.

As the term of the current Board expires in mid-2025, this succession planning is now underway with input from the governing bodies of the Centre, the Board and the Centre management team. This process will aim to sustain and develop the diverse knowledge and skills the Board bring as exceptional individuals with evident experience of and commitment to the sport and human rights movement. Following a skills audit and work by the current Board, the upcoming recruitment process will target candidates who can bring specific and relevant experience in financial management, fundraising and people management to their role as a Trustee. This will strengthen the overall skills and insight of the Board necessary to fulfil its collective duties and responsibilities to the Centre in stewarding its mission, objectives and benefit to the public.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

In 2023 the Centre was governed by a board of nine (now eight) trustees. Trustee meetings take place at least four times a year, usually by phone; though there were eight board meetings in 2023. The trustees are regularly informed of financial matters, the progress of the Centre towards its charitable objects, and the success of relevant outputs and impacts relating to the delivery of the Centre's strategy.

The Chief Executive reports to the board of trustees and runs the Centre on a day-to-day basis. The Chief Executive and Deputy Chief Executive consult the trustees on key and strategic decisions and ultimately manage the Centre team. Details of the Centre's governance structure, code of code of conduct, governance handbook, and policy handbook are published on the Centre's website, and the Centre's annual business plan includes an organisational chart.

During 2023, the board established three sub-committees that have been delegated by the board (in accordance with the charity's Articles of Association) to support the Centre's operations. These are:
- Finance and audit subcommittee. This committee is responsible for working with staff to monitor the financial matters of the Centre including; annual budget development and oversight, revenue generation and expenses, taxation and delivery of regulatory requirements, accounting for financial reserves and supporting the process to prepare annual audited financial reports;
- Human resources and remuneration subcommittee. This committee is responsible for managing the CEO's performance review processes, reviewing policies and processes relevant to staff working conditions and performance, overseeing the Centre's remuneration framework and supporting the implementation and monitoring of the Centre's Inclusion and Diversity plan; and
- Board management subcommittee. This committee is responsible for providing internal board governance and guidance to the board. This function includes assessing the Board's composition, identifying gaps in the board's competencies, supporting orientation and continuing education of the board as well leading the process to review the Centre's policies every 1-3 years (as per the review cycle of each respective policy).

Group Structure

The sole member of the charity is "Centre Pour Le Sport Et Les Droits De L'Homme" (CSHR Switzerland), a not-for-profit association incorporated in Geneva, Switzerland. CSHR Switzerland replaced IHRB as the charity's sole member on 8 July 2021 when the Centre became a fully independent organisation. The purpose and articles of association of CSHR Switzerland are fully aligned with the charity's objects. The trustees of the charity are also the directors of CSHR Switzerland. CSHR Switzerland was formed on 8 July 2021 by seven members: the Government of Switzerland (FDFA); the ITUC; the IOE; the CGF; HRW; World Players, and IHRB. The ILO and OHCHR are Permanent Observers to the Association, with their roles embedded in CSHR Switzerland's Articles of Association. The directors of CSHR Switzerland are appointed by its members on the recommendation of a multi-stakeholder nominations committee drawn from the Centre's Advisory Council which brings together an unprecedented alliance of intergovernmental organisations, governments, sports bodies, athletes, hosts, sponsors, broadcasters, civil society representatives, trade unions, and employers and their associations.

STRUCTURE, GOVERNANCE AND MANAGEMENT

As the charity's sole member, CSHR Switzerland has the sole power to appoint the trustees of the charity and has appointed all of the directors of CSHR Switzerland to the board of the charity. This structure is beneficial because the Centre's controlling entity is incorporated in Geneva, the international centre of human rights, by a diverse group of Founding Institutions including the Government of Switzerland, and close to key players and governing bodies in sport in Lausanne and throughout Switzerland. Through CSHR Switzerland, the Centre retains a unique level of engagement with key stakeholders while at the same time, since these stakeholders have no fiduciary or day-to-day responsibilities for the Centre, the charity is fully independent and regulated under the oversight of the UK Charity Commission ensuring that the Centre's funds are always used for charitable purposes to the benefit of beneficiaries. This unique new governance structure, including the formal role described above of the ILO and OHCHR as the international standard-bearers for human rights, was described by Mary Robinson as an "innovative approach to having an independent organisation emerge from a multistakeholder process", and by Sharan Burrow, General Secretary of the ITUC, as a "unique piece of global architecture".

As the Centre matures and increases its assets, it may be that the Centre explores establishing a foundation in Switzerland - but until then this group structure with the multi-stakeholder parent association and independent regulated charity provides the checks and balances sought by the Centre in demonstrating leadership in good governance and transparency in all dimensions.

The Centre's office is in Geneva, Switzerland. Maintaining an office in Geneva is critically valuable to ongoing and future work to engage sports bodies, governments, UN agencies, business, and civil society, while reinforcing the charity's human rights foundations from the global human rights hub that exists around the UN in the city. The charity operates as a branch in Switzerland and directly employs the permanent staff members based in Geneva.

CSHR's group structure also includes a wholly-owned trading subsidiary of the charity - Centre for Sport and Human Rights Trading Limited (CSHR Trading), registered with Companies House with Company Number 13509798. CSHR Trading has been established to further the strategic objectives of the charity including by entering into commercial transactions, specifically by undertaking trading activities such as delivering educational services, providing strategic advisory and consultancy services, and through branding and merchandising activities. The Board of Trustees has appointed one trustee (Moira Thompson Oliver) and one staff member (William Rook) as Directors of CSHR Trading. CSHR Trading provides routine sharing of information between the charity via the inclusion of a CSHR Trading Update in the quarterly CEO Update Report that goes to the charity's board ahead of every charity board meeting, with the report including a tracking of staff time utilised in CSHR Trading activities - with consideration for how that utilisation of staff time affects the delivery of charitable activities. In addition, all CSHR Trading governance documents, including board minutes, are included in shared folders that are accessible to the entire charity board.

Commercial and consulting activities via CSHR Trading require the utilisation of the expert staff employed or contracted by the charity. Therefore all CSHR Trading activities align with the charity's strategy (such as through providing advisory services to support sports bodies developing human rights committees and policy frameworks). To date, CSHR Trading activities have been small and targeted - not accounting for more than 5% of the overall group's activities or income. The Centre ensures that all CSHR Trading activities have a public good dimension that supports the charity's mission - such as via the development of case studies, public reports and materials.

STRUCTURE, GOVERNANCE AND MANAGEMENT

CSHR Trading has two impacts on the budget of the charity: (i) first it pays the charity for the staff costs of team members utilised on CSHR Trading projects, and (ii) second any remaining profits retained in CSHR Trading at year-end are donated to the charity in the following financial year. It therefore provides a diversified income stream to the charity that contributes to the retention and raising of core funds to deliver charitable activities. Trading activities are represented in the charity's budget by reductions in staff costs that are calculated by projecting which charity staff members are utilised for trading activities and for how many days per given month. Trading activities are therefore not shown in the budget as income of the charity but as a form of cost-recovery. However, the charity's budget shows the board the total amount of projected costs recovered from CSHR Trading to the charity to provide clarity on the value of CSHR Trading to the charity's operations. Retained profits transferred from CSHR Trading to charity are paid in the following financial year.

Board

The Centre's governance handbook sets out that the role of the Board is to "provide advice, guidance and oversight of the management of the Centre in line with its statutory and fiduciary responsibilities; and to provide a point of accountability for the CEO on behalf of the Members and of the beneficiaries of the Centre's work in pursuit of the Centre's mission." The Directors are responsible first and foremost to the Centre itself and must always act in its best interests and in accordance with its Articles.

Specifically, the board:
1. Provides accountability through review and adoption of the annual audited accounts, annual report, annual budget, and annual business plan.
2. Formulates strategy by developing and adopting a multi-year strategic plan (Convergence 2025).
3. Monitors and supervises the Centre by reviewing management accounts (quarterly), revising and updating a group-wide risk register (biannually), tracking implementation of the strategic plan (quarterly) and conducting the CEO's annual appraisal.
4. Makes policies to support efficient and consistent processes within the Centre via maintaining a policy register and regularly approving and publishing updated policies.
5. Works with and through the CEO to support the delegated delivery of the annual business plan.

Directors are responsible for:
- ensuring the submission of accurate financial statements to the relevant regulatory bodies;
- upholding the reputation of the Centre at all times;
- supporting the objectives of the Centre;
- undertaking their duties to the best of their judgement and abilities;
- acting with openness, honesty, accountability and transparency and maintaining the integrity of the Centre;
- observing confidentiality while acting as a Director and afterwards.

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The Centre's directors met for a board retreat in May 2023. At the retreat, the board along with Centre staff focused on a combination of training sessions led by external experts, a review of board management processes and commencing the groundwork to review the Centre's five-year strategic plan. The board training sessions included: "The Role of the Board" facilitated by David Alfrey from Clifford Chance, "Navigating Key Dilemmas" facilitated by David Rodin from Principia Advisory and "Building a Positive Board Culture in an Online Environment" facilitated by Pavneet Khurana. Review of the strategic plan focused on implementation progress to date, successes, challenges, identifying indicators of change, reviewing key risks and considering the future outlook of the strategy. In reviewing the strategy, it was noted that there is a need to develop clearer impact statements on impacts of the Centre's work for each class of beneficiary, and a need to conduct ongoing strategy tracking and trend monitoring. Finally, work on impact indicators will be folded into both a review of Convergence 2025, and the drafting of the Centre's new strategy. A strategy review working group was constituted in December 2023 to lead the process to review the Centre's current strategic plan and oversee the drafting of a refreshed strategy. The group's work is ongoing in 2024 with an anticipated end date of 2025 when the Centre's next strategic plan is launched.

Directors

The Centre's current board of directors were appointed in 2021 following an extensive global search overseen by a Nominations Committee and supported by the search firm Odgers Berndtson. In 2023, the directors were:

- Dorcas Amakobe: Dorcas is a women's rights development expert with over 12 years' experience in the development and sport sector. Working directly with girls from rural communities in her role as Executive Director at Moving The Goalposts, a sports development organisation based in Kenya, Dorcas holds a comprehensive range of sports, leadership and training qualifications including a Certificate in Coaching and Personal Development Program from Beyond Your Edge, the Global Women's Mentoring Program by Vital Voices and US Department of State Bureau of Education and Cultural Affairs; and a Certificate in Women's Sports Leadership from the University of Chichester, Females Achieving Brilliance and Anita White Foundation. Through collaborations with national and international sports federations and sport for development organisations such as the Kenya Football Federation, the Kenyan NOC, GIZ, Streetfootballworld and the FIFA Foundation, and as a voice for grassroots organisations at global platforms, Dorcas has developed in-depth insights into a broad range of approaches across organisations towards human rights, and is a pioneer member of Common Goal's Gender Accelerator program.

- Diana Chavez: First woman to chair the UN Forum on Business and Human Rights, Diana Chavez sits on various advisory bodies, including UNITAR's Board of Trustees, where she currently serves as Vice Chair. Prior to this, Diana served as the Director of the Regional Center for the Global Compact in Latin America and the Caribbean. Her professional career includes extensive experience in sustainability, corporate affairs, multilateral processes, mergers of international corporations, diplomacy, and corporate protocol. As part of Diana's work in the public sector, she directed projects to attract foreign investment and strengthen the relationship with Fortune 500 companies with operations in Latin America. She holds an undergraduate degree in English literature, with studies in national security and negotiation, and master's degrees in international relations and business administration.

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- Nicole Dryden: With over 30 years' experience in international sport as an Olympic swimmer, journalist and commentator, and as a human rights lawyer with over 15 years of subject matter expertise in the field of human rights and sport, Canadian Nikki Dryden has been an active promoter and fundraiser for sport in developing countries, for sport programmes used as a tool for development, and for grassroots sport. As an immigration and human rights lawyer, Nikki formally directed the US immigration practice at PwC and has also worked for non-profits, international human rights groups, governments and has been on several non-profit boards. In 2020, Nikki was granted a Fulbright Scholarship to conduct research in the field of sport and human rights, namely the area of athlete rights in the sports arbitration system. Nikki is currently working with athletes and athlete groups on 4 continents to ensure the International Olympic Committee complies with international human rights law by updating their Charter rules around athlete rights to freedom of expression and due process. Her detailed legal research and recommendations in this area were published extensively and shared with athlete groups around the world, influencing the IOC's stakeholder engagement.

- Vincent Gaillard: Having worked in both a corporate environment (including 13 years with The Coca-Cola Company on global events and partnerships, the NBA and Adidas), and a non-profit / institutional environment (Global Association of International Sports Federations; European Professional Club Rugby, World Rowing), as well as direct experience working with a large number of high-profile sports rights-holders or commercial partners including FIFA, IPC, Special Olympics, UEFA or BT, amongst others, Vincent brings a solid, in-depth understanding of the sport industry's supply chain. These experiences have given him the opportunity to develop relevant, innovative partnerships with various International, non-governmental organisations, including collaborating with UN branches and NGOs in an Olympic Games context while at The Coca-Cola Company; with UNICEF and various organisations interested in players health and welfare in his role with European Rugby; or through various non-executive activities, e.g. co-founding Sport & Sustainability International, an NGO promoting sustainability in and through sport in support of the UN Sustainable Development Goals, or as member of the IOC Legacy & Sustainability Commission. Vincent spent three years in China to spearhead Coca Cola's partnership with the Beijing 2008 Olympics, and this work continued in 2012 when he led Coca Cola's partnership with London 2012. Such experiences have enhanced Vincent's expertise in the fields of sport and human rights, development, health and the environment. In 2022, Vincent joined World Rowing as its Executive Director.

- Philip Jennings: Over a career spanning 40 years, Philip has been a leading figure in the Trade Union movement, holding the position of General Secretary at Uni Global Union and the FIET (International Federation of Commercial, Clerical, Technical and Professional Employees) for a combined 30 years. He has also played a leading role in the broader international trade union movement with the ITUC, TUAC taking the union message to the UN, IMF, OECD, World Bank, World Economic Forum, EU and the G20. As co - founder of the World Players Association to promote the human rights of athletes, Philip also contributed to the establishment of the Sports and Rights Alliance and the Centre for Sport and Human Rights. Other responsibilities have included Commissioner of the ILO Global Commission Future of Work; a member of the New Jersey Task force on the future of work and a Board member of the UN Global Compact since 2011. Philip has also chaired the Commission on the Future of the Irish trade union movement, and is Co-President of the International Peace Bureau. Philip was also part of a three-person team appointed to evaluate and develop the future strategy for the Sports and Rights Alliance.

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- Payoshni Mitra: A former badminton player, Dr Payoshni Mitra is a prominent athlete's rights activist and leading campaigner in the abolition of sex testing policies in women's sport, working closely with affected athletes across Asia and Africa to enable them to address human rights violations in sports. Her work includes helping athletes communicate with local or national sport governing bodies, sport ministries and other stakeholders, as well as actively resisting unnecessary and unsolicited physical examinations and scrutiny through direct intervention. Dr Mitra has also been instrumental in assisting Indian athlete Dutee Chand to regain her rights to compete in athletics, and was one of the ten member team who testified for South African Olympian Caster Semenya at the Court of Arbitration for Sport. She has been involved with international human rights agencies in preparing reports on discrimination in sports on the basis of gender and race, most notably as co-author of a Human Rights Watch report on lived experiences of athletes facing abusive sex-testing in athletics published in December 2020.

- Walter Palmer: After a thirteen-year career as a professional basketball player in the NBA, Europe, and Latin America from 1990-2003, Walter Palmer spearheaded the founding of three athlete focused labour organisations, the last two of which continue to impact the world of sport to this day: the German basketball players association, Spieler Initiative, SP.IN (2005); the European Elite Athletes Association, EU Athletes (2007); and UNI Sport PRO, now the World Players Association (2012). In 2014-15, he served for a short time as the Deputy Executive Director for International Development & Marketing at the NBA Players Association before starting his own consulting business where he continued to advise player unions from around the world on issues related to organising, governance, career development programming, and anti-doping policy. In his current role as Director of Dartmouth for Life in the Advancement Division at Dartmouth College, Walter's team builds and implements career programming and content for alumni in all stages of life with a special focus on mid-career and post-university transitions.

- Moira Thompson Oliver: Winner of the 2019 Legal 500 CSR Award, Moira Thompson Oliver was Head of Policy and Chief Counsel for British Telecom's international human rights programme until February 2021, serving a 23 year career which saw her leading BT's broadcast role in the Mega Sporting Events Platform for Human Rights and spearheading BT's work on modern slavery and the rule of law, which was shortlisted for The Times' Charity Awards and Financial Times Innovative Law Awards in 2017. She initiated BT joining the Home Office's CEO-led Business Against Slavery Forum in 2017, and the Global Network Initiative in 2018. In 2019, under Moira's direction BT was ranked 6th in the inaugural Tortoise Responsibility 100 Index, with a top ranking for human rights. Moira is a prolific public speaker and expert on business, law and human rights issues and has participated in numerous high profile publications and events, including the 2019 Sporting Chance Forum, IHRB's 'Broadcasters and Human Rights in the Sports Context" and CSHR's "Sport, Broadcasting and Human Rights - Guiding Questions." In February 2021 she joined Vodafone Group as Human Rights Lead and in 2023 joined the law firm Slaughter and May as Head of Business and Human Rights.

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- Brent Wilton: With a 36-year career focused on labour and human rights, Brent Wilton has been a key player in the inception and development of the Centre for Sport and Human Rights. From 1999 to 2015 Brent was appointed to the International Organisation of Employers in Geneva, becoming Secretary General in 2012. Brent's work at the IOE covered all areas of labour and social policy debate in a range of UN and multilateral organisations such as the OECD, European Commission and Human Rights Council, and in 2006 Brent created a network of MNEs that still meets twice a year to connect companies with public policy developments whilst also bringing MNE experience into the work of the IOE. In 2007 with the support of the Coca-Cola Company, the US Chamber and the US Council for International Business he created an annual Human Rights Conference which has run annually ever since, with speakers including Michelle Bachelet, Guy Ryder, John Ruggie, Cherie Blair and Sharan Burrow. In 2015, Brent took up the position of Director of Global Workplace Rights at Coca-Cola, during which he led on developing the company's first human rights report and became a member of the FIFA Human Rights Advisory Board. Brent retired from the Coca-Cola Company in November 2020 and now works as a human rights consultant in New Zealand.

Team

The Centre team is led by CEO Mary Harvey - a former US women's national team goalkeeper - World Cup Winner and Olympic Champion. Mary has held various senior positions within sport governing bodies, including FIFA, the US Soccer Federation and Women's Professional Soccer. Mary spent fifteen years in the management consulting ranks, spending time at Deloitte and Accenture before opening her own consultancy, Ripple Effect. Prior to joining the Centre, Mary wrote the first-ever human rights strategy for a global sporting event - the 2026 FIFA World Cup. Mary oversees the delivery of the Centre's strategic plan, fundraising, financial performance and governance.

Deputy CEO William Rook is a lawyer and business and human rights expert who since 2015 has led the project that first launched the Mega-Sporting Events Platform for Human Rights, overseeing the creation, development and growth of the Centre in a complex multi-stakeholder setting. For three years he was also IHRB's representative in the Middle East, managing labour rights projects including with the ILO in Qatar. His expertise is in building projects and teams to tackle serious and systemic human rights challenges in contested and sensitive environments.

In 2021, the Centre hired David Grevemberg into its senior leadership team as Chief Innovation and Partnerships Officer. David's 25 year career in sports governance and administration included being part of the founding team of the International Paralympic Committee and appointments as Chief Executive of both the Glasgow 2014 Commonwealth Games and the Commonwealth Games Federation. In various guises David supported the development of the Centre from its inception, including serving on its governance committee, and led the way with Glasgow 2014 becoming the first major sport event to adopt a human rights policy. David leads relations with sporting organisations and oversees the development of new partnerships and initiatives - including the Global Sport and Human Rights Academy and the Centre's Advisory Services offering.

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In Geneva, Guido Battaglia, Head of Policy and Outreach, manages relationships with governments, IGOs, and sports bodies, navigating the politics of international sport and the representation of the Centre's agenda in global and regional fora. Guido, formerly of the World Economic Forum, is an expert in stakeholder engagement, responsible business conduct, and navigating institutional priorities. Guido oversees workstreams on external affairs and developing the Centre's network. Alison Biscoe, Head of Programme and Partnership Development, is an expert on mega-sporting events and on corporate engagement, leading projects with sponsors, broadcasters and major event hosts, developing tools, guides and best practices for the ecosystem. In 2017, Alison became the first full-time member of staff at IHRB dedicated exclusively to sport and human rights and has grown her career and expertise within the Centre. Alison oversees workstreams on tools development and capacity building. Guido and Alison, together with William Rook formed the Centre's founding team in 2018 and have grown the organisation from this small group into a team of twenty.

In the United States, Katie Hanna is the Centre's Head of North America - joining from the US Center for SafeSport where she led the education and outreach team, to now manage collaborations to improve the knowledge and capacity of host cities, governments, and other stakeholders of the 2026 FIFA World Cup to ensure that child rights are protected, respected and promoted during preparations to host the tournament. Katie oversees the Centre's work in North America and thematic work on child rights. In Europe, the Centre's work on education and research is led by Dr. Daniela Heerdt, a widely published academic, researcher and expert who completed her doctoral research on human rights abuses in the context of mega-sporting events. Daniela oversees the Centre's education and research workstream.

The team also includes senior gender expert and storyteller Thays Prado, who joined from UN Women where she ran sports programmes globally, and Lucy Amis, an experienced business and human rights expert with ten years of experience working on mega-sporting events. Expanding programmatic work in North America has allowed the Centre to appoint Dr. Sabrina Razack as senior project lead in Canada and Tonatinuh Magos as senior project lead in Mexico. The Centre also retains part-time the services of Dr. Scott Jerbi, formerly a senior human rights officer at OHCHR and subsequently a senior advisor to Mary Robinson, and Shubham Jain - a lawyer, researcher, and academic based at the University of Cambridge. Annabel Short, formerly Deputy Director of the Business & Human Rights Resource Centre manages the Centre's youth journalism initiative from New York.

The Centre's expert work on sport and human rights is enabled by an experienced core team including Matt Stone, Head of Communications, who spent ten years as Head of Digital at FIFA after an early career at the BBC. Matt is supported by Jonny Randall, who has a decade of experience in managing communications projects for non-profits and Dr. Elisa Revuelta, an expert in digital content, with experience at the Olympic Channel and with FIFA. Operations and Governance are overseen by Dr. James Brown who previously ran the office of postdoctoral affairs at the University of Cambridge and prior to that helped establish the Cambridge Muslim College, supported by Projects & Events Manager Claire Wilton-Magras who previously managed events and member relations at the International Paralympic Committee, and Operations Manager Mweene Chibbonta who joined from a role with the Global Health Corps in Zambia. The Centre also has an active internship and academic placement programme in place with specific goals to grow the field and diversify access routes into sport and human rights professions.

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Staff List

The Centre's core staff (employees and consultants working on at least a 50% basis with the Centre) for at least 3 months during 2023 were:

- Lucy Amis (Senior Advisor) (Employee, UK)
- Alison Biscoe (Head of Programmes and Partnerships) (Employee, Switzerland)
- Guido Battaglia (Head of Policy and Outreach) (Employee, Switzerland)
- James Brown (Head of Operations and Governance) (Employee, UK)
- David Grevemberg (Chief Innovation and Partnerships Officer) (Employee, UK)
- Katie Hanna (Head of North America) (Consultant, United States)
- Mary Harvey (Chief Executive) (Employee, United States)
- Daniela Heerdt (Head of Education and Research) (Consultant, Netherlands)
- Shubham Jain (Policy & Research Fellow) (Consultant, UK)
- Thays Prado (Gender Advisor) (Consultant, Portugal)
- Jonny Randall (Communications Manager) (Consultant, Spain)
- Elisa Revuelta (Communications Consultant) (Consultant, Spain)
- William Rook (Deputy Chief Executive and Chief Operating Officer) (Employee, UK)
- Matt Stone (Head of Communications) (Employee, UK)
- Claire Wilton-Magras (Project Manager (Events, Operations, Engagement) (Employee, UK)
- Mweene Chibbonta (Operations Coordinator) (Consultant, Zambia)
- Claudia Villa- Hughes (Safeguarding Advisor) (Consultant, UK)
- Tonatiuh Magos (Project Lead, Mexico) (Consultant, Mexico)
- Sabrina Razack (Project Lead, Canada) (Consultant, Canada)
- Annabel Short (Project Lead, Eastern USA) (Consultant, United States)

A core staff member was hired in late 2023 to grow the team's presence at its office in Geneva:
- Marie Porchet (Engagement and Partnerships Coordinator) (Employee, Switzerland)

The core staff were supported by the following team members working on a fractional or intermittent basis:
- Scott Jerbi (Special Advisor) (Consultant, Switzerland)
- Kat Craig (Special Advisor) (Consultant, UK)

One member of staff also left the Centre in 2023:
- Michelle Edgar (Project Lead, Western USA) (Consultant, United States)

The charity also benefits from the support of Clifford Chance LLP which provides secondments of trainee solicitors to support the Centre's work.

STRUCTURE, GOVERNANCE AND MANAGEMENT

People Operations

The charity maintains a published Recruitment Policy and works with both a human resources consultant (Fitzgerald HR) and a people and culture consultant (Pavneet Khurana). Staff are the Centre's greatest asset and the Centre annually reviews the salary levels for its key personnel using the job market in order to be competitive with professional roles in the international NGO, charitable and think tank sectors. The Centre will, in 2024, adopt a pay policy that builds on a published Recruitment Policy in which the Centre recognises that pay is a key factor in the attraction, motivation and retention of staff and and having competitive remuneration is one of the ways in which the Centre can secure the very best people to deliver on strategy. Pay levels within the draft policy reflect the need to attract and retain specialist staff with the leadership, experience, networks, skills and knowledge required to contribute to the work of a dynamic and influential organisation operating in a challenging political context and seeking to build a movement. Salary levels also reflect responsibilities and performance in line with a specified competency framework. Employees are paid a salary at least in line with guidance from the UK's Campaign for a Living Wage.

During 2023, the Centre also implemented improved human resources procedures. This included the execution of a mid-year performance review, the payment of a 7% Cost of Living Adjustment (COLA) to all staff at the beginning of 2023 and the hosting of a biennial all-staff retreat in the second quarter of the year (in Loch Lomond, Scotland).

At the end of 2023, Centre staff commenced an organisational sustainability project that aimed to increase staff job satisfaction, growth and development. The work commenced in 2023, and continued into early 2024. The project has resulted in the development of a revised organisational structure, a new workflow process, the development of a competency framework, a process to revise all job descriptions and the development of a pay policy that ensures parity across the organisation.

The Centre has also made available to the team an Employee Assistance Programme with support from Clifford Chance LLP, a programme which provides free, confidential and impartial guidance and support on health and wellbeing by telephone and online. The Trustees acknowledge and thank Clifford Chance LLP for providing the Centre team with access to this programme.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
11422595 (England and Wales)

Registered Charity number
1187647

Registered office
Railview Lofts
19c Commercial Road
Eastbourne
East Sussex
BN21 3XE

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023

Trustees
B Wilton
D Chavez (resigned 5.2.24)
D Amakobe
M L Thompson Oliver
N Dryden
P Mitra
P Jennings
V Gaillard
W Palmer

Auditors
Kingston Burrowes Audit Ltd
308 Ewell Road
Surbiton
KT6 7AL

Bankers
NatWest Bank Plc
96 Terminus Road
Eastbourne
East Sussex
BN21 3LX

Accountants
LMDB Accountants
Railview Lofts
19c Commercial Road
Eastbourne
East Sussex
BN21 3XE

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Centre For Sport and Human Rights Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP 2019 (FRS102);
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 10 October 2024 and signed on its behalf by:

M L Thompson Oliver - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

Opinion

We have audited the financial statements of Centre For Sport and Human Rights Limited (the 'parent charitable company') and the subsidiary (the 'Group') for the year ended 31 December 2023 which comprise the Group Statement of Financial Activities, the Group and the Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and notes to the Group financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Report of the Trustees, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance about actual and potential litigation or claims and the identification of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
-Auditing the risk of management override of controls, including testing journal entries and other adjustments for appropriateness.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- Professional scepticism in course of the audit and with audit sampling in material audit areas.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Kevin Fisher FCA (Senior Statutory Auditor)
for and on behalf of Kingston Burrowes Audit Ltd
Statutory Auditors
308 Ewell Road
Surbiton
KT6 7AL

Date: 24 October 2024

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2023

	Notes	Unrestricted fund £	Restricted fund £	2023 Total funds £	2022 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	1,506,399	2,136,313	3,642,712	1,077,927
Commercial trading operations	4	94,475	-	94,475	-
		1,600,874	2,136,313	3,737,187	1,077,927
EXPENDITURE ON					
Raising funds	5	51,741	-	51,741	57,861
Commercial trading operations		29,776	-	29,776	3,560
Charitable activities	7				
Sport and human rights		1,126,448	1,445,593	2,572,041	1,544,948
Total		1,207,965	1,445,593	2,653,558	1,606,369
NET INCOME/(EXPENDITURE)		392,909	690,720	1,083,629	(528,442)
RECONCILIATION OF FUNDS					
Total funds brought forward		308,665	323,734	632,399	1,160,841
TOTAL FUNDS CARRIED FORWARD		701,574	1,014,454	1,716,028	632,399

CONTINUING OPERATIONS

The consolidated statement of financial activities includes all gains and losses in the year. All incoming resources and resources expended derive from continuing activities.

The notes form part of these financial statements

CENTRE FOR SPORT AND HUMAN RIGHTS
LIMITED (REGISTERED NUMBER: 11422595)

CONSOLIDATED BALANCE SHEET
31 DECEMBER 2023

	Notes	Consolidated 2023 £	Consolidated 2022 £	Charity 2023 £	Charity 2022 £
FIXED ASSETS					
Tangible assets	14	8,518	8,406	8,518	8,406
Investments	15	-	-	1	1
		8,518	8,406	8,519	8,407
CURRENT ASSETS					
Debtors	17	234,273	334,488	228,221	328,488
Cash at bank		1,637,845	639,948	1,615,372	639,947
		1,872,118	974,436	1,843,593	968,435
CREDITORS					
Amounts falling due within one year	18	(164,608)	(350,443)	(197,227)	(340,883)
NET CURRENT ASSETS		1,707,510	623,993	1,646,366	627,552
TOTAL ASSETS LESS CURRENT LIABILITIES		1,716,028	632,399	1,646,366	635,959
NET ASSETS		1,716,028	632,399	1,654,885	635,959
FUNDS					
Unrestricted funds	20	701,574	308,665	640,435	312,225
Restricted funds	20	1,014,454	323,734	1,014,450	323,734
TOTAL FUNDS		1,716,028	632,399	1,654,885	635,959

These consolidated financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 10 October 2024 and were signed on its behalf by:

M L Thompson Oliver - Trustee

The notes form part of these financial statements

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2023

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	1	1,002,272	440,864
Net cash provided by operating activities		1,002,272	440,864
Cash flows from investing activities			
Purchase of tangible fixed assets		(4,795)	(5,001)
Purchase of fixed asset investments		-	-
Sale of tangible fixed assets		420	
Net cash used in investing activities		(4,375)	(5,001)
Cash flows from financing activities			
Advances from group undertaking		-	-
Increase/(Decrease) in group creditors		-	-
Net cash provided by financing activities		-	-
Change in cash and cash equivalents in the reporting period		997,897	435,863
Cash and cash equivalents at the beginning of the reporting period		639,948	204,085
Cash and cash equivalents at the end of the reporting period		1,637,845	639,948

The notes form part of these financial statements

NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2023

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	1,083,629	(528,442)
Adjustments for:		
Depreciation charges	4,682	4,210
Profit on disposal of fixed assets	(420)	-
Decrease in debtors	100,215	777,354
(Decrease)/increase in creditors	(185,834)	187,742
Net cash provided by operations	1,002,272	440,864

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.23 £	Cash flow £	At 31.12.23 £
Net cash			
Cash at bank	639,948	997,897	1,637,845
	639,948	997,897	1,637,845
Total	639,948	997,897	1,637,845

The notes form part of these financial statements

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

1. STATUTORY INFORMATION

CSHR Limited is a private company, limited by guarantee, registered in England and Wales.

The company's registered office address is:
Railview Lofts
19c Commercial Road
Eastbourne
East Sussex
BN21 3XE

The presentation currency of the financial statements is the Pound Sterling (£).

In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic Ireland', the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2019. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value.

Preparation of the accounts on a going concern basis
The trustees are not aware of any material uncertainties about the charity's ability to continue as a going concern.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Preparation of consolidated financial statements
The group financial statements consolidate the results of the charity and its wholly owned subsidiary Centre for Sport and Human Rights Trading Limited on a line-by-line basis. As permitted by Section 408 of the Companies Act, no separate statement of financial activities is presented in respect of the parent charitable company.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

Grant income is recognised when there is formal offer of funding communicated in writing to the charity which does not relate wholly to future accounting periods.

continued...

2. ACCOUNTING POLICIES - continued

Income
The value of donated services are recognised at their open market value in the period in which they are receivable as incoming resources, where the benefit to the charity can be reliably measured. An equivalent amount will be included as expenditure under the relevant heading in the Statement of Financial Activities.

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

Government grants
The charity received government grants which are accounted for on the performance model.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs
All costs are allocated between expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned according to time spent on each activity during the period.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	-	15% on reducing balance
Computer equipment	-	33% on cost

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

continued...

2. ACCOUNTING POLICIES - continued

Foreign currencies
Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Pension costs are allocated to activities on the same basis as set out in the allocation and apportionment of costs policy stated above. Pension costs and liabilities are allocated to restricted and unrestricted reserves based on the allocation of labour time to the charities various funds.

Financial instruments
Financial assets and financial liabilities are recognised in the balance sheet when the charity becomes a party to the contractual provisions of the instrument.

Trade and other debtors and creditors are classified as basic financial instruments and are initially measured at initial recognition at transaction price. Debtors and creditors are subsequently measured at amortised cost using the effective interest rate method. A provision is established when there is objective evidence that the company will not be able to collect all amounts due. Cash and cash equivalents are classified as basic financial instruments and comprise cash at bank and short-term bank deposits with an original maturity of three months or less which are an integral part of the charity's cash management.

Financial liabilities issued by the company are classified in accordance with the substance of the contractual arrangements entered into and meet the definitions of a financial liability.

Financial assets are de-recognised when:
- the contractual rights to the cash flows from the financial asset expire or are settled; or
- the charity transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
- the charity despite having retained some but not all significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are de-recognised only when the obligation specified in the contract is discharged, cancelled or expires.

Leasing Commitments
Rentals paid under operating leases are charged to profit or loss on a straight line basis over the period of the lease.

Investments in subsidiaries
Investments in group companies are stated at cost less any identified impairment. An impairment review is undertaken annually by the trustees.

continued...

3. DONATIONS AND LEGACIES

	2023	2022
	£	£
Business donations	503,084	328,315
Foundation grants	1,652,454	82,082
Government grants	684,355	245,759
Sports body donations	802,819	421,771
	3,642,712	1,077,927

The conditions attached to the recognised government grants of £684,355 (2022 - £245,759) are that the funds have been provided to support both specific projects and also the wider activities of the charity. In both cases, funds received must be utilised within specified grants periods.

4. COMMERCIAL TRADING ACTIVITIES

	2023	2022
	£	£
Consultancy	94,475	-
	94,475	-

5. RAISING FUNDS

Raising donations and legacies

	2023	2022
	£	£
Consultancy	37,549	41,474
Wages	14,192	14,176
Office rent	-	2,211
	51,741	57,861

All costs for raising funds are related to support costs.

continued...

6. SUBSIDIARY INCOME AND COSTS

The wholly owned trading subsidiary Centre for Sport and Human Rights Trading Limited is incorporated in the United Kingdom and pays all of its distributable profits to the parent charity company by gift aid. The parent charity company owns the entire share capital in the subsidiary, being 1 ordinary share of £1. A summary of the trading results whilst part of the group is shown below.

	2023	2022
	£	£
Turnover	94,475	-
Other income	-	-
Administration and other costs	(29,776)	(3,560)
Operating profit/(loss)	64,699	(3,560)
Net income	64,699	-
Amount gift aided to the charity	-	-
Retained in subsidiary	64,699	(3,560)

As at 31 December 2023, the subsidiary had net assets of £61,140 (2022: net liabilities of £3,559). This comprised assets of £75,778 (2022: £46,412) and liabilities of £14,638 (2022: £49,971).

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 8)	Support costs (see note 9)	Totals
	£	£	£
Sport and human rights	2,009,294	562,747	2,572,041
Comparatives for the year ended 31 December 2022:			
	£	£	£
Totals	980,559	564,389	1,544,948

8. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2023	2022
	£	£
Staff costs	581,110	494,321
Core consultancy	465,737	382,240
Project consultancy	567,356	121,659
Travel and events	343,692	54,848
Reports & other communications	12,157	3,536
Exchange rate difference	13,689	(86,567)
Other costs	25,553	10,522
	2,009,294	980,559

continued...

9. SUPPORT COSTS

	Management and administration	Finance	Information technology	Governance costs	Totals
	£	£	£	£	£
Sport and human rights	489,590	6,093	63,114	3,950	562,747

Comparatives for the year ended 31 December 2022:

	£	£	£	£	£
Totals	531,087	4,193	25,359	3,750	564,389

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2023	2022
	£	£
Auditors' remuneration	3,950	3,750
Depreciation - owned assets	4,683	4,210
Surplus on disposal of fixed assets	(420)	-

11. TRUSTEES' REMUNERATION AND BENEFITS

During the year P Mitra was paid £3,182 (2022 - £nil) for expert consultancy not related to their role as a trustee. Payment was authorised under the charity's articles of association.

Trustees' expenses
Trustees' expenses of £39,538 (2022 - £1,038) were paid in respect of seven trustees (2022 - three) during the years ended 31 December 2023 and 31 December 2022 for travel expenses.

12. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	634,745	622,165
Social security costs	65,489	57,932
Other pension costs	30,596	28,841
	730,830	708,938

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and her deputy. The total employee benefits of the key management personnel of the charity were £413,275 (2022 - £396,531).

continued...

Under FRS 102, employee benefits include gross salary, benefits in kind, employer's social security and employer pension costs.

The average monthly number of employees during the year was as follows:

	2023	2022
Staff	8	10

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023	2022
£60,001 - £70,000	2	2
£70,001 - £80,000	-	1
£80,001 - £90,000	1	-
£90,001 - £100,000	1	2
£100,001 - £110,000	2	1
£280,001 - £290,000	1	1
	7	7

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	1,077,927	-	1,077,927
Commercial trading operations	-	-	-
EXPENDITURE ON			
Raising funds	57,861	-	57,861
Commercial trading operations	3,560	-	3,560
Charitable activities			
Sport and human rights	1,318,991	225,957	1,544,948
Total	1,380,412	225,957	1,606,369
NET INCOME	(302,485)	(225,957)	(528,442)

continued...

RECONCILIATION OF FUNDS			
Total funds brought forward	611,150	549,691	1,160,841
TOTAL FUNDS CARRIED FORWARD	308,665	323,734	632,399

14. TANGIBLE FIXED ASSETS – GROUP AND CHARITY

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 January 2023	3,524	17,427	20,951
Additions	-	4,795	4,795
Disposals	-	(1,976)	(1,976)
At 31 December 2023	3,524	20,246	23,770
DEPRECIATION			
At 1 January 2023	922	11,623	12,545
Charge for year	365	4,318	4,683
Eliminated on disposal	-	(1,976)	(1,976)
At 31 December 2023	1,287	13,965	15,252
NET BOOK VALUE			
At 31 December 2023	2,237	6,281	8,518
At 31 December 2022	2,602	5,804	8,406

15. FIXED ASSET INVESTMENTS – CHARITY

	Shares in group undertakings £
MARKET VALUE	
At 1 January 2023 and 31 December 2023	1
NET BOOK VALUE	
At 31 December 2023	1
At 31 December 2022	1

There were no investment assets outside the UK.

continued...

The company's investments at the balance sheet date in the share capital of companies include the following:

16. FIXED ASSET INVESTMENTS - continued

Centre For Sport and Human Rights Trading Limited
Registered office: Railview Lofts, 19c Commercial Road, Eastbourne, East Sussex, BN21 3XE
Nature of business: Consultancy services

Class of share:	% holding
Ordinary	100

	2023	2022
	£	£
Aggregate capital and reserves	61,140	(3,559)
Profit/(loss) for the year	64,699	(3,560)

17. DEBTORS – GROUP AND CHARITY

AMOUNTS FALLING DUE WITHIN ONE YEAR

AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£	£	£	
Trade debtors	77,687	134,284	73,687	128,284
Other debtors	37,621	35,569	35,569	35,569
Accrued income	85,312	156,392	85,312	156,392
Prepayments	33,653	8,243	33,653	8,243
	234,273	334,488	228,221	328,488

18. CREDITORS: GROUP AND CHARITY

AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£	£	£	£
Trade creditors	109,026	34,758	96,712	34,759
Amounts owed to group undertakings	-	-	47,253	40,411
Social security and other taxes	22,125	19,353	22,125	19,353
Other creditors	-	482	-	482
Accrued expenses	33,457	46,289	31,137	43,039
Deferred Income	-	249,561	-	202,839
	164,608	350,443	197,227	340,883

continued...

The deferred income brought forward from 2022 of £249,561 (parent charitable company £202,839) was released in the year. There was no deferred income as at 31 December 2023.

19. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	Group	Group	Charity	Charity
	2023	2022	2023	2022
	£	£	£	£
Within one year	19,334	15,014	19,334	15,014
Between one and five years	4,834	18,768	4,834	18,768
	24,168	33,782	24,168	33,782

20. MOVEMENT IN FUNDS

	At 1.1.23	Net movement in funds	At 31.12.23
	£	£	£
Unrestricted funds			
General fund	308,665	392,909	701,574
Restricted funds			
Sport and human rights	323,734	690,720	1,014,454
TOTAL FUNDS	632,399	1,083,629	1,716,028

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	1,600,874	(1,207,965)	392,909
Restricted funds			
Sport and human rights	2,136,313	(1,445,593)	690,720
TOTAL FUNDS	3,737,187	(2,653,558)	1,083,629

continued...

21. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.1.22 £	Net movement in funds £	At 31.12.22 £
Unrestricted funds			
General fund	611,150	(302,485)	308,665
Restricted funds			
Sport and human rights	549,691	(225,957)	323,734
TOTAL FUNDS	1,160,841	(528,442)	632,399

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,077,927	(1,380,412)	(302,485)
Restricted funds			
Sport and human rights	-	(225,957)	(225,957)
TOTAL FUNDS	1,077,927	(1,606,369)	(528,442)

Unrestricted funds represent monies given to the charity without restrictions.

Restricted funds represent monies given to the charity for a particular activity as follows:

Centre for Sport and Human Rights: Human rights in the context of sporting events (FIFA World Cup, Olympic Games etc).

continued...

22. RELATED PARTY DISCLOSURES

Centre For Sport and Human Rights Trading Limited
Wholly owned trading subsidiary company

As at 31 December 2023, the parent charitable company owed the trading subsidiary company of £47,254 (2022: £40,411). The loan by the charitable company has no fixed repayment term and is interest free.

Staff costs of £4,720 (2022: £nil) were recharged by parent charitable company to its subsidiary during the year.

There were no other related party transactions for the year requiring disclosure.

The Charity's ultimate parent company is Centre Pour Le Sport Et Les Droits De L'Homme, a non-profit association constituted in Switzerland. It carries out no activities in its own right. Control is exercised by virtue of being the sole member of the charitable company.

23. CONTINGENT ASSETS

The charity has been awarded grants totalling £1,365,130 (2022 - £460,662), which are for time periods that commence after the balance sheet date. As the charity is presently unable to receive or expend these funds they are not recognised in income in the reporting period.

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

England & Wales - Charity number 1187647

Accounts

REGISTERED COMPANY NUMBER: 11422595 (England and Wales)
REGISTERED CHARITY NUMBER: 1187647

REPORT OF THE TRUSTEES AND

AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

FOR

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

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CENTRE FOR SPORT AND HUMAN RIGHTS
LIMITED (REGISTERED NUMBER: 11422595)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2022

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Centre for Sport and Human Rights (the "Centre") is a human rights organisation for the world of sport.

The Centre's mission is to advance a world of sport that fully respects and promotes human rights by generating awareness, building capacity and creating lasting value through the responsible delivery of day-to-day sport and sporting events.

The Centre pursues its mission by promoting and advancing implementation of the Sporting Chance Principles, engaging those affected, and strengthening accountability through collective action in seeking to realise:
- prevention of human rights harms and violations;
- remedy that is effective, accessible and available for those who experience human rights abuse; and
- opportunities to promote human rights that contribute to positive impacts and benefits for all.

In fulfilling its mission, the Centre is committed to embodying values that nurture and project a positive working culture at all levels by being trustworthy, legitimate, innovative, collaborative, and enabling.

The Centre's work is rooted in normative international human rights standards and has been established with the foundational support of key actors and guardians of social standards, including the agencies in the United Nations (UN) system responsible for international human rights and labour rights: the Office of the UN High Commissioner for Human Rights (OHCHR) and the International Labour Organisation (ILO), as well as the ILO's constituent groups represented by the International Trade Union Confederation (ITUC) and the International Organisation of Employers (IOE).

The Centre itself is the outcome of a multi-year multi-stakeholder process first convened in 2015 by the Institute for Human RIghts and Business leading to the Centre's launch in 2018, and full independence in 2021. The Centre works with an Advisory Council of more than 50 participants including governments, intergovernmental organisations, corporates, trade unions, sports bodies, and civil society organisations.

The Centre's Theory of Change sets out how the charity approaches its work. By engaging, influencing and convening actors across the entire sports ecosystem and harnessing their collective commitment and efforts to uphold the UN Guiding Principles on Business and Human Rights (UNGPs) and the Sporting Chance Principles, the Centre believes that urgent and complex human rights challenges affecting people involved in and impacted by sport at all levels from grassroots to professional can be effectively addressed. Together with others, the Centre seeks to create positive opportunities that generate sustainable societal change by following these three principles:

(I) Generating awareness through constructive dialogue, collaborative exchange and sharing knowledge that amplifies the voice and agency of affected groups and builds platforms to educate and enrol stakeholders with a sense of responsibility and commitment - such that stakeholders in the world of sport are aware of, acknowledge and commit to their duties, obligations and responsibilities to protect, respect and promote human rights.

(II) Building capacity with stakeholders through thought-leadership, evidence gathering and tools development that encourages individual and collective commitments to international human rights standards and incorporates the voices and representation of affected people - such that stakeholders in the world of sport increase their capacity to prevent and mitigate human rights violations and harms through due diligence, informed by engagement with and the experience of affected groups, adding value to the future of harm-free, transparent and accountable sport.

(III) Creating lasting value through connectivity, collaboration, collective action and accountability, enabling people to deliver and enjoy sport in a harm-free environment, realising sustainable benefits that support human rights (socially, economically and environmentally), while recognising and rewarding those that are positive catalysts for good - such that stakeholders in the world of sport hold each other accountable in implementing their human rights commitments and continually refine how they assess their impact, act on findings, track responses, and transparently communicate their performance.

The Centre recognises that its objects and mission are broad, ambitious and global in scope. The mandate of the Centre and the expectations on it to have real impact in the world of sport are vast, while its resources remain limited. The Centre therefore aims to work as a catalyst, convenor, force-multiplier, and enabler - working with and through other institutional actors to grow its impact. For a relatively new organisation in an emerging field, it is working to mainstream awareness of human rights across the sports ecosystem and build the capacity of institutional actors in sport to better respect and protect people's rights in its activities and its events. The ultimate beneficiaries of the Centre's work are the people impacted by the entire sports ecosystem, including athletes, coaches, communities, fans, workers, volunteers, administrators, and the press.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2022

In 2022, the Centre continued implementation of its four-year strategic plan, 'Convergence 2025', which was adopted and published in September 2021. In 'Convergence 2025' the Centre identified five strategic priorities, each with a defined approach:

(1) Nurture Thought-Leadership, Innovation and Knowledge on Sport and Human Rights:
- Embed a multidisciplinary approach to thought leadership to catalyse the growth of the sport and human rights movement.
- Promote a culture of innovation that conceives, creates and connects great ideas with stakeholders seeking to achieve responsible sport and builds on the expertise and experiences of affected groups.
- Ensure knowledge sharing is evidence-based, inclusive, accessible and evolutionary and uses experiential and highly pragmatic educational platforms delivered with credible expertise.

(2) Strengthen Operational Systems and Practices in Sport to Align with Human Rights Responsibilities:
- Support sports bodies and major events in conducting human rights due diligence, and, through engagement and consultation with affected groups (including children), identify and change harmful and discriminatory policies and practices.
- Advocate for and promote the UN Guiding Principles on Business and Human Rights and the Sporting Chance Principles as the foundation for delivering responsible, accountable and transparent sport.
- Align, wherever possible, the contribution of the sport and human rights movement towards the achievement of the 2030 UN Sustainable Development Goals and the Kazan Action Plan.

(3) Foster Inclusive Engagement, Cultivate Collective Action and Forge Transformational Alliances:
- Build and promote safe spaces that nurture conversations and dialogue that respectfully and inclusively engage the diverse views of various affected groups and institutional stakeholders and act as a catalyst for cultivating collective action.
- Promote an interconnected sports ecosystem of rights-holders and institutional actors that prioritise the realisation of responsible sport environments, experiences and working cultures that 'do no harm' and realise the full potential of sustainable and positive human rights legacies for the benefit of people and communities impacted by sport.
- Gain insight and understanding through the diverse expertise, knowledge and experience of the Centre's Advisory Council members as a distinct group of leaders and influencers in the sport and human rights movement.

(4) Address Harmful Practices and Human Rights Violations in the World of Sport:
- Advance the rights and voices of people adversely impacted by or through sport through people-centred and affected-person-led approaches to remedy.
- Develop, evolve and refine guidance and standards for regulation, representation and resolution regarding remedy mechanisms for sport-related human rights abuses.
- Promote collaborative solutions to remedy issues by respecting the distinct contextual approaches required in different situations.

(5) Build a Self-Sustaining Global Organisation:
- Implement a people-centred approach, rooted in international human rights standards, that expands the reach of the sport and human rights movement globally and contributes positively across the entire sports ecosystem.
- Nurture a positive working culture that lives and projects an environment that is people-focused (supportive, inclusively diverse and accessible, helpful, curious), impact-oriented (purpose-driven, collaborative, ambitious within capacity) and solutions-based (pragmatic, plain-spoken, practical).
- Uphold the highest professional standards in daily work to enable the organisation to adapt and respond effectively to volatile, uncertain, complex and ambiguous environments in delivering on vision and mission, evolving strategy based on evidence and outcomes.

In 2022, the Centre observed key markers in the achievement of its strategy, which include:
- Growing the sport and human rights movement: 2022 saw strong growth in interest and engagement with the Centre and its work. This included a significant increase in outreach by sport bodies, governments and event organisers, and participation in Centre-hosted working groups and convenings.
- Achieving increasingly global profile: 2022 had two major global sporting events with challenging human rights contexts, resulting in a significant uptick in requests for interviews, engagement and appearances at high-level events in Europe, North America and Africa.
- Building influence: an increase in the number of requests to provide expert advice to governments on integrating human rights into sport policy, and invitations to deliver presentations and keynotes at influential conferences within the world of sport.
- Demonstrating leadership: the Centre has positioned itself as a global thought leader on sport and human rights on the cutting edge of complex and relevant issues impacting sport. Key topics include diverse gender inclusion, ethics and athlete eligibility, the impact of new human rights due diligence laws on different actors within the ecosystem of sport.
- Innovating new programmes: developing new ways to embed human rights and real-time due diligence human rights processes into live sporting events, for example through its human rights volunteers scheme.
- Establishing legitimate foundations: convening influential events to address human rights challenges associated with global sporting events with the authority of an organisation established by UN agencies, supported by key institutions and governments, with a broad multi-stakeholder Advisory Council.
- Increased evidence of implementation: evidence of more sports bodies and corporations embedding human rights due diligence commitments and processes into their governance structures and decision making.

The year 2022 represented the first full year of the Centre's activities with its new independent board of trustees in place, and the first full year to develop and deliver plans in accordance with 'Convergence 2025'.

The Centre's activities are clustered around five categories of product or output, namely:
- Network
- Education
- Events
- Tools
- Technical support

(A) Network refers to the Centre's core role of building and serving a multi-stakeholder sport and human rights movement - primarily through its Advisory Council. Network activities primarily fall under the third strategic priority described above: "Foster Inclusive Engagement, Cultivate Collective Action and Forge Transformational Alliances". Activities in this area include the regular engagement and convening of the Centre's Advisory Council, ongoing outreach and engagement across the world of sport, regular working groups and innovation teams convened to tackle pressing human rights issues in sport and other activities to drive engagement and growth of the sport and human rights movement.

(B) Education refers to the Centre's role to raise awareness of sport and human rights issues, with education activities primarily falling under the first strategic priority described above: "Nurture Thought-Leadership, Innovation and Knowledge on Sport and Human Rights". Education activities include teaching, courses, and publications aimed to grow knowledge and learning on sport and human rights.

(C) Events refers to the Centre's function as a convenor. Events primarily fall under the third strategic priority described above: "Foster Inclusive Engagement, Cultivate Collective Action and Forge Transformational Alliances". Events include the Centre's flagship Sporting Chance Forum, as well as regional, sector-specific and issue-specific fora where the Centre's ability to convene, mediate, chair and administer high quality meetings provides a foundation for constructive dialogue and courageous conversations.

(D) Tools refers to the Centre's expert capacity to research, develop, consult upon and publish practical guidance and resources to assist actors across sport in implementing their human rights responsibilities. Tools produced by the Centre primarily fall under the first strategic priority described above: "Nurture Thought-Leadership, Innovation and Knowledge on Sport and Human Rights". Examples here include the MSE Lifecycle Guide, Human Rights Policy Template for sport bodies, Human Rights Implementation Framework for sport bodies, Guide for Integrating Human Rights into MSE bidding requirements, and the Sponsor's Framework for Responsible Sport.

(E) Technical support refers to the Centre's offering of expertise and advice to actors throughout sport, including developing expert options, capacity building activities and consultations to work hand in hand with institutions and develop their capacities. These activities primarily fall under the second strategic priority described above: "Strengthen Operational Systems and Practices in Sport to Align with Human Rights Responsibilities".

Together, these products or outputs of the Centre are delivered through the Centre's programmes. These programmes have multiple dimensions and focus on particular actor groups (e.g. Sports Bodies, Sponsors, Broadcasters, Governments), particular regions (e.g. North America, the Gulf), and particular themes (e.g. Child Rights, Remedy). The remedy programme responds to the fourth of the Centre's strategic priorities described above ("Address Harmful Practices and Human Rights Violations in the World of Sport"). Each programme has a designated lead responsible for all activities delivered within it, including how they relate to the full range of outputs and products that the Centre offers (events, tools, education and so on).

Finally, the fifth strategic priority of the Centre, to "Build a Self-Sustaining Global Organisation" relates to a suite of internal activities covering governance, operations, administration, finance, fundraising, marketing, communications, and human resources.

Within this structure, when prioritising activities, the Centre refers to its published Operational Principles, which provides a rubric setting out that the Centre will prioritise the use of its resources on opportunities where: (i) systemic change is possible; (ii) egregiousness of human rights violations are high; (iii) the chances of impact are also high; (iv) value is added by the nature of Centre's role and expertise; and (v) operational factors are conducive (including capabilities, capacity, resources etc.).

An outcome of an external evaluation of the Centre's work, carried out in 2022 by the monitoring and evaluation specialists Social Terrain, was to identify key attributes where the charity adds the most value and most plays to its strengths. This "triple point value" determined that the charity is most effective where it is: (i) acting as a trusted convenor; (ii) demonstrating specialist expertise; and (iii) leveraging its strong network. These factors, and the strategic, organisational, and operational frameworks described above provide the basis for the charity's work in fulfilling its purpose.

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OBJECTIVES AND ACTIVITIES

Significant activities

Significant activities for the Centre in 2022 included:

- Implementation of the Human Rights Volunteers project in Qatar: This groundbreaking project trained a subset of volunteers to observe and report human rights risks or harms in real-time, during all venues and Fan Fests associated with the 2022 FIFA World Cup.
- First ever Summer School on Sport and Human Rights: Convened in partnership with the Asser Institute in The Hague, the 2022 Summer School on Sport and Human Rights brought together a global expert faculty for a week-long course for participants from around the world looking to implement sport and human rights knowledge into their daily work, drawing participants from academia, federations, player unions, civil society and others.
- Launch of Global Sport and Human Rights Academy on International Human Rights Day in December 2022: The Academy is the first of its kind, and will make critical information on key topics within the growing area of sport and human rights accessible globally. The Academy will launch officially in 2023 with its inaugural course, Sport and Human Rights 101.
- The Doha Dialogue: convened on the eve of the 2022 FIFA World Cup, this invitation-only event gathered key stakeholders from affected groups, (including migrant workers, unions, women and LGBTQI+ groups, key UN agencies, and key government actors from the State of Qatar) in a discussion on areas of concern and risk heading into games time.
- Development of the Routledge Handbook on Mega-Sporting Events and Human Rights: The Centre was invited by Routledge to compile the first comprehensive textbook on mega-sporting events and human rights. Through contributions from the Centre's staff and extensive network of experts in a variety of areas germane to sport and human rights, the handbook was conceived, designed and written, comprising over forty chapters. The handbook will be published in 2023.

The Centre closed 2022 with reserves £632,399, of which £308,665 is unrestricted and £323,734 is restricted, in line with trustee expectations. This follows starting the year with total reserves of £1,160,841, a significant proportion of was restricted and unrestricted funds that had been earmarked for spending in 2022.

The Centre's continued success in fundraising for its activities has been based on demonstrating a track record of positive impacts, deepening key relationships with funders, and the prudent allocation of resources. The trustees recognise here the hard work and dedication of the Centre's team, who have shown great commitment in a lightly staffed organisation with incredibly high expectations.

OBJECTIVES AND ACTIVITIES

Public benefit

Rights holders and affected and potentially affected groups are at the core of all activities undertaken by the Centre both as the charity's beneficiaries and as agents in seeking systemic change. The Centre's strategy - 'Convergence 2025' sets the organisation's goal to be "people-centred" in all of its activities. The Centre delivers public benefit through advancing the realisation of human rights by duty bearers (governments, sports bodies, sports event organisers, and businesses) through greater protection of rights, the integration of human rights due diligence in the world of sport globally, and through the provision of remedies for the victims of human rights abuse. Beneficiaries of the Centre's work - albeit indirectly - are the individuals that make up sport: athletes, coaches, communities, fans, workers, volunteers, administrators, and the press. By enabling the institutions in sport to better deliver safe and inclusive sporting environments, the Centre works to change the culture of sport, the expectations of sports bodies, and the contexts within which people participate in sport.

By acting as a centre of expertise available without cost to actors throughout the whole sports ecosystem, a public benefit is derived from those actors increasingly fulfilling their human rights responsibilities and obligations. In setting and reviewing objectives and aims, and in planning and carrying out activities, the Centre has due regard to the public benefit guidance published by the Charity Commission.

ACHIEVEMENT AND PERFORMANCE

Charitable activities

With 2022 beginning with the Olympic Winter and Paralympic Games in Beijing and ending with the FIFA World Cup 2022 in Qatar, the year brought unprecedented international scrutiny to the human rights dimensions of sport, from planning and implementation of Mega-Sporting Events to their legacies for communities and nations. 2022 also witnessed the ongoing conflict in Ukraine which reignited debates on sport's relationships with governments and sponsors, and highlighted difficult dilemmas around athlete eligibility and participation. Within this context, the Centre sought to provide value and guidance on how human rights could and should be taken into account by various actors within the ecosystem of sport.

Activities in 2022, included:

(A) Network

Advisory Council Growth: The Centre's Advisory Council expanded in 2022 with the addition of two governments - the Austrian Government, represented by the Federal Ministry for Arts, Culture, the Civil Service and Sport, and the Mexican Government, represented by the Ministry of Foreign Affairs - as well as sport sponsor Mars, Incorporated. All members of the Centre's Advisory Council commit to support and uphold the Sporting Chance Principles and to work through the Centre's multi-stakeholder convenings to mitigate human rights risks and promote opportunities for responsible sport.

Expanded activities in North America: The Centre launched a significant new project developed with the Oak Foundation, titled, 'Promoting the Rights of Children in the 2026 FIFA World Cup', which will create collaborations to improve knowledge and capacity of key decision makers of host cities, governments, governing bodies and other stakeholders of the World Cup to ensure they take concrete actions and commit resources to ensure that child rights are protected, respected and promoted during preparations to host the 2026 FIFA World Cup. The Centre will work with a total of four host cities initially: two in the United States, one in Mexico, and one in Canada, to: build safer cities for children in and through sport; develop a network of individuals and agencies in leading cities that establish commitments and programmes that respect, protect and promote child rights; and create opportunities across cities for active child citizenship, voice and agency in and through sport and major event hosting. The Centre's North America project team is now in place offering training and resources to all sixteen host cities of the FIFA World Cup 2026.

B) Education and thought leadership

Defining Responsible Sport: As part of efforts to mainstream human rights expectations into the world of sport, the Centre published a peer-reviewed article in The International Sports Law Journal exploring the nature and extent of the human rights responsibilities of sports governing bodies and how the UN Guiding Principles on Business and Human Rights provide the basis, authoritative framework, and roadmap for sport on human rights.

Spotlight on Conditions for Children in Elite Sport: The Centre published a White Paper focused specifically on the work of children in, or on the pathway to, elite sport, and the experiences of children and the situations they may encounter that are analogous to child labour. Although children in high-performance and professional sport are not included in the current understanding and measurement of child labour, the paper argued that the conditions and impacts they experience are similar to those of children working in more recognised forms of child labour. Evidence to support the argument was derived from an in-depth review of relevant literature, and from a series of 24 consultations with various expert groups.

New Research on Remedy and Redress: The Centre worked with a range of researchers and practitioners to produce a Special Issue of the International Sports Law Journal. The Special Issue brought together different perspectives and expertise on one of the most challenging issues in sport: remedy and redress for sport-related human rights abuses. The goal was to stimulate further research, encourage new perspectives, and to further enrich a growing body of work that is increasingly identifying gaps and proposing a diverse range of solutions. The journal connected with contemporary research from emerging and established researchers.

Reading List: As part of its educational work, the Centre published the next edition of its annual sport and human rights reading list, which contains references and links to carefully selected publications relevant to the broader field of sport and human rights. The first version included key readings on sport and human rights since the Centre's inception in 2018 alongside more recent publications. The 2022 list presents a snapshot of the relevant literature available on sport and human rights that emerged in the year.

Teaching Note: As part of efforts to integrate sport and human rights into university-level education, a teaching note with support and input from our academic network was developed, intending to serve as inspiration for those involved in teaching sport and human rights related subjects across disciplines. The note provides guidance on how to integrate the topic into existing coursework or new areas of teaching, highlighting a number of sub-themes and core questions to study, as well as ideas for teaching approaches, a selection of resources and case study examples.

C) Events

Security and Human Rights: Together with the International Code of Conduct Association (ICoCA) the Centre hosted a discussion on understanding and managing the human rights and labour rights risks at play in ensuring the contracting of responsible private security providers at Mega Sporting Events. The focus of participants was on how to best ensure human rights are respected throughout a tournament's security supply chain, how the private security companies who are providing these services are chosen and what factors influence the procurement process.

Doha Dialogue: Together with the UN Human Rights Office, the International Labour Organization, the International Organization of Employers, and the International Trade Union Confederation, the Centre co-convened a critical dialogue on the human rights legacy of the FIFA World Cup Qatar 2022. The event in Doha brought together representatives from human rights groups, trade unions, academia, employers, corporate partners, and governments to discuss human rights risks and labour reforms in the context of the first Mega-Sporting Event of this scale to take place in the Middle East. The dialogue aimed to provide a safe and impartial space for multi-stakeholder action and encourage civil society engagement and reflection on ensuring a positive legacy from major sporting events.

Event with National Human Rights Institutions: In collaboration with the Commonwealth Forum of National Human Rights Institutions, the Northern Ireland Human Rights Commission and Unicef UK, the Centre hosted an event exploring where National Human Rights Institutions (NHRIs) can facilitate work on sport and human rights to be cascaded down and implemented at a national level. The purpose was to bring together NHRIs and introduce them to the world of sport, including an understanding of which human rights abuses can occur within sport, why the topic is relevant for NHRIs, and what they can do to be more involved.

The Sport and Human Rights Summer School: The Centre partnered with Asser Institute in The Hague to host a one week course bringing together an international group of sport practitioners, athletes, and students to advance the field of sport and human rights through education. The course covered a range of themes, including historical campaigns by Amnesty International, athlete protests, sports governance, safety of child athletes, and remedies for sport-related human rights abuses - demonstrating the importance of shared responsibility between all actors within the sport ecosystem, highlighting the need for ongoing training and education opportunities.

Mega Sporting Event Due Diligence: While the major human rights responsibilities of Mega Sporting Events sit with the hosts, those sponsoring and competing can also play a role in promoting responsible conduct. To that end, the Centre hosted a series of events exploring what steps football associations can take to responsibly participate in competitions. With a specific focus on the FIFA World Cup in Qatar, this work unpacked 'responsible participation' by bringing together football associations, organisers, international organisations, civil society and corporate representatives to share lessons learned and promote best practices in conducting due diligence.

D) Tools

Fans' Human Rights Guide: CSHR Advisory Council member Football Supporters Europe worked with Centre staff to create a digital guide to help fans ensure sporting events are welcoming, inclusive, and avoid causing harm to workers, residents, players, and others. The guide covers various areas fans should consider, from preparing to travel, choosing accommodation, risks and considerations on arrival, in transit, entering the stadium, at the match, and returning home. The tool contributes to awareness of all stakeholders to ensure that both fans and organisers are prepared for a safe and positive experience that upholds personal dignity and promotes once-in-a-lifetime experiences that sport can offer. The publication builds on the Centre's 'games time' guidance for Mega-Sporting Event organisers, and will be further developed in consultation with fan groups and stakeholders.

2026 Host City Human Rights Strategies: As attention began to focus beyond the FIFA World Cup Qatar 2022 to the next edition in 2026, the Centre collaborated with Clifford Chance on a major report highlighting key trends in the human rights pledges of cities competing to host matches at the FIFA World Cup 2026.

Responses to the Invasion of Ukraine: Following the Russian invasion of Ukraine, the Centre collated the unprecedented reactions from across the global sport ecosystem, including responses from intergovernmental organisations, governments, international sport organisations and others. Monitoring the sporting implications of the tragic events in Ukraine has remained a priority going into 2023.

Child Rights and Mega Sporting Events: Together with UNICEF and the Special Representative of the UN Secretary General on Violence Against Children, the Centre developed a Child Rights and Mega Sporting Events Toolkit to bring together decades of experience and knowledge on these issues. The Toolkit provides a set of resources to help benchmark, monitor and evaluate the extent to which entities involved with the organising of a major event are addressing their responsibilities towards the rights and well-being of children across the lifecycle of the event - from the initial bidding phase through to Activity Report 9 2022 review legacy. It proposes a number of core elements, based on international human rights rights law, for ensuring Mega Sporting Events are planned and delivered in a child-friendly manner.

Case Collection: The Centre launched a collection of cases on disputes from the world of sport where human rights are at stake across a range of mechanisms, including the Court of Arbitration for Sport, sport body mechanisms, regional and national courts, and National Contact Points of the OECD. This living collection of cases captures publicly-available information on past and recent cases that have been dealt with by the listed mechanisms in chronological order. The aim of this depository is to support representatives of affected persons, lawyers, civil society, and others working on sport and human rights cases to find relevant precedents and other information on cases that have been addressed.

E) Technical support

Human Rights Volunteers: The Centre partnered with FIFA to provide technical support in delivering a pioneering Human Rights Volunteers programme at the 2022 FIFA World Cup in Qatar. The Centre worked with FIFA to train volunteers and coordinate the programme, which conducted real-time human rights risk assessments during the event. The programme helped build human rights capacity among an international group of volunteers, and provided a monitoring function by bearing witness to risks associated with the event. The UN Human Rights Office supported the programme by providing skills training on monitoring and observation, which were critical. Volunteers were deployed to conduct human rights risk assessments around tournament venues, assist fans with complaints, and raise awareness of potential vulnerabilities. Similar activities are planned at other major events, to help organisers respond to challenges and adapt systems in real-time, opening the possibility of leaving a positive legacy of increased human rights know-how in local communities and among sports federations and event hosts, while contributing to the growth of the sport and human rights movement. A review of the programme will be published in 2023.

ACHIEVEMENT AND PERFORMANCE

Fundraising activities

The Centre seeks to retain and maintain its independence and strive to operate with complete impartiality and in line with its published donor policy. The Centre believes it is important to accept funding from across a range of major constituencies active in sport and society, and strive to balance funding across four sources in particular:

(i) Governments;
(ii) Sports Bodies and Sports Event Local Organising Committees;
(iii) Businesses (Sponsors, Broadcasters and Commercial partners to sports bodies and sporting events); and
(iv) Civil Society Organisations and Private Foundations.

These represent some of the major groups involved in the charity's work. The Centre actively works towards an even distribution between these four sources of funding. The following conditions apply to the Centre's solicitation and acceptance of funding: Government and Foundation funding may be allocated to specific projects but only if the Centre's impartiality is respected. Funding from business, sports bodies and sports events organisers is only accepted as core funding with no conditions attached. Sometimes this funding is ring-fenced to particular planned activities but it remains on a core-funding basis. The charity does not provide any fee-for-service work or paid consultancy, nor provide specific services to any business. The Centre will not take money from any organisation actively engaged in deliberate abuse of human rights or the undermining of the Sporting Chance Principles or the development and progress of human rights.

In 2023 the Centre is planning to diversify its funding base, grow revenue, seek additional partnerships, and solicit donations from high net-worth individuals. To that end, the Centre retained a fundraising consultant, and developed a robust revenue plan for 2023. The plan seeks to increase core funding for the Centre, convert single year relationships into ones that span multiple years, and identify new sources of funding.

To diversify funding sources, open new partnership opportunities, and promote the sustainability of the Centre in the future, the charity incorporated and launched a wholly-owned trading subsidiary (Centre for Sport and Human Rights Trading Limited, Company Number 13509798) in 2022, which has commenced activity in 2022.

The future goal of the trading entity is twofold: first to enable the group to undertake advisory work with all actors in sport, provided such advisory work is in line with and supports the Centre's overall strategy, and second, to enable the development of joint ventures, including a proposed joint venture with the World Academy of Sport in creating a 'Global Sport and Human Rights Academy' to be incorporated in 2023. The objective for all trading activities will be to provide additional long-term sources of revenue.

FINANCIAL REVIEW

Principal funding sources

The charity's principal funding sources are from grants and donations.

Investment policy and objectives

The Centre only uses the services of banks and other financial service providers who have a strong ethical investment and lending criteria. The Centre holds two business current accounts with NatWest Bank.

FINANCIAL REVIEW

Reserves policy

The trustees have examined the Centre's requirements for reserves in light of the main risks to the organisation. The Centre aims to hold sufficient funds in reserves necessary to meet the working capital requirements of the Centre.

The Centre's budgets and management accounts include a threshold showing the level of three months operating costs. In 2020, the goal of building up 3 months of core reserves was achieved, and in 2021, the goal of the trustees was to build upon that reserve. By the end of 2023 the intention is for a proportion of the reserves to be classified as a trustees' reserve fund accessible only with board approval.

Risk management

The trustees have identified how and where risks should be managed and mitigated. The systems and processes for doing this are detailed in a Risk Management Framework included in the annual Business Plan reviewed and approved by the trustees.

Under duty of prudence, the trustees have ensured that: the charity is and will remain solvent; charitable funds and assets are used reasonably, and only in furtherance of the charity's objects; undertaking activities that might place the charity's funds, assets or reputation at undue risk is avoided and special care when investing the funds of the charity, or borrowing funds for the charity to use is taken into consideration.

Under duty of care, the trustees have ensured that they seek external professional advice on all matters where there may be material risk to the charity, or where the trustees may be in breach of their duties is considered. As part of the Risk Management Framework, the Centre maintains a detailed Risk Register, which is included in the Centre's annual business plan and risk management is a standing item in the CEO's report at board meetings. This Register is updated every six months. In addition, The Centre retains qualified professional advisors in good standing to advise on legal, financial, human resources, payroll, and insurance matters.

PLANS FOR FUTURE PERIODS

Specific plans for 2023 are set out further below. In developing them, the Centre works through the structures set out in its strategy, Convergence 2025. where each of the Centre's five strategic priorities are broken down into five activity areas. Activities in any given year are aligned in the annual business plan to these 25 activity areas. These are set out here before a more detailed look to 2023 is presented.

1. Nurture thought leadership, innovation and knowledge on sport and human rights:

1.1 Develop and promote the use of guidance and tools for sports bodies, including: developing human rights guidance material for national sports bodies (national governing bodies and federations) across all continents (with strong emphasis on Global South partnerships); publishing and piloting a sports body human rights policy template, implementation guide and human rights risk management framework; updating, testing and publishing human rights guides and material for sports bodies that address human rights.

1.2 Develop and promote the use of human rights resources for Mega-Sporting Events at all stages of the event lifecycle, including: conducting analysis, publishing recommendations and hosting innovation and knowledge sharing workshops to support feasibility assessments, candidature requirements and host contract obligations to promote the human rights opportunities of hosting major events; publishing a revised Mega-Sporting Event lifecycle from the pre-candidature dialogue and feasibility phase through strategic planning, operational delivery and legacy realisation phases; publishing and testing a human rights policy template, self- assessment checklists for human rights due diligence and supporting guidance for host actors; publishing and testing stakeholder engagement guidance and tools tailored for specific rights holder groups.

1.3 Cultivate multi-sector research on sport and human rights, including: Conducting, curating, integrating, and publishing industry-leading research and guidance on critical issues on a range of topic areas as they pertain to human rights; in collaboration with universities and academics, launching a research network and publishing research guidelines to support greater interdisciplinary collaboration, research and teaching on sport and human rights.

1.4 Build a global library of sport and human rights case studies, including: generating a resource-bank of solution oriented case studies on sports body and MSE good practice.

1.5 Launch an educational network and virtual learning platform, specifically: Designing and developing human rights learning pathways for stakeholders within the sports ecosystem with a focus on sports bodies, host actors, sponsors, broadcasters, and standard setting bodies; launching a virtual learning platform providing access to all educational outputs of the Centre.

2. Strengthen operational systems and practices in sport to align with human rights responsibilities:

2.1 Work with sports bodies committed to embedding human rights, including by: Hosting leadership workshops to grow sports body awareness and expertise in human rights with particular focus on effective implementation of the Sporting Chance Principles; identifying, engaging and supporting sports bodies that intend to or have made a commitment to embed human rights in their governance and operations; supporting the development of tools for communications, reporting and crisis management for human-rights related issues; identifying, engaging and supporting major event owners that intend to or have made commitments to embed human rights due diligence in their event candidature processes and embed appropriate obligations and requirements in their hosting agreements and event strategies.

2.2 Strengthen MSE host actor human rights commitments: Delivering human rights training opportunities for host actors, with a focus on those with governance and management responsibilities; engaging and supporting host actors to make human rights policy commitments that are endorsed and championed at the most senior levels of respective organisations; engaging host actors to advance integration of human rights, child rights and labour rights considerations in tendering processes, supplier self-assessments, due diligence, compliance, and the inclusion of effective grievance mechanisms.

2.3 Strengthen sponsor and broadcaster capacities to manage and respond to events in high-risk contexts and harness human rights and social purpose opportunities by identifying opportunities to increase leverage in sponsorship relationships as well as opportunities for social purpose activation connected to human rights by corporate partners and by supporting sponsors and broadcasters to identify human rights risks and recommending prevention and mitigation measures for events in high-risk locations and contexts.

2.4 Strengthen governmental and intergovernmental sport and human rights policies and frameworks, including supporting governments, Independent Experts and Special Rapporteurs to include sport and human rights matters in their reports to the United Nations Committee on the Rights of the Child, Committee on the Elimination of Discrimination Against Women and Sustainable Development Goals; supporting host governments of MSEs to protect, respect and fulfill human rights through event hosting; supporting intergovernmental organisations to include perspectives from all stakeholders in the development of sports related policies and positions.

2.5 Collaborate with standards and professional advisory bodies to support and evolve standards of best practice: build awareness and host an event series to build human rights capacity and knowledge of sports law practitioners and other advisers to sports bodies; Seek to contribute to collaborative work on embedding human rights requirements in the International Standards Organisation's (ISO) 20121 Sustainable Event Standards.

3. Foster inclusive engagement, cultivate collective action and forge transformational alliances:

3.1 Facilitate meaningful engagement and participation of affected groups: building effective engagement systems and platforms to obtain perspectives and input related to sport and human rights from people fulfilling roles in or impacted by sport; facilitating meaningful engagement and participation in the work of the Centre with affected groups with particular or intersectional vulnerabilities.

3.2 Enrol and recognise institutional actors across the sports ecosystem: Exploring the creation of a methodology for developing a global responsible sport index on sports body and MSE performance against and accountability to international standards; exploring establishing an awards and recognition programme that celebrates individual, collective and institutional accomplishments in respecting, protecting, promoting and fulfilling human rights in and through sport.

3.3 Cultivate collective action on challenging areas of mutual interest that will benefit from multilateral cooperation: proactively engaging across the sports ecosystem in specific subject areas; responsively convening, aligning, assembling and mobilising key actors with influence, leadership and leverage to address systemic, ongoing and emerging human rights issues in the sports ecosystem, including, where necessary, urgent coordination of stakeholders in response to specific human rights violations and/or opportunities.

3.4 Establish strategic alliances and partnerships across the sports ecosystem: building strategic partnerships and multi stakeholder alliances that have a transformational contribution to the operational, reputational and financial capacity and capability of the Centre's work; conducting a power and influence mapping exercise to assess the effectiveness of alliances and identify new priorities for developing relationships; engaging and supporting Advisory Council members to perform their roles, meet their responsibilities, exercise their rights and focus on areas of specific work and interest through the Centre's forums; implementing an academic engagement strategy that builds increases the knowledge and evidence base to inform new areas of advocacy and policy and supports young people with an interest in sport and human rights in gaining practical experience and developing a career in the field.

3.5 Convene fora to take stock, build connections and collectively address challenges and opportunities: including annually convening the Host Government Forum, fostering exchange of experiences between governments who are hosting or have previously hosted mega-sporting-events; convening and evolving regular topic-specific working groups to foster debate, dialogue and shared learning between sports ecosystem stakeholders on key issues include mega sporting events, remedy, and safeguarding; convening and evolving the annual Sporting Chance Forum to foster debate, dialogue and shared learning between sports ecosystem stakeholders, taking account of opportunities for thought-leadership and courageous conversations, which different geographic host locations provide; convening thought-provoking discussions addressing complex issues such as athlete voice, athlete harassment and abuse, and gender, always centred on the impact to core human rights, and focusing on solutions; organising discreet dialogue on sensitive human rights issues with clear aims that constructively engage with dilemmas, challenges and political contexts with a focus on identifying practical measures that tangibly reduce human rights risks to people.

4. Address harmful practices and human rights violations in the world of sport:

4.1 Strengthen sports body effectiveness in governing, managing and resolving grievances: Developing, in cooperation with affected persons, global technical experts, and whistle blowers, best practice standards and guidelines for accessible and effective remedy and emergency support.

4.2 Support Mega Sporting Events in addressing grievances and remedy, including to map, identify and publish expert commentary on opportunities and gaps in current approaches to human rights grievance and remedy mechanisms in event hosting, and develop and share expertise on how to strengthen the enforceability of human rights standards related to grievance mechanisms in hosting and bidding regulations.

4.3 Collaborate with governments and intergovernmental bodies to ensure protection, promotion and fulfilment of human rights with remedy in sport: assisting governments as they develop and implement policy which addresses the prevention and remedy of harassment and abuse in sport, especially with regard to child athletes; building awareness among State actors and public institutions of the risks and opportunities in current models of accessing remedy in sport and the role of States; working with intergovernmental organisations including UN agencies to promote the need for and secure references to State duties regarding effective remedy mechanisms in the sporting context in policy documents like Concluding Observations or General Comments of Human Rights Treaty Bodies.

4.4 Develop the capacity of professional advisors and other actors to support and evolve standards of best practice: conducting research on how sport-related dispute resolution mechanisms, in particular arbitration and mediation mechanisms, can safely, appropriately and effectively engage affected persons in the resolution of cases of sport-related human rights abuses; establishing partnerships with existing sports resolution bodies, collating and sharing experiences from affected persons and publishing expert human rights commentary from practitioners.

4.5 Engage, support and promote the voices of affected persons in developing standards, case studies and recommendations: based on consultation, publishing guidance on what effective remedy means for affected persons and a user-friendly remedy guidance for athletes; establishing clear internal policy for managing ad hoc engagement with affected persons and ongoing cases to ensure standards, case studies and recommendations benefit from the expertise and experience of affected persons and such engagement is always supportive, respectful and strategically impactful.

5. Build a Self-Sustaining Global Organisation

5.1 Strengthen the effectiveness of governance, structures and strategy by modelling and projecting best practice in governance conformance and performance, while transparently sharing learnings and expertise; reviewing and strengthening internal policies, refreshing internal and external reporting, transparency and accountability systems and publishing equality, diversity and inclusion strategy.

5.2 Bolster the productivity and efficiency of internal management systems and operations by designing and implementing an agile organisational team structure aligned to strategy, efficient and integrated; given risks associated with human rights work, evaluating and implementing measures to ensure security of information and systems; growing and strengthening internal business systems, including through the use of technology, to maximise productivity and efficiency; increasing staff training and development opportunities, and enabling professional advancement within the team; recruiting, engaging and retaining a high performing team with a diverse range of backgrounds, skills, experiences and networks to execute the strategy, supplemented by an engaged, committed network of Special Advisors, pro bono advisers, and supporters.

5.3 Develop, manage and measure programmes and projects for maximum impact: developing technical capacity to develop and independently review evaluative measures, including the indicators, metrics and programme trackers; expanding geographic reach, relevance and resonance of programmes and activities across all continents (with particular focus on the Global South and emerging markets).

5.4 Maximise the reach and scale of impact through communications and stakeholder engagement: Develop and publish a reference and style guide to refer to key areas in sport and human rights; Define institutional positioning with respect to various actors and key issues, assess and define audiences and communications goals, and launch a revised communications plan aligned to positioning and engagement priorities;

5.5 Generate stable and sustainable resourcing and revenue sources: Continue to secure operating funds, building the funding pipeline into 2023 and beyond, while developing projects that have revenue generating potential and/or represent in-kind contributions; Develop a reserve policy which ensures sufficient operating reserves as established by the Board; Evaluate and assess the creation of catalytic grant funding schemes for sport and human rights research, education and remedy programmes; Reassess the viability of a gift based discretionary endowment and continue to research and source grant funding opportunities aligned to identified programme and project areas.

In planning for 2023 specifically, the Centre's activity plan for 2023 sets out detailed activities that respond to the overall indicative activities set out in the strategy. In 2023, the Centre will continue to catalyse, convene and promote collaboration between actors throughout the sports ecosystem. There is an urgent need to work towards greater "convergence" to deliver sport responsibly, where everyone involved is aware of and implements their individual and collective responsibilities to protect and respect human rights. As the Centre is further established as a unique institution within the world of sport, it will prioritise incorporating the voices and perspectives of affected groups into its work while focusing on engaging influential actors who can systematically affect and contribute to advancing respect for human rights and labour standards.

A) Network

The Centre itself is the outcome of extensive multi-stakeholder dialogue. This informs its efforts to grow the sport and human rights movement, connecting and convening all stakeholder groups, including through its Advisory Council, Engaged Organisations, and broader outreach to the world of sport. Through a maturing community of practice, the Centre provides expertise, information, and connections rooted in international standards, informed by the voices of affected groups. As this network expands in 2023, a new Engaged Organisations model will facilitate greater participation in the Centre's activities among a broader range of organisations working to embed human rights commitments in their activities in sport. More actors from throughout the world of sport are engaging with the Centre's team to develop knowledge and capacity, secure access to valuable networks and insights, and contribute to developing a world of responsible sport. This model helps institutions and organisations within the sport ecosystem as they take steps to recognise their responsibilities and commit to working with others to advance responsible practices.

B) Education and Thought Leadership

With learning and education a major focus, the Centre will continue to develop its engagement with academic and other learning institutions, cultivate its network of academics and experts, maintain its up to date resource library, and incubate innovative thinking and new ideas. The Summer School with the Asser Institute will return in 2023 in partnership with FIFPRO, taking place in Amsterdam in June 2023. Later in the year, the Centre will launch a landmark publication - The Routledge Handbook on Mega-Sporting Events and Human Rights - the first book to explore this topic in depth, by offering a range of perspectives on human rights impacts linked to Mega-Sporting Events while considering the potential for promoting human rights in and through the framework of these events.

Also in 2023, in cooperation with the World Academy of Sport, the Centre will launch the Global Sport and Human Rights Academy. The Academy's goal is to offer resources for stakeholders around the world to address the subject of human rights within the context of their sport environments. In 2023, the Academy will launch an initial 'Sport and Human Rights 101' module, a three part introduction to sport and human rights. This module will enable actors from any field - including those working in sport or academia - to gain a basic understanding of the human rights opportunities and risks that exist within sport. This marks the start of the Academy's efforts to build on the Centre's existing resources and educational activities and to further its long-standing goal to democratise, disseminate and demystify human rights for all those engaged in sport. In addition, a bespoke course on Child Rights and Mega Sporting Events will be released later in 2023. As the curriculum develops, the Academy will offer learning pathways for different actor groups, culminating in a groundbreaking executive education programme.

C) Events

The Centre will continue to design, produce and prepare events of all scales both online and in-person, to advance the sport and human rights agenda around the world. These events range from focussed working groups and quarterly meetings of its Advisory Council, to sector specific convenings and sessions focussed on particular major events, through to its major global stocktaking event - the Sporting Chance Forum.

The Sporting Chance Forum will return in December 2023 and is a powerful opportunity to discuss key sport and human rights issues of the day, hear from experts and practitioners, and explore emerging solutions from across the world of sport. The Forum will feature case studies showing progress made, lessons learnt and challenges that remain, and practical solutions to strengthen respect for human rights in sport. The Forum will take place at the Palais des Nations in Geneva on 5 and 6 December 2023, on the eve of the 75th Anniversary of the United Nations Declaration of Human Rights (UDHR). The Forum will be an official event of the UN's "Human Rights 75" campaign and will be co-hosted with the OHCHR and ILO.

In collaboration with the Open Society Foundations, the 2023 Sporting Chance Forum will also launch a new Global Leadership & Mentoring Exchange programme for mega-sporting event host cities. This programme will begin by bringing key stakeholders from across host cities of the FIFA World Cup 2026 together, with other personnel from upcoming major sporting events to participate in the Forum, as well as attend a day of capacity building and peer learning. The Sporting Chance Forum and host city event will kick off the 2026 host cities exchange programme, which will run over three years from 2024-2026. This programme will provide support to those responsible for delivery of the human rights requirements in host cities, through the following key elements: distance learning from a curriculum of tools, guides and case studies via the Global Sport and Human Rights Academy, an annual immersive learning event bringing cities together to foster peer learning, a mentorship programme to support cities in various areas of subject matter expertise, and international networking to exposing and introduce host cities to the global network of those working to advance sport and human rights.

D) Tools

As awareness of sport and human rights issues increases, more and more actors within the sport ecosystem are looking to implement human rights commitments and will require support in doing so. The Centre will publish a suite of tools in 2023 to support different areas of the human rights due diligence process in sport. These include:

1. Responsible Investigations - with support from the Clifford Chance Foundation the Centre will launch guidance on how to conduct responsible investigations in sport and how to co-create safe, effective and appropriate responses to abuse in sport with affected persons.

2. Human Rights Policy Template - A guide, primarily for sport federations, on how to develop a human rights policy, providing step-by-step information on all the key questions to ask when developing robust policy commitments.

3. Human Rights Implementation Framework - Complementing the policy template, this tool will outline how sport bodies can develop a human rights due diligence process.

4. Revised MSE Lifecycle Guide - Originally published in 2018, the mega-sporting event lifecycle guide outlines the different phases of a mega-sporting event, and what human rights good practice would look like in each. Five years on, and with the changing nature of how MSEs are awarded and operated, now is the time to refresh this guidance to ensure it continues to be fit for purpose moving forward.

5. Integrating human rights into MSE bid requirements - Integration of human rights due diligence processes, commitment to international standards and the UNGPs from the outset is critical to running an event that avoids harm and promotes a positive legacy for people. This guide will provide template good practice clauses that could be integrated into both bid requirements and hosting agreements.

6. Human Rights Volunteer Report - In December 2022, the Centre piloted the Human Rights Volunteer (HRV) programme at the FIFA World Cup Qatar 2022. The programme made a significant contribution to overall human rights monitoring actions during the event, supplementing organisers' existing human rights due diligence processes in line with the UN Guiding Principles. Following the programme, the Centre published a report that offers a series of substantive observations on how HRV programmes can supplement event organisers' human rights systems.

E) Technical support:

In 2023, the Centre is expanding its offering of bespoke advisory services, technical support and expert opinions to organisations in sport committed to human rights - with its capacity to support them in developing plans to implement their commitments. The Centre's team has extensive experience in developing human rights strategies, reviewing policy frameworks for compatibility with international standards, and supporting policy development and risk identification. It will also build on its experience delivering human rights volunteer programmes to partner with more sporting event owners and organisers to develop their own human rights volunteer programmes.

F) Communications Campaigns

The 2023 edition of the Centre's flagship event, the Sporting Chance Forum, coincides with the 75th anniversary of the UDHR and is officially part of the United Nations' Human Rights 75 initiative, a year-long initiative to commemorate the UDHR's anniversary. By the end of 2023 (11-12 December), the UN Human Rights Office will announce global pledges that renew the world's commitment to and vision for the future of human rights. As a contribution, the Sporting Chance Forum will make pledges that will help shape the coming decades of responsible sport. In 2025, at the next Sporting Chance Forum, the Centre will revisit those pledges, share lessons learned and leverage best practices. In addition, over the 75 days prior to 10 December, the International Day of Human Rights, CSHR will release one video per day showing an athlete explaining what human rights mean to them, and why this is important. CSHR will invest its best efforts to make this as diverse as possible a group in terms of gender, race, geography, and sport.

The Centre will also be working with BBC StoryWorks to develop and produce an online web series on sport and human rights for global distribution by BBC. This project will bring to light the collective issues faced in the world of sport to a general audience and result into a tool to further advance the mainstreaming of human rights into sports content. The series aims to (1) increase awareness of threats to individual rights within the world of sport, (2) increase understanding of the world of sport by conveying the depth and complexity of the world of sport, highlighting how collaboration across different actors can help build good practice in all areas of sport and (3) challenge perceptions of the notion that sport is removed from societal issues, highlighting that it can be used as a tool to inform and educate.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, Memorandum and Articles of Association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of new trustees

No new trustees were recruited or appointed during 2022. During 2022 the trustees were Dorcas Amakobe, Diana Chavez, Nicole Dryden, Vincent Gaillard, Phillip Jennings, Payoshni Mitra, Walter Palmer, Moira Thompson Oliver, and Brent Wilton.

The Centre's trustees are responsible for the governance of the charity and ensure that the Centre pursues the objects for which it was founded. Trustees have been selected based on their professional experience and expertise, diverse professional backgrounds, and commitment to the Centre's mission. Trustees are required to declare any possible conflicts of interest and the Centre maintains a register of interests. When recruiting for any new trustee, the Centre, through its governance processes, will make a selection with the aim of having a balanced, well-informed, and effective trustee body that undertakes proper governance of the Centre. Individuals who are passionate about the Centre's purpose and aims and can bring relevant experience and knowledge to enhance the effectiveness of the charity will be sought out as part of proactive succession planning.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

The Centre is governed by a board of nine trustees. Trustee meetings take place at least four times a year, usually by phone; though there were five board meetings in 2022. The trustees are regularly informed of financial matters, the progress of the Centre towards its charitable objects, and the success of relevant outputs and impacts relating to the Centre's activities. The Chief Executive reports to the board of trustees and runs the Centre on a day-to-day basis. The Chief Executive and Deputy Chief Executive consult the trustees on key and strategic decisions and ultimately to manage the Centre team. Details of the Centre's governance structure, code of code of conduct, governance handbook, and policy handbook are published on the Centre's website, and the Centre's annual business plan includes an organisational chart. The Centre has two Patrons: Mary Robinson, former President of Ireland; and Guy Ryder, former Director General of the International Labour Organisation.

The sole member of the charity is "Centre Pour Le Sport Et Les Droits De L'Homme" (CSHR Switzerland), a not for profit association incorporated in Geneva, Switzerland. CSHR Switzerland replaced the Institute for Human Rights and Business (IHRB) as the charity's sole member on 8 July 2021. The purpose and articles of association of CSHR Switzerland are fully aligned to the charity's objects. The trustees of the charity are also the directors of CSHR Switzerland. CSHR Switzerland was formed on 8 July 2021 by seven members: the Government of Switzerland (Federal Department of Foreign Affairs); the International Trade Union Confederation; the International Organisation of Employers; the Commonwealth Games Federation; Human Rights Watch, the World Players Association, and IHRB. The International Labour Organisation (ILO) and the Office of the UN High Commissioner for Human Rights (OHCHR) are Permanent Observers to the Association, with their roles embedded in CSHR Switzerland's Articles of Association. The directors of CSHR Switzerland are appointed by its members on the recommendation of a multi-stakeholder nominations committee drawn from the Centre's Advisory Council which brings together an unprecedented alliance of intergovernmental organisations, governments, sports bodies, athletes, hosts, sponsors, broadcasters, civil society representatives, trade unions, and employers and their associations.

As the charity's sole member, CSHR Switzerland has the sole power to appoint the trustees of the charity, and has appointed all of the directors of CSHR Switzerland to the board of the charity. This structure is beneficial because the Centre's controlling entity is incorporated in Geneva, the international centre of human rights, by a diverse group of Founding Institutions including the Government of Switzerland, and close to key players and governing bodies in sport in Lausanne and throughout Switzerland. Through CSHR Switzerland, the Centre retains a unique level of engagement with key stakeholders while at the same time, since these stakeholders have no fiduciary or day-to-day responsibilities, the charity is fully independent and regulated under the oversight of the UK Charity Commission ensuring that the Centre's funds are always used for charitable purposes to the benefit of beneficiaries. This unique new governance structure, including the formal role described above of the ILO and OHCHR as the international standard-bearers for human rights, was described by Mary Robinson as an "innovative approach to having an independent organisation emerge from a multistakeholder process", and by Sharan Burrow, General Secretary of the International Trade Union Confederation (ITUC), as a "unique piece of global architecture".

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Centre's team is led by Chief Executive Mary Harvey. A lifelong athlete, Ms Harvey enjoyed an 8-year career with the US Women's National Soccer Team, winning the inaugural FIFA Women's World Cup in 1991 and Olympic Gold in 1996. A former senior executive at FIFA (2003-2008), Ms Harvey was responsible for the human rights components of the successful United bid for the 2026 World Cup.

Part of the team is based in Geneva, Switzerland. Maintaining an office in Geneva is critically valuable to ongoing and future work to engage sports bodies, governments, UN agencies, business, and civil society, while reinforcing the charity's human rights foundations from the global human rights hub that exists around the UN in the city. The Centre's core staff (employees and consultants working on at least a 50% basis with the Centre) for at least 3 months during 2022 were:
- L. Amis (Senior Advisor) (Employee, UK)
- A. Biscoe (Head of Progammes and Partnerships) (Employee, Switzerland)
- G. Battaglia (Head of Policy and Outreach) (Employee, Switzerland)
- J. Brown (Head of Operations and Governance) (Employee, UK)
- M. Diakite (Office Administrator) (Consultant, France)
- K. Craig (Senior Advisor) (Employee, UK)
- D. Grevemberg (Chief Innovation and Partnerships Officer) (Employee, UK)
- K. Hanna (Senior Project Manager, North America) (United States)
- M. Harvey (Chief Executive) (Employee, United States)
- D. Heerdt (Advisor- Research, Education and Remedy) (Consultant, Netherlands and Ethiopia)
- S. Jain (Intern and Editorial Assistant) (Consultant, India and UK)
- T. Prado (Gender Advisor) (Consultant, Portugal)
- J. Randall (Communications Manager) (Consultant, Spain)
- E. Revuelta (Communications Consultant) (Consultant Spain)
- W. Rook (Deputy Chief Executive and Chief Operating Officer) (Employee, UK)
- M. Stone (Head of Communications) (Employee, UK)
- C. Wilton-Magras (Project Manager (Events, Operations, Engagement)) (Employee, UK)

A core staff member was hired in late 2022 to support operations:
- M. Chibbonta (Operations Coordinator) (Consultant, Zambia)

A project team was hired in North America in late 2022 to support activities on child rights, comprising:
- M. Edgar (Project Lead, Western USA) (Consultant, United States)
- T. Magos (Project Lead, Mexico) (Consultant, Mexico)
- S. Razack (Project Lead, Canada) (Consultant, Canada)
- A. Short (Project Lead, Eastern USA) (Consultant, United States)

The core staff were supported by the following team members working on a fractional or intermittent basis:
- A. Azzopardi (Safeguarding Advisor) (Consultant, Malta)
- S. Jerbi (Senior Advisor) (Consultant, Switzerland)
- M. Gibbs (Special Advisor) (Consultant, Switzerland)

Three core members of staff also left the Centre in 2022:
- M. Diakite (Office Administrator) (Consultant, France)
- D. Rozga (Head of Child Rights) (Consultant, United States)
- E. Walley (Digital Communications Officer) (Employee, UK)

STRUCTURE, GOVERNANCE AND MANAGEMENT

The charity also benefits from the support of Clifford Chance LLP which provides secondments of trainee solicitors to support the Centre's work.

The charity maintains a published Recruitment Policy and works with both a human resources consultant (Fitzgerald HR) and a people and culture consultant (Unleashed). Staff are the Centre's greatest asset and the Centre annually reviews the salary levels for its key personnel using the job market in order to be competitive with professional roles in the international NGO, charitable and think tank sectors. Pay reflects the need to attract and retain specialist staff with the leadership, experience, skills and knowledge required to contribute to the work of a dynamic and influential organisation operating in a challenging political context and seeking to build a movement. Salary levels also reflect responsibilities and performance. Employees are paid with a salary at least in line with guidance from the Campaign for a Living Wage.

During 2022, the Centre also implemented improved human resources procedures including the execution of an annual performance review, the payment of a 7% Cost of Living Adjustment (COLA) at the beginning of 2023, the development of an Inclusion and Diversity plan that seeks to set out processes for equitable hiring resulting in a global organisation that delivers impact through inclusivity. The Centre also made available to the team an Employee Assistance Programme with support from Clifford Chance LLP, a programme which provides free, confidential and impartial guidance and support on health and wellbeing by telephone and online. The Trustees acknowledge and thank Clifford Chance LLP for providing the Centre team with access to this programme.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
11422595 (England and Wales)

Registered Charity number
1187647

Registered office
Railview Lofts
19c Commercial Road
Eastbourne
East Sussex
BN21 3XE

Trustees
B Wilton
D Chavez
D Amakobe
M L Thompson Oliver
N Dryden
P Mitra
P Jennings
V Gaillard
W Palmer

REFERENCE AND ADMINISTRATIVE DETAILS

Auditors
Myrus Smith
Statutory Auditors
Norman House
8 Burnell Road
Sutton
Surrey
SM1 4BW

Bankers
NatWest Bank Plc
96 Terminus Road
Eastbourne
East Sussex
BN21 3LX

Accountants
LMDB Accountants
Railview Lofts
19c Commercial Road
Eastbourne
East Sussex
BN21 3XE

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Centre For Sport and Human Rights Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 19 September 2023 and signed on its behalf by:

M L Thompson Oliver - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

Opinion

We have audited the financial statements of Centre For Sport and Human Rights Limited (the 'parent charitable company') and its subsidiary (the 'Group') for the year ended 31 December 2022 which comprise the Group Statement of Financial Activities, the Group and the Parent Charitable Company Balance Sheet, the Group Cash Flow Statement and notes to the Group financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 December 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information
The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:
- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group’s and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance on the actual and potential litigation and claims, and also any instances of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- Professional scepticism in course of the audit and with audit sampling in material audit areas.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

Use of our report

This report is made solely to the group and parent charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the group and parent charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the group and parent charitable company and the group and parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Stephen Jones FCA (Senior Statutory Auditor)
for and on behalf of Myrus Smith
Statutory Auditors
Norman House
8 Burnell Road
Sutton
Surrey
SM1 4BW

Date: 26 September 2023

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	1,077,927	-	1,077,927	2,186,272
Commercial trading operations	4	-	-	-	-
EXPENDITURE ON					
Raising funds	5	57,861	-	57,861	11,556
Commercial trading operations		3,560	-	3,560	-
Charitable activities	7				
Sport and human rights		1,318,991	225,957	1,544,948	1,531,303
Total		1,380,412	225,957	1,606,369	1,542,859
NET INCOME/(EXPENDITURE)		(302,485)	(225,957)	(528,442)	643,413
RECONCILIATION OF FUNDS					
Total funds brought forward		611,150	549,691	1,160,841	517,428
TOTAL FUNDS CARRIED FORWARD		308,665	323,734	632,399	1,160,841

The statement of financial activities includes all gains and losses in the year. All incoming resources and resources expended derive from continuing activities.

The notes form part of these financial statements

CENTRE FOR SPORT AND HUMAN RIGHTS
LIMITED (REGISTERED NUMBER: 11422595)

CONSOLIDATED BALANCE SHEET
31 DECEMBER 2022

	Notes	Consolidated 2022 £	Consolidated 2021 £	Charity 2022 £	Charity 2021 £
FIXED ASSETS					
Tangible assets	14	8,406	7615	8,406	7,615
Investments	15	-	-	1	-
		8,406	7615	8,407	7,615
CURRENT ASSETS					
Debtors	16	334,488	1,111,842	328,488	1,111,842
Cash at bank		639,948	204,085	639,947	204,085
		974,436	1,315,927	968,435	1,315,927
CREDITORS					
Amounts falling due within one year	17	(350,443)	(162,701)	(340,883)	(162,701)
NET CURRENT ASSETS		623,993	1,153,226	627,552	1,153,226
TOTAL ASSETS LESS CURRENT LIABILITIES		632,399	1,160,841	635,959	1,160,841
NET ASSETS		632,399	1,160,841	635,959	1,160,841
FUNDS					
Unrestricted funds	19	308,665	611,150	312,225	611,150
Restricted funds	19	323,734	549,691	323,734	549,691
TOTAL FUNDS		632,399	1,160,841	635,959	1,160,841

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 19 September 2023 and were signed on its behalf by:

M L Thompson Oliver - Trustee

The notes form part of these financial statements

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	440,864	(31,674)
Net cash provided by/(used in) operating activities		440,864	(31,674)
Cash flows from investing activities			
Purchase of tangible fixed assets		(5,001)	(5,823)
Net cash used in investing activities		(5,001)	(5,823)
Change in cash and cash equivalents in the reporting period		435,863	(37,497)
Cash and cash equivalents at the beginning of the reporting period		204,085	241,582
Cash and cash equivalents at the end of the reporting period		639,948	204,085

The notes form part of these financial statements

NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2022

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022 £	2021 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(528,442)	643,413
Adjustments for:		
Depreciation charges	4,210	3,902
Decrease/(increase) in debtors	777,354	(736,050)
Increase in creditors	187,742	57,061
Net cash provided by/(used in) operations	440,864	(31,674)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.22 £	Cash flow £	At 31.12.22 £
Net cash			
Cash at bank	204,085	435,863	639,948
	204,085	435,863	639,948
Total	204,085	435,863	639,948

The notes form part of these financial statements

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

1. STATUTORY INFORMATION

Centre For Sport and Human Rights Limited is a private company, limited by guarantee, registered in England and Wales.

The company's registered office address is:
Railview Lofts,
19c Commercial Road,
Eastbourne,
East Sussex,
BN21 3XE.

In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic Ireland', the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2019. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value.

Preparation of the accounts on a going concern basis
The trustees are not aware of any material uncertainties about the charity's ability to continue as a going concern.

Preparation of consolidated financial statements
The group financial statements consolidate the results of the charity and its wholly owned subsidiary Centre For Sport and Human Rights Trading Limited on a line-by-line basis. As permitted by Section 408 of the Companies Act no separate statement of financial activities is presented in respect of the parent company.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Grant income is recognised when there is formal offer of funding communicated in writing to the charity which does not relate wholly to future accounting periods.

The value of donated services are recognised at their open market value in the period in which they are receivable as incoming resources, where the benefit to the charity can be reliably measured. An equivalent amount will be included as expenditure under the relevant heading in the Statement of Financial Activities.

continued...

2. ACCOUNTING POLICIES - continued

Income
Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

Government grants
The charity received government grants which are accounted for on the performance model.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs
All costs are allocated between expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned according to time spent on each activity during the period.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	-	15% on reducing balance
Computer equipment	-	33% on cost

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Foreign currencies
Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

continued...

2. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Pension costs are allocated to activities on the same basis as set out in the allocation and apportionment of costs policy stated above. Pension costs and liabilities are allocated to restricted and unrestricted reserves based on the allocation of labour time to the charities various funds.

Financial instruments
Financial assets and financial liabilities are recognised in the balance sheet when the charity becomes a party to the contractual provisions of the instrument.

Trade and other debtors and creditors are classified as basic financial instruments and are initially measured at initial recognition at transaction price. Debtors and creditors are subsequently measured at amortised cost using the effective interest rate method. A provision is established when there is objective evidence that the company will not be able to collect all amounts due. Cash and cash equivalents are classified as basic financial instruments and comprise cash at bank and short-term bank deposits with an original maturity of three months or less which are an integral part of the charity's cash management.

Financial liabilities issued by the company are classified in accordance with the substance of the contractual arrangements entered into and meet the definitions of a financial liability.

Financial assets are de-recognised when:
- the contractual rights to the cash flows from the financial asset expire or are settled; or
- the charity transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
- the charity despite having retained some but not all significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are de-recognised only when the obligation specified in the contract is discharged, cancelled or expires.

Leasing Commitments
Rentals paid under operating leases are charged to profit or loss on a straight line basis over the period of the lease.

Investments in subsidiaries
Investments in group companies are stated at cost less any identified impairment. An impairment review is undertaken annually by the trustees.

continued...

3. DONATIONS AND LEGACIES

	2022	2021
	£	£
Business donations	328,315	144,126
Foundation grants	82,082	1,319,186
Government grants	245,759	322,930
Sports body donations	421,771	400,030
	1,077,927	2,186,272

The conditions attached to the recognised government grants of £245,759 (2021 - £322,930) are that the funds have been provided to support the wider activities of the charity rather than specific projects. Funds received must be utilised within specified grants periods.

4. COMMERCIAL TRADING ACTIVITIES

	2022	2021
	£	£
Consultancy	-	-

5. RAISING FUNDS

Raising donations and legacies

	2022	2021
	£	£
Consultancy	41,474	-
Wages	14,176	11,556
Office rent	2,211	-
	57,861	11,556

All costs for raising funds are related to support costs.

continued...

6. SUBSIDIARY INCOME AND COSTS

The wholly owned trading subsidiary Centre For Sport and Human Rights Trading Limited is incorporated in the United Kingdom and pays all of its distributable profits to the parent charity by gift aid. The parent charity owns the entire share capital in the subsidiary, being 1 ordinary share of £1. A summary of the trading results whilst part of the group is shown below.

	2022 £	2021 £
Turnover	-	-
Other income	-	-
Administration and other costs	(3,560)	-
Operating profit/(loss)	(3,560)	-
Net income	-	-
Amount gift aided to the charity	-	-
Retained in subsidiary	(3,560)	-

As at December 2022, the subsidiary had net liabilities of £3,559. This comprised assets of £46,412 and liabilities of £49,971.

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 8) £	Support costs (see note 9) £	Totals £
Sport and human rights	980,559	564,389	1,544,948

Comparatives for the year ended 31 December 2021:

	£	£	£
Totals	962,331	568,972	1,531,303

continued...

8. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2022	2021
	£	£
Staff costs	494,321	564,627
Consultancy	382,240	256,674
Reports & other communications	3,536	14,522
Other costs	100,462	126,508
	980,559	962,331

9. SUPPORT COSTS

	Management and administration	Finance	Information technology	Governance costs	Totals
	£	£	£	£	£
Sport and human rights	531,087	4,193	25,359	3,750	564,389

Comparatives for the year ended 31 December 2021:

	£	£	£	£	£
Totals	512,123	1,558	52,791	2,500	568,972

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Auditors' remuneration	3,750	2,500
Depreciation - owned assets	4,210	3,902

continued...

11. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2022 nor for the year ended 31 December 2021.

Trustees' expenses

Trustees' expenses of £1,038 were paid to three trustees during the year ended 31 December 2022. There were no trustees' expenses paid for the year ended 31 December 2021.

12. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	622,165	685,277
Social security costs	57,932	42,283
Other pension costs	28,841	41,678
	708,938	769,238

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and her deputy. The total employee benefits of the key management personnel of the charity were £396,531 (2021 - £339,681). Included within total employee benefits are sums recharged to the charity by its parent company in respect of the Chief Executive.

Under FRS 102, employee benefits include gross salary, benefits in kind, employer's social security and employer pension costs.

The average monthly number of employees during the year was as follows:

	2022	2021
Staff	10	10

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022	2021
£60,001 - £70,000	1	1
£70,001 - £80,000	1	1
£80,001 - £90,000	1	1
£100,001 - £110,000	1	1
£110,001 - £120,000	1	-
£120,000 - £130,000	1	-
£280,001 - £290,000	1	1
	7	5

continued...

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	1,183,309	1,002,963	2,186,272
Commercial trading operations	-	-	-
EXPENDITURE ON			
Raising funds	11,556	-	11,556
Commercial trading operations	-	-	-
Charitable activities			
Sport and human rights	881,679	649,624	1,531,303
Total	893,235	649,624	1,542,859
NET INCOME	290,074	353,339	643,413
RECONCILIATION OF FUNDS			
Total funds brought forward	321,076	196,352	517,428
TOTAL FUNDS CARRIED FORWARD	611,150	549,691	1,160,841

continued...

14. TANGIBLE FIXED ASSETS – GROUP AND CHARITY

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 January 2022	3,524	12,426	15,950
Additions	-	5,001	5,001
At 31 December 2022	3,524	17,427	20,951
DEPRECIATION			
At 1 January 2022	498	7,837	8,335
Charge for year	424	3,786	4,210
At 31 December 2022	922	11,623	12,545
NET BOOK VALUE			
At 31 December 2022	2,602	5,804	8,406
At 31 December 2021	3,026	4,589	7,615

continued...

15. FIXED ASSET INVESTMENTS - COMPANY

	Shares in group undertakings £
MARKET VALUE	
Additions	1
NET BOOK VALUE	
At 31 December 2022	1
At 31 December 2021	-

There were no investment assets outside the UK.

The company's investments at the balance sheet date in the share capital of companies include the following:

Centre For Sport and Human Rights Trading Limited
Registered office: Railview Lofts, 19c Commercial Road, Eastbourne, East Sussex, BN21 3XE
Nature of business: Consultancy services

Class of share:	% holding
Ordinary	100

	31.12.22 £	30.6.22 £
Aggregate capital and reserves	(3,249)	1
Loss for the period	(3,250)	-

16. DEBTORS – GROUP AND CHARITY

AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Trade debtors	134,284	926,358	128,284	926,358
Other debtors	35,569	36,671	35,569	36,671
Accrued income	156,392	137,277	156,392	137,277
Prepayments	8,243	11,536	8,243	11,536
	334,488	1,111,842	328,488	1,111,842

continued...

17. CREDITORS: GROUP AND CHARITY

AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Trade creditors	34,758	27,960	34,759	27,960
Amounts owed to group undertakings	-	-	40,411	-
Social security and other taxes	19,353	18,923	19,353	18,923
Other creditors	482	482	482	482
Accrued expenses	46,289	2,500	43,039	2,500
Deferred Income	249,561	112,836	202,839	112,836
	350,443	162,701	340,883	162,701

The deferred income brought forward from 2021 of £112,836 was released in the year.

Deferred income as at 31 December 2022 comprises payments in advance for consultancy fees of £46,722 and donations received in the period of £202,839. The donations were made for activities in 2023.

18. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Within one year	15,014	3,949	15,014	3,949
Between one and five years	18,768	8,886	18,768	8,886
	33,782	12,835	33,782	12,835

19. MOVEMENT IN FUNDS

	At 1.1.22 £	Net movement in funds £	At 31.12.22 £
Unrestricted funds			
General fund	611,150	(302,485)	308,665
Restricted funds			
Sport and human rights	549,691	(225,957)	323,734
TOTAL FUNDS	1,160,841	(528,442)	632,399

continued...

19. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,077,927	(1,380,412)	(302,485)
Restricted funds			
Sport and human rights	-	(225,957)	(225,957)
TOTAL FUNDS	1,077,927	(1,606,369)	(528,442)

Comparatives for movement in funds

	At 1.1.21 £	Net movement in funds £	At 31.12.21 £
Unrestricted funds			
General fund	321,076	290,074	611,150
Restricted funds			
Sport and human rights	196,352	353,339	549,691
TOTAL FUNDS	517,428	643,413	1,160,841

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,183,309	(893,235)	290,074
Restricted funds			
Sport and human rights	1,002,963	(649,624)	353,339
TOTAL FUNDS	2,186,272	(1,542,859)	643,413

continued...

19. MOVEMENT IN FUNDS - continued

Unrestricted funds represent monies given to the charity without restrictions.

Restricted funds represent monies given to the charity for a particular activity as follows:

Centre for Sport and Human Rights: Human rights in the context of sporting events (FIFA World Cup, Olympic Games etc).

20. RELATED PARTY DISCLOSURES

The charitable company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

There were no related party transactions for the year requiring disclosure.

The Charity's ultimate parent company is Centre Pour Le Sport Et Les Droits De L'Homme, an association constituted in Switzerland.

22. CONTINGENT ASSETS

The charity has been awarded grants totalling £460,662 (2021 - £415,574), which are for time periods that commence after the balance sheet date. As the charity is presently unable to receive or expend these funds they are not recognised in income in the reporting period.

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

England & Wales - Charity number 1187647

Accounts

REGISTERED COMPANY NUMBER: 11422595 (England and Wales)
REGISTERED CHARITY NUMBER: 1187647

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

FOR

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

CENTRE FOR SPORT AND HUMAN RIGHTS
LIMITED

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FOR THE YEAR ENDED 31 DECEMBER 2021

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CENTRE FOR SPORT AND HUMAN RIGHTS
LIMITED

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2021. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Centre for Sport and Human Rights (the "Centre") is a human rights organisation for the world of sport. The Centre's mission is to advance a world of sport that fully respects and promotes human rights by generating awareness, building capacity and creating lasting value through the responsible delivery of day-to-day sport and sporting events.

The Centre pursues its mission by promoting and advancing implementation of the Sporting Chance Principles, engaging those affected, and strengthening accountability through collective action in seeking to realise:
- prevention of human rights harms and violations;
- remedy that is effective, accessible and available for those who experience human rights abuse; and
- opportunities to promote human rights that contribute to positive impacts and benefits for all.

In fulfilling its mission, the Centre is committed to values that nurture and project a positive working culture at all levels by being trustworthy, legitimate, innovative, collaborative, and enabling.

The Centre's work is rooted in normative international human rights standards and has been established with the foundational support of key actors and guardians of social standards, including the Office of the UN High Commissioner for Human Rights (OHCHR), the International Labour Organisation (ILO), the International Trade Union Confederation (ITUC) and the International Organisation of Employers (IOE).

The Centre's Theory of Change sets out how the charity approaches its work. By engaging, influencing and convening actors across the entire sports ecosystem and harnessing their collective commitment and efforts to uphold the UN Guiding Principles on Business and Human Rights (UNGPs) and the Sporting Chance Principles, the Centre believes that urgent and complex human rights challenges affecting people involved in and impacted by sport at all levels from grassroots to professional can be effectively addressed. Together with others, the Centre seeks to create positive opportunities that generate sustainable societal change by following these three principles:

(1) Generating awareness through constructive dialogue, collaborative exchange and sharing knowledge that amplifies the voice and agency of affected groups and builds platforms to educate and enrol stakeholders with a sense of responsibility and commitment - such that stakeholders in the world of sport are aware of, acknowledge and commit to their duties, obligations and responsibilities to protect, respect and promote human rights.

(2) Building capacity with stakeholders through thought-leadership, evidence gathering and tools development that encourages individual and collective commitments to international human rights standards and incorporates the voices and representation of affected people - such that stakeholders in the world of sport increase their capacity to prevent and mitigate human rights violations and harms through due diligence, informed by engagement with and the experience of affected groups, adding value to the future of harm-free, transparent and accountable sport.

(3) Creating lasting value through connectivity, collaboration, collective action and accountability, enabling people to deliver and enjoy sport in a harm-free environment, realising sustainable benefits that support human rights (socially, economically and environmentally), while recognising and rewarding those that are positive catalysts for good - such that stakeholders in the world of sport hold each other accountable in implementing their human rights commitments and continually refine how they assess their impact, act on findings, track responses, and transparently communicate their performance.

The Centre has identified five strategic priorities for 2021-2025:

(1) Nurture Thought-Leadership, Innovation and Knowledge on Sport and Human Rights:
- Embed a multidisciplinary approach to thought leadership to catalyse the growth of the sport and human rights movement.
- Promote a culture of innovation that conceives, creates and connects great ideas with stakeholders seeking to achieve responsible sport and builds on the expertise and experiences of affected groups.
- Ensure knowledge sharing is evidence-based, inclusive, accessible and evolutionary and uses experiential and highly pragmatic educational platforms delivered with credible expertise.

(2) Strengthen Operational Systems and Practices in Sport to Align with Human Rights Responsibilities:
- Support sports bodies and major events in conducting human rights due diligence, and, through engagement and consultation with affected groups (including children), identify and change harmful and discriminatory policies and practices.
- Advocate for and promote the UN Guiding Principles on Business and Human Rights and the Sporting Chance Principles as the foundation for delivering responsible, accountable and transparent sport.
- Align, wherever possible, the contribution of the sport and human rights movement towards the achievement of the 2030 UN Sustainable Development Goals and the Kazan Action Plan.

(3) Foster Inclusive Engagement, Cultivate Collective Action and Forge Transformational Alliances:
- Build and promote safe spaces that nurture conversations and dialogue that respectfully and inclusively engage the diverse views of various affected groups and institutional stakeholders and act as a catalyst for cultivating collective action.
- Promote an interconnected sports ecosystem of rights-holders and institutional actors that prioritise the realisation of responsible sport environments, experiences and working cultures that 'do no harm' and realise the full potential of sustainable and positive human rights legacies for the benefit of people and communities impacted by sport.
- Gain insight and understanding through the diverse expertise, knowledge and experience of the Centre's Advisory Council members as a distinct group of leaders and influencers in the sport and human rights movement.

(4) Address Harmful Practices and Human Rights Violations in the World of Sport:
- Advance the rights and voices of people adversely impacted by or through sport through people-centred and affected-person-led approaches to remedy.
- Develop, evolve and refine guidance and standards for regulation, representation and resolution regarding remedy mechanisms for sport-related human rights abuses.
- Promote collaborative solutions to remedy issues by respecting the distinct contextual approaches required in different situations.

(5) Build a Self-Sustaining Global Organisation:
- Implement a people-centred approach, rooted in international human rights standards, that expands the reach of the sport and human rights movement globally and contributes positively across the entire sports ecosystem.
- Nurture a positive working culture that lives and projects an environment that is people-focused (supportive, inclusively diverse and accessible, helpful, curious), impact-oriented (purpose-driven, collaborative, ambitious within capacity) and solutions-based (pragmatic, plain-spoken, practical).
- Uphold the highest professional standards in daily work to enable the organisation to adapt and respond effectively to volatile, uncertain, complex and ambiguous environments in delivering on vision and mission, evolving strategy based on evidence and outcomes.

The Centre's range of impacts can be broadly set out as:

(A) The Sporting Chance Forum: The Centre's annual flagship event brings together hundreds of stakeholders to build bridges between the worlds of sport and human rights. This forum provides the opportunity to share tools and gives a platform to victims of sport-related human rights abuse with a focus on practical action and positive outcomes. The annual Sporting Chance Forums have taken place in Washington DC (2016), Geneva (2017 and 2019), Paris (2018), and online in 2021.

(B) The Sporting Events Host Government Forum: An initiative by the Swiss Government supported by the Centre. The Sporting Events Host Government Forum provides a platform for informal dialogue and consultation among governments in relation to capacity building, implementation and good practices related to the projection of human rights associated with hosting sport events, from major international competitions and locally organized events. Representatives from Brazil, Colombia, Mexico, USA, Luxembourg, Iraq, Iran, Greece, Italy, Ukraine, Germany, Slovenia, Austria, France, Switzerland, Sénégal, Qatar, Rwanda, Palestine and China participated in the third edition of the Host Government Forum in 2021. The Organisation Internationale de la Francophonie, Tokyo 2020 and Mexico shared presentations on human rights challenges and opportunities linked to Mega Sporting Events.

(C) Remedy: Providing remedy for sport-related human rights abuses is one of the greatest challenges, yet most important issues the Centre is working on. The Centre's overarching objective is to ensure that effective remedy is available to everyone whose human rights are negatively impacted by the activities or business relationships of the actors involved in sport. To achieve this, the Centre's remedy work is focused on the following three outcomes: effective regulation, effective representation, and effective resolution. Effective regulation means that standards are in place that outline human rights responsibilities and expectations in the context of sport and what happens in the event these responsibilities and obligations are breached. Effective representation means increased support for rights-holders in situations where their rights have been breached and they need support in developing, accessing and going through remedy mechanisms, which can include things like legal representation, but also pastoral care, or helping affected persons to find a voice. Effective resolution is about addressing the challenges and shortcomings of available remedy processes and the gaps in the system, such as making them human rights compliant. Currently the Centre is conducting a research project on engagement of affected persons into remedy solutions, such as investigations and dispute resolution processes, with the goal to develop guidance for sports bodies and resolution bodies.

(D) Expert Advice and Guidance: With input from Advisory Council members and other experts, the Centre develops tools, guides, podcasts and webinars to help sport bodies, local organising committees, sponsors, and broadcasters understand how to embed human rights into their operations and respond responsibly to crises such as COVID-19.

(E) Mega Sporting Events (MSEs): The Centre works with stakeholders to embed support for human rights into every stage of the mega-sporting event lifecycle, including providing support for bidders, host actors and sport governing bodies. Where needed, the Centre identifies areas of concern for upcoming MSEs and engages with stakeholders to mitigate these risks. Throughout 2021, this work focused on upcoming events including the Tokyo 2020 Summer Olympic and Paralympic Games (postponed to 2021), the Beijing 2022 Winter Olympic and Paralympic Games, and the 2022 FIFA World Cup in Qatar. On Tokyo, the MSE Working Group collaborated on strengthening the organising committees' work on anti-discrimination, strengthening training offered to nearly 80,000 volunteers. The Centre also stood ready to assist a pro bono legal mechanism that was setup during the Games in case there were complaints raised in relation to Rule 50 - an area the lawyers in Japan felt underprepared for. On Beijing, the Centre's main focus was continuing to support those risks that were well within the scope of the Games including on press freedom. This included hosting a briefing for broadcasters to prepare for the event. On the Qatar World Cup, the group continues to collaborate with FIFA and the Supreme Committee on strengthening labour practices, looking now to other sectors such as hospitality. The Centre also facilitated human rights training for a set of volunteers ahead of the Arab Cup in December 2021 with the view to rolling out this training on a much larger scale for the World Cup itself. Finally, the Centre has reformatted its MSE Working Group going into 2022 to better collaborate with stakeholders on event-specific opportunities and ensure effective consultation on systemic issues linked to bidding requirements, contracts and overall risk assessment.

(F) Work with Sport Organisations: The Centre provides expert advice and capacity building support to Sport Organisations on relevant human rights standards and their implications for their operations as well as risk. The Centre is currently supporting a number of sport bodies interested in expanding their knowledge of human rights, and navigating risks in a variety of challenging contexts. These sport bodies include international federations (IFs), national sport federations and professional clubs.

(G) Child Rights: For some children, sport brings debilitating situations of psychological and physical abuse, sexual abuse and exploitation doping, hazing, bullying, and trafficking. The Centre raises the awareness of sporting organisations, governments, broadcasters, sponsors, civil society organisations, human rights mechanisms, and others about these situations. By convening these stakeholders, it engenders commitment and catalyses action to protect children in sport.

(H) Work with Sponsors and Corporate Partners: Sport's major sponsors and corporate partners such as adidas, Coca-Cola and Visa are part of the Centre. Sponsors are particularly engaged with the Centre through the work of the MSE Working Group. Throughout 2021, the Centre provided bespoke advice to sponsors facing pressure around the Beijing 2022 Olympics and the Qatar 2022 World Cup specifically. This included a pre-meeting with parliamentarians ahead of a Senate Council hearing on the Beijing Games. The Centre also specifically convened sponsors and the ILO Office in Doha on opportunities to support the implementation of labour reforms on the ground through companies' own operations. Finally, going into 2022, the Centre will begin operationalising the tools it developed in 2018, with the view to encouraging sponsors to take a more active role in embedding human rights in things like sponsorship and licensing agreements going forward.

(I) Work with Broadcasters: The Centre works with international broadcasters to help them identify and mitigate potential human rights impacts that may occur when covering sports events. Specifically, in 2022, the Centre will begin offering briefings to broadcasters for high-risk events. This includes events that are operating in political contexts that are not favourable to human rights, in particular freedom of the press and freedom of expression, as well as events that might pose a stronger risk to fans or athletes for a variety of reasons. These briefings build off the 2018 risk mitigation tool for broadcasters.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021

OBJECTIVES AND ACTIVITIES
Significant activities

2021 was a transitional year for the Centre, as it became a fully-independent organisation from its parent, the Institute for Human Rights in Business (IHRB), and appointed a new global board of trustees. In 2021, the Centre dedicated its focus the following areas:

(1) Launching as a fully independent entity by becoming independent from IHRB and appointing a new board of trustees;

(2) Finalising and releasing its strategic plan, Convergence 2025, outlining how the Centre will achieve its mission and objectives over the next five years;

(3) Staffing up to accommodate growth and needs as a fully-independent organisation by recruiting to key new positions that enabled the charity to operate independently.

(4) Focusing impact through digital and online means enabled by increasing capacity in the communications team leading to a greater variety of outputs, such as webinars, blogs and podcasts, and an online course on child rights. The 2021 Sporting Chance Forum was held for the first time as a 100% virtual event, garnering over 2000 viewers globally - the largest audience ever for the Centre's tentpole event.

(5) Developing its gender strategy to gender mainstream the Centre's knowledge products and practices and increase fundraising opportunities with the development of projects and activities targeted at women and girls in all their diversity.

The Centre continued to build upon its financial reserves in 2021 after entering the year with reserves of £517K and ending with £1.16M, of which £611K is unrestricted and £550K is restricted. This success in fundraising has been based on demonstrating a track record of positive impacts, deepening key relationships with funders, and the prudent allocation of resources. The trustees recognise here the hard work and dedication of the Centre's team, who have shown great commitment in a lightly staffed organisation with incredibly high expectations.

Public benefit

Rights holders and affected and potentially affected groups are at the core of all activities undertaken by the Centre both as the charity's beneficiaries and as agents in seeking systemic change. The Centre delivers public benefit through advancing the realisation of human rights by duty bearers and responsibility holders (governments, sports bodies, sports event organisers, and businesses) through greater protection of rights, the integration of human rights due diligence in the world of sport globally, and through the promotion of remedies for the victims of human rights abuse.

By acting as a centre of expertise available without cost to actors throughout the whole sports ecosystem, a public benefit is derived from those actors increasingly fulfilling their human rights responsibilities and obligations. In setting and reviewing objectives and aims, and in planning and carrying out activities, the Centre has due regard to the public benefit guidance published by the Charity Commission.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021

ACHIEVEMENT AND PERFORMANCE

Charitable activities

2021 was marked by important milestones and strengthened capacities as the Centre continued to engage a broad range of actors on the importance of respecting, protecting, and promoting human rights throughout the sport ecosystem. During 2021, the Centre completed the process to become an independent organisation. As part of that process it established a new governance structure, recruited a diverse and experienced board, launched new digital platforms and created our strategy for the years ahead - Convergence 2025.

(A) Building a Self-Sustaining Global Organisation.

The Centre took a number of steps during 2021 at the organisational level to ensure effective management and clear impacts in the years ahead. Most notably, in July the Centre finalised the launch of a new independent governance structure. This included formal establishment of a Swiss Association, which consolidates the Centre's position as an important part of the ecosystem of international sports organisations and human rights institutions in Switzerland. The past year also saw the Centre expand its operational capacity to further address the wide range of challenges in the sports and human rights arena, welcoming six experienced professionals in key roles that build upon the existing team and cadre of expert advisors. The Centre also continued to build its digital presence by launching a new website and brand early in the year.

Maintaining an office in Geneva will be immensely valuable to ongoing and future work to engage sports bodies, governments, UN agencies, business, and civil society, while reinforcing the charity's human rights foundations from the global human rights hub that exists around the UN in Geneva. The Centre's unique new governance structure, which includes formal roles for the International Labour Organization (ILO) and Office of the High Commission for Human Rights (OHCHR) embedded in the Swiss Association's statutes, was described by Mary Robinson as an "innovative approach to having an independent organisation emerge from a multistakeholder process", and by Sharan Burrow, General Secretary of the International Trade Union Confederation (ITUC), as a "unique piece of global architecture". The Centre's Board is now in place and worked closely with the team to review and develop our new strategy - Convergence 2025. Launched in September 2021, the strategy sets out a vision bringing the world of sport together to collectively advance human rights under the call to action 'Together for Better'.

(B) Strengthening Operational Systems and Practices in Sport to Align with Human Rights Responsibilities.

2021 was another busy year in working to provide practical and rights-focused support and guidance. This included guidance for sport actors on managing the continuing impacts of Covid-19, and activities designed to support the sector to embed human rights in the delivery and legacy of major sporting events.

Following the publication of Putting People First, the Centre's guidance on how sport should respond to the pandemic, the Centre published an overview of sport-related impacts of Covid-19 on children and made a submission to the UK Department of Digital, Media and Sport with recommendations on mitigating the impact of the pandemic on sport. The Centre also continued facilitating dialogue in regular working groups on Mega Sporting Events (MSEs), remedy and safeguarding and through the Host Governments Forum. The Centre was also represented in FIFA's Inclusion & Anti-Discrimination Working Group focussed on Qatar 2022.

A distinct strand of the Centre's work on major events during 2021 was to develop a number of thematic human rights projects with an initial focus on child rights. The Centre facilitated collective consideration of FIFA's human rights requirements for cities in contention to host matches at the United 2026 World Cup, using this as a springboard to provide in-depth consultations for eight bidding host cities on effective methods to protect and promote child rights during event planning and delivery.

Other important work during 2021 relating to child rights included producing a MSE Child Rights Toolkit (in partnership with UNICEF, the Office of the SRSG on Ending Violence Against Children and the Oak Foundation) and an online course, which are both currently being piloted. The aim of these resources is to provide and disseminate widely, useful human rights relevant information in formats that are easily accessible to partners around the world. The project on United 2026 is ongoing and will inform the development of other thematic projects over the coming year, including on LGBTQI+ and worker rights related issues in sport.

With respect to broadcasters, the Centre began the rollout of a programme providing briefings for upcoming high risk events. The purpose of these briefings is to inform broadcasters of risks at events they are covering and ensure they have the information needed to protect themselves and contacts on the ground, as well as to use their platform to inform viewers of potential issues in a host country. Briefings will continue throughout 2022. The Centre is also promoting an initiative led by Unicef UK and Positive Impact Events to develop Human and Child Rights and Safeguarding guidance being proposed as a possible Annex to the ISO20121 Sustainable Event Management Standard currently used at many MSEs. In 2022 the Centre will convene sport bodies to give feedback on this guidance and learn how to give feedback in formal ISO review processes.

(C) Nurturing Thought-Leadership, Innovation and Knowledge.

Athlete and participant safety regarding Covid-19 was also a major strand of engagement during the first half of 2021, in particular with a focus on the Tokyo Olympic and Paralympic Games Organising Committee (TOCOG). This was among a range of other activities focused on building capacity and securing meaningful legacy on human rights from MSEs. To this end, the Centre convened and supported bilateral information exchange between FIFA and TOCOG on best practice in promoting nondiscrimination as well as convening Advisory Council and MSE Working Group meetings to share information and react to opportunities related to Tokyo 2020, Beijing 2022, and Qatar 2022.

To engage sports bodies and MSE organisers we also facilitated in-depth discussions on ways to embed human rights due diligence within specific operational contexts, including briefings on challenges and improvements to workers' rights in Qatar in the context of the FIFA World Cup. The Centre team is also engaging with partners and laying groundwork to further support the sport ecosystem, in providing technical assistance to the Organising Committee for the FIFA Women's World Cup 2023 Australia & New Zealand.

Alongside the Centre's programmatic activities, throughout 2021 we continued to actively promote research on sport and human rights and develop resources to inform debate and actions in a wide range of contexts. This included the launch of an ongoing podcast series on sports and human rights, a series of publications and blogs on key issues and the development of a Teaching Note to support education on sport and human rights-related issues in higher education across a number of relevant disciplines. Further new tools and resources are in development for release in 2022.

The Centre's major annual event, The Sporting Chance Forum, was hosted online in 2021 for the first time. This enabled the charity to reach a worldwide audience of over one thousand participants to engage in dialogue and information exchange with experts on a range of topics over four days. In particular, the Centre was able to enter into several ground-breaking conversations on topics we anticipate will be talked about more and more in 2022 and beyond, including the interface between sport, climate change and human rights, the rise of women's sport and female representation in sport leadership and the media, and how to forge a responsible and rights-respecting sport leadership and culture.

(D) Addressing Harmful Practices and Human Rights Violations in the World of Sport.

The Centre continued to develop activities and engagement during 2021 on the critical issue of access to effective remedy in sport. This work included a number of stakeholder engagement activities and the provision of expert advice. For example, the Centre provided and coordinated feedback to FIFA on its proposed safe sport initiative and also provided training to pro bono lawyers and advocacy groups at the Tokyo 2020 Court for Arbitration in Sport (CAS) Ad Hoc Tribunal on supporting athletes who have experienced human rights abuses.

These activities informed planning of our core project on remedy - the development of guidance for sports governing bodies on safe and effective and affected person-centred investigations of abuse allegations, grievance resolution and abuse prevention. We have begun working with victims and survivors, experts with lived and technical experience, to develop a shared understanding of what good practice looks like. This important project with include practical and concrete guidance on how institutions receive reports of abuse and interview affected people, to handing interim suspensions of persons of concern, and engaging survivors in co-creating better system. The project will be delivered in 2022.

ACHIEVEMENT AND PERFORMANCE

Fundraising activities

The Centre seeks to retain and maintain its independence from all funders and strive to operate with complete impartiality and in line with its published donor policy. The Centre believes it is important to accept funding from across a range of major constituencies active in sport and society, and strive to balance funding across four sources in particular:

(i) Governments;
(ii) Sports Bodies andSports Event Local Organising Committees;
(iii) Businesses (Sponsors, Broadcasters and Commercial partners to sports bodies and sporting events); and
(iv) Civil Society Organisations and Private Foundations.

These represent some of the major groups involved in the charity's work. The Centre actively works towards an even distribution between these four sources of funding. The following conditions apply to the Centre's solicitation and acceptance of funding: Government and Foundation funding may be allocated to specific projects but only if the Centre's impartiality is respected. Funding from business, sports bodies and sports events organisers is only accepted as core funding with no conditions attached. Sometimes this funding is ring-fenced to particular planned activities but it remains on a core-funding basis. The Centre does not provide any fee-for-service work or paid consultancy, nor provide specific services to any business in return for funding received other than for training. The Centre does sometimes undertake advisory work with governments and intergovernmental bodies on a contractual basis. The Centre will not take money from any organisation actively engaged in deliberate abuse of human rights or the undermining of the Sporting Chance Principles or the development and progress of human rights. In 2022 the Centre is planning to diversify its funding base, grow revenue, seek additional partnerships, and solicit donations from high net-worth individuals.

FINANCIAL REVIEW

Principal funding sources

The charity's principal funding sources are from grants and donations.

Investment policy and objectives

The Centre only uses the services of banks and other financial service providers who have a strong ethical investment and lending criteria. The Centre holds two business current accounts with NatWest Bank.

Reserves policy

The trustees have examined the Centre's requirements for reserves in light of the main risks to the organisation. The Centre aims to hold sufficient funds in reserves necessary to meet the working capital requirements of the Centre.

The Centre's budgets and management accounts include a threshold showing the level of three months operating costs. In 2020, the goal of building up 3 months of core reserves was achieved, and in 2021, the goal of the trustees was to build upon that reserve. By the end of 2022 the intention is for a proportion of the reserves to be classified as a trustees' reserve fund accessible only with board approval.

2.4 Strengthen governmental and intergovernmental sport and human rights policies and frameworks, including supporting governments, Independent Experts and Special Rapporteurs to include sport and human rights matters in their reports to the United Nations Committee on the Rights of the Child, Committee on the Elimination of Discrimination Against Women and Sustainable Development Goals; supporting host governments of MSEs to protect, respect and fulfill human rights through event hosting; supporting intergovernmental organisations to include perspectives from all stakeholders in the development of sports related policies and positions.

2.5 Collaborate with standards and professional advisory bodies to support and evolve standards of best practice: build awareness and host an event series to build human rights capacity and knowledge of sports law practitioners and other advisers to sports bodies; Seek to contribute to collaborative work on embedding human rights requirements in the International Standards Organisation's (ISO) 20121 Sustainable Event Standards.

3. Foster inclusive engagement, cultivate collective action and forge transformational alliances:

3.1 Facilitate meaningful engagement and participation of affected groups: building effective engagement systems and platforms to obtain perspectives and input related to sport and human rights from people fulfilling roles in or impacted by sport; facilitating meaningful engagement and participation in the work of the Centre with affected groups with particular or intersectional vulnerabilities.

3.2 Enrol and recognise institutional actors across the sports ecosystem: Exploring the creation of a methodology for developing a global responsible sport index on sports body and MSE performance against and accountability to international standards; exploring establishing an awards and recognition programme that celebrates individual, collective and institutional accomplishments in respecting, protecting, promoting and fulfilling human rights in and through sport.

3.3 Cultivate collective action on challenging areas of mutual interest that will benefit from multilateral cooperation: proactively engaging across the sports ecosystem in specific subject areas; responsively convening, aligning, assembling and mobilising key actors with influence, leadership and leverage to address systemic, ongoing and emerging human rights issues in the sports ecosystem, including, where necessary, urgent coordination of stakeholders in response to specific human rights violations and/or opportunities.

3.4 Establish strategic alliances and partnerships across the sports ecosystem: building strategic partnerships and multi stakeholder alliances that have a transformational contribution to the operational, reputational and financial capacity and capability of the Centre's work; conducting a power and influence mapping exercise to assess the effectiveness of alliances and identify new priorities for developing relationships; engaging and supporting Advisory Council members to perform their roles, meet their responsibilities, exercise their rights and focus on areas of specific work and interest through the Centre's forums; implementing an academic engagement strategy that builds increases the knowledge and evidence base to inform new areas of advocacy and policy and supports young people with an interest in sport and human rights in gaining practical experience and developing a career in the field.

3.5 Convene fora to take stock, build connections and collectively address challenges and opportunities: including annually convening the Host Government Forum, fostering exchange of experiences between governments who are hosting or have previously hosted mega-sporting-events; convening and evolving regular topic-specific working groups to foster debate, dialogue and shared learning between sports ecosystem stakeholders on key issues include mega sporting events, remedy, and safeguarding; convening and evolving the annual Sporting Chance Forum to foster debate, dialogue and shared learning between sports ecosystem stakeholders, taking account of opportunities for thought-leadership and courageous conversations, which different geographic host locations provide; convening thought-provoking discussions addressing complex issues such as athlete voice, athlete harassment and abuse, and gender, always centred on the impact to core human rights, and focusing on solutions; organising discreet dialogue on sensitive human rights issues with clear aims that constructively engage with dilemmas, challenges and political contexts with a focus on identifying practical measures that tangibly reduce human rights risks to people.

4. Address harmful practices and human rights violations in the world of sport:

4.1 Strengthen sports body effectiveness in governing, managing and resolving grievances: Developing, in cooperation with affected persons, global technical experts, and whistle blowers, best practice standards and guidelines for accessible and effective remedy and emergency support.

4.2 Support Mega Sporting Events in addressing grievances and remedy, including to map, identify and publish expert commentary on opportunities and gaps in current approaches to human rights grievance and remedy mechanisms in event hosting, and develop and share expertise on how to strengthen the enforceability of human rights standards related to grievance mechanisms in hosting and bidding regulations.

4.3 Collaborate with governments and intergovernmental bodies to ensure protection, promotion and fulfilment of human rights with remedy in sport: assisting governments as they develop and implement policy which addresses the prevention and remedy of harassment and abuse in sport, especially with regard to child athletes; building awareness among State actors and public institutions of the risks and opportunities in current models of accessing remedy in sport and the role of States; working with intergovernmental organisations including UN agencies to promote the need for and secure references to State duties regarding effective remedy mechanisms in the sporting context in policy documents like Concluding Observations or General Comments of Human Rights Treaty Bodies.

4.4 Develop the capacity of professional advisors and other actors to support and evolve standards of best practice: conducting research on how sport-related dispute resolution mechanisms, in particular arbitration and mediation mechanisms, can safely, appropriately and effectively engage affected persons in the resolution of cases of sport-related human rights abuses; establishing partnerships with existing sports resolution bodies, collating and sharing experiences from affected persons and publishing expert human rights commentary from practitioners.

4.5 Engage, support and promote the voices of affected persons in developing standards, case studies and recommendations: based on consultation, publishing guidance on what effective remedy means for affected persons and a user-friendly remedy guidance for athletes; establishing clear internal policy for managing ad hoc engagement with affected persons and ongoing cases to ensure standards, case studies and recommendations benefit from the expertise and experience of affected persons and such engagement is always supportive, respectful and strategically impactful.

FINANCIAL REVIEW

Risk management

The trustees have identified how and where risks should be managed and mitigated.

Under duty of prudence, the trustees have ensured that: the charity is and will remain solvent; charitable funds and assets are used reasonably, and only in furtherance of the charity's objects; undertaking activities that might place the charity's funds, assets or reputation at undue risk is avoided and special care when investing the funds of the charity, or borrowing funds for the charity to use is taken into consideration.

Under duty of care, the trustees have ensured that they seek external professional advice on all matters where there may be material risk to the charity, or where the trustees may be in breach of their duties is considered. A framework for managing risk is included in the Centre's annual business plan and risk management is a standing item in board meetings. The Centre retains qualified professional advisors in good standing to advise on legal, financial, human resources, payroll, and insurance matters.

PLANS FOR FUTURE PERIODS

2022 will be a pivotal year for growth and development for the Centre. In 2022 the Centre enters a year bookended with two mega-sporting-events in high-risk contexts with the Beijing 2022 Winter Olympics and the Qatar 2022 FIFA World Cup. With awareness of sport and human rights never higher, and a solid strategic plan now in place, 2022 is poised to be a breakout year for the Centre, its public profile, and its demonstration of impact. Core to this effort is the implementation of its new strategic plan, Convergence 2025, which sets out five strategic priority areas that frame the Centre's work. Over the course of the plan the Centre will focus on achieving impact through the five strategic objectives set out above. This strategic framework forms the basis for how the Centre will organise, prioritise and evolve its work in 2022 and beyond.

With respect to 2022, the Centre's operational plan specifies the activities to be undertaken in 2022 under each strategic priority area. Each of the five areas has been broken down into five activity areas in Convergence 2025. Planned activities for 2022 have been aligned to these 25 activity areas, fulfilling and developing the indicative activities described under each one in the strategic plan.

1. Nurture thought leadership, innovation and knowledge on sport and human rights:

1.1 Develop and promote the use of guidance and tools for sports bodies, including: developing human rights guidance material for national sports bodies (national governing bodies and federations) across all continents (with strong emphasis on Global South partnerships); publishing and piloting a sports body human rights policy template, implementation guide and human rights risk management framework; updating, testing and publishing human rights guides and material for sports bodies that address human rights.

1.2 Develop and promote the use of human rights resources for Mega-Sporting Events at all stages of the event lifecycle, including: conducting analysis, publishing recommendations and hosting innovation and knowledge sharing workshops to support feasibility assessments, candidature requirements and host contract obligations to promote the human rights opportunities of hosting major events; publishing a revised Mega-Sporting Event lifecycle from the pre-candidature dialogue and feasibility phase through strategic planning, operational delivery and legacy realisation phases; publishing and testing a human rights policy template, self- assessment checklists for human rights due diligence and supporting guidance for host actors; publishing and testing stakeholder engagement guidance and tools tailored for specific rights holder groups.

1.3 Cultivate multi-sector research on sport and human rights, including: Conducting, curating, integrating, and publishing industry-leading research and guidance on critical issues on a range of topic areas as they pertain to human rights; in collaboration with universities and academics, launching a research network and publishing research guidelines to support greater interdisciplinary collaboration, research and teaching on sport and human rights.

1.4 Build a global library of sport and human rights case studies, including: generating a resource-bank of solution oriented case studies on sports body and MSE good practice .

1.5 Launch an educational network and virtual learning platform, specifically: Designing and developing human rights learning pathways for stakeholders within the sports ecosystem with a focus on sports bodies, host actors, sponsors, broadcasters, and standard setting bodies; launching a virtual learning platform providing access to all educational outputs of the Centre.

2. Strengthen operational systems and practices in sport to align with human rights responsibilities:

2.1 Work with sports bodies committed to embedding human rights, including by: Hosting leadership workshops to grow sports body awareness and expertise in human rights with particular focus on effective implementation of the Sporting Chance Principles; identifying, engaging and supporting sports bodies that intend to or have made a commitment to embed human rights in their governance and operations; supporting the development of tools for communications, reporting and crisis management for human-rights related issues; identifying, engaging and supporting major event owners that intend to or have made commitments to embed human rights due diligence in their event candidature processes and embed appropriate obligations and requirements in their hosting agreements and event strategies.

2.2 Strengthen MSE host actor human rights commitments: Delivering human rights training opportunities for host actors, with a focus on those with governance and management responsibilities; engaging and supporting host actors to make human rights policy commitments that are endorsed and championed at the most senior levels of respective organisations; engaging host actors to advance integration of human rights, child rights and labour rights considerations in tendering processes, supplier self-assessments, due diligence, compliance, and the inclusion of effective grievance mechanisms.

2.3 Strengthen sponsor and broadcaster capacities to manage and respond to events in high-risk contexts and harness human rights and social purpose opportunities by identifying opportunities to increase leverage in sponsorship relationships as well as opportunities for social purpose activation connected to human rights by corporate partners and by supporting sponsors and broadcasters to identify human rights risks and recommending prevention and mitigation measures for events in high-risk locations and contexts.

5. Build a Self-Sustaining Global Organisation

5.1 Strengthen the effectiveness of governance, structures and strategy by modeling and projecting best practice in governance conformance and performance, while transparently sharing learnings and expertise; reviewing and strengthening internal policies, refreshing internal and external reporting, transparency and accountability systems and publishing equality, diversity and inclusion strategy.

5.2 Bolster the productivity and efficiency of internal management systems and operations by designing and implementing an agile organisational team structure aligned to strategy, efficient and integrated; given risks associated with human rights work, evaluating and implementing measures to ensure security of information and systems; growing and strengthening internal business systems, including through the use of technology, to maximise productivity and efficiency; increasing staff training and development opportunities, and enabling professional advancement within the team; recruiting, engaging and retaining a high performing team with a diverse range of backgrounds, skills, experiences and networks to execute the strategy, supplemented by an engaged, committed network of Special Advisors, pro bono advisers, and supporters.

5.3 Develop, manage and measure programmes and projects for maximum impact: developing technical capacity to develop and independently review evaluative measures, including the indicators, metrics and programme trackers; expanding geographic reach, relevance and resonance of programmes and activities across all continents (with particular focus on the Global South and emerging markets).

5.4 Maximise the reach and scale of impact through communications and stakeholder engagement: Develop and publish a reference and style guide to refer to key areas in sport and human rights; Define institutional positioning with respect to various actors and key issues, assess and define audiences and communications goals, and launch a revised communications plan aligned to positioning and engagement priorities;

5.5 Generate stable and sustainable resourcing and revenue sources: Continue to secure operating funds, building the funding pipeline into 2023 and beyond, while developing projects that have revenue generating potential and/or represent in-kind contributions; Develop a reserve policy which ensures sufficient operating reserves as established by the Board; Evaluate and assess the creation of catalytic grant funding schemes for sport and human rights research, education and remedy programmes; Reassess the viability of a gift based discretionary endowment and continue to research and source grant funding opportunities aligned to identified programme and project areas.

Looking beyond the Centre's own work, the Centre has identified five key major issues as the Top 5 thematic issues for the world of sport and human rights in 2022:

I. Climate Action in Sport

Sport will be urged to help connect the climate and human rights agendas. Mounting threats of extreme weather, including floods, fires and rising temperatures, will increasingly impact the sporting events calendar and infrastructure, and pose greater risks to the health and wellbeing of athletes and fans, particular the young and old who are most vulnerable. The year 2022 will likely bring greater scrutiny to how sport at every level is addressing the climate crisis and making connections to responsibilities for respecting and protecting human rights.

There are important examples of sport leaders engaging on the climate agenda. Nearly 300 sports federations and members of the wider sport ecosystem have signed up to the UN's Sport for Climate Action initiative and have committed to reducing their climate impact, as well as advocating for responsible responses. Athlete activists are also highlighting the need for leadership on climate issues.

During 2022, sport leaders will also need to recognise and act on the links between climate change and respect for fundamental human rights. In 2021, the UN Human Rights Council officially recognised the right to a healthy environment and established a new expert mandate on climate change and human rights. What do these developments mean for sport?

Sport leaders have an opportunity to take targeted steps to scale up their own human rights due diligence in ways that account for actual and potential adverse impacts on people connected to climate change. This may cover a wide range of issues, from harms to individuals and communities relating to loss and damage of sport infrastructure, to land development decisions and use of scarce water supplies, to safety concerns for athletes relating to extreme heat, among many others.

The world of sport should also contribute to wider initiatives addressing the rights of those most vulnerable to climate change. Given that global sport has a significant emissions footprint globally, it is time for all involved to engage in constructive steps to manage the many transitions that are needed to address the climate crisis for those impacted today and for future sport loving generations to come.

II. Cementing Human Rights in Sports Governance

Calls will expand for leaders to fully integrate human rights in sport governance and culture.

Many human rights challenges facing the sport sector can be traced back to issues of governance, leadership and culture. Sports integrity and safe sport initiatives are certainly part of the solution, but human rights are much broader and integrating these concerns into the fabric of sport requires people-centric measures to address current and historical power imbalances and protect vulnerable stakeholders.

In 2022, expectations of those in leadership positions across sport will likely intensify with calls to set the tone on human rights risks and responses. That will require leading by example, and ensuring good governance and fair processes at all levels of sport. This is necessary to make governance structures fit for purpose in human rights terms.

In sport, responsible leadership is especially important. The sector is characterised by a high degree of autonomy and self-regulation on the basis that sport is much more than a commercial proposition. Indeed, the Revised European Sports Charter sets out that sport should enjoy autonomous decision-making processes and choose its leaders democratically, with governments and sports organisations recognising the need for mutual respect. In this context, if sport is truly to serve society, then autonomy should be underpinned by a strong social licence and clear systems of accountability. Those in leadership positions will need to continue to demonstrate a proactive willingness to participate in meaningful stakeholder engagement with those impacted by their decisions and to strengthen their individual and collective commitments towards the prevention and mitigation of harm. This includes sports bodies making daily efforts to gain and maintain the trust of athletes, local communities and all others they seek to represent and serve through their activities.

Tackling systemic issues including discrimination and sexual abuse now requires bold, empathetic and respectful leadership together with sincere levels of humility, transparency and openness within sports governance in order to create cultures that are truly fair, accessible, inclusive, and enabling. This means acknowledging, managing and mitigating conflicts of interest. It also means transforming structures and systems to ensure greater diversity and representation within governance and management frameworks, including, in searches for talent to run sports bodies, as well as the adoption of robust codes of conduct that can be relied upon. Good governance also must include independent and transparent investigations and effective remedy processes when things go wrong.

The year ahead will see continued efforts by a range of actors to develop practical tools, guidance and materials to support sports leaders in the work they must do to adopt human rights commitments, undertake due diligence, and implement robust policy, evaluation and measurement frameworks. For those willing to step up, the roadmaps and support increasingly exist to make a positive difference and strengthen the entire sports ecosystem.

III. Gender Fairness and Inclusion

Conversations on fairness and inclusion will increasingly include human rights-based approaches
The rights of transgender athletes and athletes with variations in sex characteristics will continue to be a trending sport and human rights topic in 2022. The conversation is set to move from a focus on the right to participate in competitive sport, towards how inclusion can be managed in ways that respect human rights and ensure safe and fair competition for all. Although it has been argued by some sport entities that fairness and inclusion are two irreconcilable aims under our current sport models, the challenge this year will be to move beyond these opposing views and seek innovative solutions that are, first and foremost, based on respecting the human rights of all athletes participating or competing.

The recently released IOC Framework on Fairness, Inclusion, and non-Discrimination on the basis of Gender Identity and Sex Variations provides initial guidance in that direction, which will evolve. From March 2022 onwards, International Federations (IFs) will be responsible for defining how this framework will work in practice applied to specific sports, disciplines, and events.

The IOC has committed to providing educational webinars and workshops, and more specific guidance for those who request it, in order to support IFs in reassessing and redesigning their policies and eligibility criteria in alignment with the framework's principles. Awareness raising and capacity building for national federations, coaches, and members of athletes' own teams will be key in avoiding misinterpretations and inappropriate use of the rules at the local level. The absence of such steps have caused harm to athletes and must not be repeated. Sports governance at all levels will need to ensure that human rights due diligence processes are undertaken and if unexpected harms do occur, accessible and effective remedy is provided.

2022 will also likely see a significant increase in research conducted in this emerging area, as one of the key recommendations of the IOC framework is that diverse gender identities and variations in sex characteristics should not be assumed as an unquestionable sign of disproportionate advantage nor imply unavoidable risk to other athletes. Rather, any eligibility rules should be based on ethical, credible, and peer-reviewed research. Keeping human rights approaches at the centre of these developments will be critical in ensuring positive outcomes for all involved.

IV. Overcoming Institutional Exclusion

Efforts to tackle institutional racism, social injustice and legacies of colonialism in sport will continue to garner global attention.

Racism, social injustice and legacies of colonialism in sport are not new, but public demands to take more effective action to address them are set to take on new urgency in 2022 and beyond.

During 2021, a number of events across every continent highlighted the prevalence and harm of racism and discrimination in sport, both on and off the field of play. Examples included relentless racial abuse targeting athletes at various competitions and online; investigations into institutional racism and exclusionary practices in sport teams and clubs; ongoing criticism and debate of athlete advocacy and activism related to social justice issues and continuous scrutiny of sport bodies related to diversity of experiences and representation in leadership roles and structures.

Despite these and other concerning developments globally, there have also been pockets of recent progress that are noteworthy. Governments and public funding bodies are becoming more engaged in providing regulatory support and more explicit guidance in addressing racism and exclusion in sport. Some sport bodies and major event organisers have made formal commitments to enable greater acknowledgement of and representation from people from historically marginalised groups, for example indigenous peoples, persons with disabilities, and women and girls. Broad debates and discussions have developed across a number of sports on universal, accessible and inclusive organisational design and representation in leadership, including from the global south and small, and island, states. There has also been growth in new commercial deals that will provide enhanced global coverage of events from traditionally underrepresented regions.

In reality, such progress is still sporadic and limited, and much more needs to be done. The challenges of lack of representation and equal access are endemic for a variety of social reasons, cultural norms, patriarchal constructs and the legacies of historical injustices and colonialism. In 2022, the sports ecosystem will see renewed calls and campaigns to bolster existing initiatives to transparently address these issues and for new strategies that take a zero tolerance approach to racism and social injustice. If sport and its corporate and broadcast partners can fulfil their responsibilities, be proactive about their duty of care, and be more inclusive, accessible and welcoming, then the foundations can be laid for transformational leadership with real impact for people and communities.

V. Mental Health and Health Inequality

Addressing ongoing health impacts of Covid-19 and fresh health issues will be a priority for the sport community.

Covid-19 continues to surge in many countries, and is of particular concern in areas with low vaccination rates. The effects of the pandemic on women's sport, public access to sport and the mostly still unknown long-term implications of Covid-19 we raised in 2021 continue to be of concern. Going into 2022, mental health and global health inequalities join this watch list.

The pandemic has brought mental health issues to the fore. The Tokyo Olympics saw high profile athletes pull out of events citing mental health concerns. Since 2020 athlete unions have pushed for athletes, like other workers, to be protected under ILO standards, and for recognition of the importance of mental health. With many of the world's largest sporting events convening this year, 2022 is likely to see more athletes speak up and lobby for their mental health, opening the door for workers, volunteers and others to do the same. Pressure will increase on sport federations, sponsors and others in sport to take seriously and address the mental health of athletes.

Global health inequalities drawn into sharp focus by the pandemic will also be a priority in 2022, including addressing their impacts on global sport events and athletes. The Africa Cup of Nations has been impacted by serious outbreaks of Covid-19 depleting teams' starting line-ups. This led the hosting government of Cameroon to increase testing in a bid to encourage more fans to attend matches. Access to vaccines in the Global South will remain a challenge that needs to be met with urgency and investment this year.

For the (at the time of publication) upcoming Beijing Winter Olympics, whilst vaccination will not be mandatory for athletes, those not vaccinated will face a full 21 days in quarantine - significantly affecting their preparations for the event, and will disproportionately affect athletes from countries with low vaccination rates, many of them in the Global South . While athletes were prioritised for vaccination ahead of the Tokyo 2020 Olympic Games, it is unclear whether this will be true for Beijing, or whether this is warranted given the urgency of prioritising at-risk individuals.

The Australian Open controversy over Novak Djokovic and his deportation from Australia raises questions over whether athletes should be offered exemptions to travel when much of the world continues to face quarantines and other constraints, and are a reminder of the ongoing challenge of coordinating rules around events with host government regulations. Vaccination requirements and exemptions for sporting events in 2022 highlight wider health inequalities in society and will likely to continue to be scrutinised.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, Memorandum and Articles of Association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of new trustees

During 2021 the trustees were Ron Popper, Frances House, Tim Soutar, Moya Dodd, Dorcas Amakobe, Diana Chavez, Nicole Dryden, Vincent Gaillard, Phillip Jennings, Payoshni Mitra, Walter Palmer, Moira Thompson Oliver, and Brent Wilton. Ron Popper and Frances House resigned on 1 July 2021. Tim Soutar and Moya Dodd resigned on 8 July 2021. Dorcas Amakobe, Diana Chavez, Nicole Dryden, Vincent Gaillard, Phillip Jennings, Payoshni Mitra, Walter Palmer, Moira Thompson Oliver, and Brent Wilton were appointed on 8 July 2021.

The Centre's trustees are responsible for the governance of the charity and ensure that the Centre pursues the objects for which it was founded. Trustees have been selected based on their professional experience and expertise, diverse professional backgrounds, and commitment to the Centre's mission. Trustees are required to declare any possible conflicts of interest and the Centre maintains a register of interests. When recruiting for any new trustee, the Centre, through its governance processes, will make a selection with the aim of having a balanced, well-informed, and effective trustee body that undertakes proper governance of the Centre. Individuals who are passionate about the Centre's purpose and aims and can bring relevant experience and knowledge to enhance the effectiveness of the charity will be sought out as part of proactive succession planning.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

The Centre is chaired by Mary Robinson (former President of Ireland and former UN High Commissioner for Human Rights) and governed by a board of nine trustees. Trustee meetings take place at least four times a year, usually by phone; though there were nine board meetings in 2021. The trustees are regularly informed of financial matters, the progress of the Centre towards its charitable objects, and the success of relevant outputs and impacts relating to the Centre's activities. The Chief Executive reports to the board of trustees and runs the Centre on a day-to-day basis. The Chief Executive and Deputy Chief Executive consult the trustees on key and strategic decisions and ultimately to manage the Centre team. Details of the Centre's governance structure, code of code of conduct, governance handbook, and policy handbook are published on the Centre's website, and the Centre's annual business plan includes an organisation chart.

The sole member of the charity is "Centre Pour Le Sport Et Les Droits De L'Homme" (CSHR Switzerland), a not for profit association incorporated in Geneva, Switzerland. CSHR Switzerland replaced the Institute for Human Rights and Business (IHRB) as the charity's sole member on 8 July 2021. The purpose and articles of association of CSHR Switzerland are fully aligned to the charity's objects. The trustees of the charity are also the directors of CSHR Switzerland. CSHR Switzerland was formed on 8 July 2021 by seven members: the Government of Switzerland (Federal Department of Foreign Affairs); the International Trade Union Confederation; the International Organisation of Employers; the Commonwealth Games Federation; Human Rights Watch, the World Players Association, and IHRB. The International Labour Organisation and the Office of the UN High Commissioner for Human Rights are Permanent Observers to the Association, with their roles embedded CSHR Switzerland's Articles of Association. The directors of CSHR Switzerland are appointed by its members on the recommendation of a multi-stakeholder nominations committee drawn from the Centres's Advisory Council which brings together an unprecedented alliance of intergovernmental organisations, governments, sports bodies, athletes, hosts, sponsors, broadcasters, civil society representatives, trade unions, and employers and their associations.
As the charity's sole member, CSHR Switzelrand appoints the trustees of the charity, and has appointed all of the directors of CSHR Switzerland to the board of the charity.

The Centre's team is led by Mary Harvey. A lifelong athlete, Ms Harvey enjoyed an 8-year career with the US Women's National Soccer Team, winning the inaugural FIFA Women's World Cup in 1991 and Olympic Gold in 1996. A former senior executive at FIFA (2003-2008), Ms Harvey was responsible for the human rights components of the successful United bid for the 2026 World Cup.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Centre's core staff (employees and consultants working on at least a 50% basis with the Centre) during 2021 were:

- L. Amis (Senior Advisor, Mega-Sporting-Events) (Employee, UK)
- A. Biscoe (Head of Progammes and Partnerships) (Employee, Switzerland)
- G. Battaglia (Head of Policy and Outreach) (Employee, Switzerland)
- J. Brown (Operations and Governance Manager (Employee, United Kingdom)
- K. Craig (Senior Advisor, Remedy) (Employee, UK)
- M. Diakite (Office Administrator) (Consultant, France)
- D. Grevemberg (Chief Innovation and Partnerships Officer) (Employee, United Kingdom)
- M. Harvey (Chief Executive) (Employee, Switzerland)
- C. Wilton-Magras (Project Manager (Events, Operations, Engagement)) (Employee, United Kingdom)
- T. Prado (Child Rights and Gender Advisor) (Consultant, Brazil)
- J. Randall (Communications Officer) (Consultant, Spain)
- W. Rook (Deputy Chief Executive and Chief Operating Officer) (Employee, United Kingdom)
- D. Rozga (Head of Child Rights) (Consultant, United States)
- S. Stevenson (Head of Safeguarding and Protection) (Consultant, United States)
- M. Stone (Head of Communications) (Employee, United Kingdom)
- E. Walley (Digital Communications Officer) (Employee, United Kingdom)

The core staff were supported by the following team members working on a fractional or intermittent basis:

- S. Jerbi (Senior Advisor) (Consultant, Switzerland)
- D. Heerdt (Projects Officer) (Consultant, Netherlands)
- M. Gibbs (Special Advisor) (Consultant, Switzerland)

The charity maintains a published Recruitment Policy and works with both a human resources consultant (Fitzgerald HR) and a people and culture consultant (Unleashed). Staff are the Centre's greatest asset and the Centre annually reviews the salary levels for its key personnel using the job market in order to be competitive with professional roles in the international NGO, charitable and think tank sectors. Pay reflects the need to attract and retain specialist staff with the leadership, experience, skills and knowledge required to contribute to the work of a dynamic and influential organisation operating in a challenging political context and seeking to build a movement. Salary levels also reflect responsibilities and performance. Employees are paid with a salary at least in line with guidance from the Campaign for a Living Wage.

The Centre also benefited from the pro bono support of a number of unremunerated Special Advisors:

- D. Alfrey
- R. Ayers
- M. Dodd
- H. St. Dennis
- A. Farkas Karageorgos
- P. Khurana
- O. Maiyegun
- J. Morrison
- D.Rutherford
- T. Soutar
- S. Stevenson
- A. Sparrow

STRUCTURE, GOVERNANCE AND MANAGEMENT

- M. Zalaznik

The Special Advisors model will be revised and clarified in 2022.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
11422595 (England and Wales)

Registered Charity number
1187647

Registered office
Railview Lofts
19c Commercial Road
Eastbourne
East Sussex
BN21 3XE

Trustees
R J D Popper (resigned 1.7.21)
F B House (resigned 1.7.21)
T Soutar (resigned 8.7.21)
M Dodd (resigned 8.7.21)
B Wilton (appointed 8.7.21)
D Chavez (appointed 8.7.21)
D Amakobe (appointed 8.7.21)
M L Thompson Oliver (appointed 8.7.21)
N Dryden (appointed 8.7.21)
P Mitra (appointed 8.7.21)
P Jennings (appointed 8.7.21)
V Gaillard (appointed 8.7.21)
W Palmer (appointed 8.7.21)

Auditors
Myrus Smith
Statutory Auditors
Norman House
8 Burnell Road
Sutton
Surrey
SM1 4BW

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021

REFERENCE AND ADMINISTRATIVE DETAILS

Bankers
NatWest Bank Plc
96 Terminus Road
Eastbourne
East Sussex
BN21 3LX

Accountants
LMDB Accountants
Railview Lofts
19c Commercial Road
Eastbourne
East Sussex
BN21 3XE

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Centre For Sport and Human Rights Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

CENTRE FOR SPORT AND HUMAN RIGHTS
LIMITED (REGISTERED NUMBER: 11422595)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 20 September 2022 and signed on its behalf by:

M L Thompson Oliver - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
CENTRE FOR SPORT AND HUMAN RIGHTS
LIMITED

Opinion

We have audited the financial statements of Centre For Sport and Human Rights Limited (the 'charitable company') for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance on the actual and potential litigation and claims, and also any instances of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- Professional scepticism in course of the audit and with audit sampling in material audit areas.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Stephen Jones FCA (Senior Statutory Auditor)
for and on behalf of Myrus Smith
Statutory Auditors
Norman House
8 Burnell Road
Sutton
Surrey
SM1 4BW

Date: 23.9.2022

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	Unrestricted fund £	Restricted fund £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	1,183,309	1,002,963	2,186,272	1,599,123
EXPENDITURE ON					
Raising funds	4	11,556	-	11,556	12,258
Charitable activities	5				
Sport and human rights		881,679	649,624	1,531,303	1,107,000
Total		893,235	649,624	1,542,859	1,119,258
NET INCOME		290,074	353,339	643,413	479,865
RECONCILIATION OF FUNDS					
Total funds brought forward		321,076	196,352	517,428	37,563
TOTAL FUNDS CARRIED FORWARD		611,150	549,691	1,160,841	517,428

The notes form part of these financial statements

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

BALANCE SHEET
31 DECEMBER 2021

	Notes	Unrestricted fund £	Restricted fund £	2021 Total funds £	2020 Total funds £
FIXED ASSETS					
Tangible assets	12	7,615	-	7,615	5,694
CURRENT ASSETS					
Debtors	13	642,146	469,696	1,111,842	375,792
Cash at bank		124,089	79,996	204,085	241,582
		766,235	549,692	1,315,927	617,374
CREDITORS					
Amounts falling due within one year	14	(162,700)	(1)	(162,701)	(105,640)
NET CURRENT ASSETS		603,535	549,691	1,153,226	511,734
TOTAL ASSETS LESS CURRENT LIABILITIES		611,150	549,691	1,160,841	517,428
NET ASSETS		611,150	549,691	1,160,841	517,428
FUNDS	16				
Unrestricted funds				611,150	321,076
Restricted funds				549,691	196,352
TOTAL FUNDS				1,160,841	517,428

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 20 September 2022 and were signed on its behalf by:

M L Thompson Oliver - Trustee

The notes form part of these financial statements

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	(31,674)	210,358
Net cash (used in)/provided by operating activities		(31,674)	210,358
Cash flows from investing activities			
Purchase of tangible fixed assets		(5,823)	(4,056)
Net cash used in investing activities		(5,823)	(4,056)
Cash flows from financing activities			
Increase/(Decrease) in group creditors		-	(162,737)
Net cash provided by/(used in) financing activities		-	(162,737)
Change in cash and cash equivalents in the reporting period		(37,497)	43,565
Cash and cash equivalents at the beginning of the reporting period		241,582	198,017
Cash and cash equivalents at the end of the reporting period		204,085	241,582

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2021

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021	2020
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	643,413	479,865
Adjustments for:		
Depreciation charges	3,902	2,409
Increase in debtors	(736,050)	(332,176)
Increase in creditors	57,061	60,260
Net cash (used in)/provided by operations	(31,674)	210,358

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.21	Cash flow	At 31.12.21
	£	£	£
Net cash			
Cash at bank	241,582	(37,497)	204,085
	241,582	(37,497)	204,085
Total	241,582	(37,497)	204,085

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

1. STATUTORY INFORMATION

CSHR Limited is a private company, limited by guarantee, registered in England and Wales.

The company's registered office address is:
Railview Lofts,
19c Commercial Road,
Eastbourne,
East Sussex,
BN21 3XE.

In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic Ireland', the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice as it applies from 1 January 2019. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value.

Preparation of the accounts on a going concern basis
The trustees are not aware of any material uncertainties about the charity's ability to continue as a going concern.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Grant income is recognised when there is formal offer of funding communicated in writing to the charity which does not relate wholly to future accounting periods.

The value of donated services are recognised at their open market value in the period in which they are receivable as incoming resources, where the benefit to the charity can be reliably measured. An equivalent amount will be included as expenditure under the relevant heading in the Statement of Financial Activities.

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

continued...

2. ACCOUNTING POLICIES - continued

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs
All costs are allocated between expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned according to time spent on each activity during the period.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	-	15% on reducing balance
Computer equipment	-	33% on cost

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Foreign currencies
Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

continued...

2. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits

Pension costs are allocated to activities on the same basis as set out in the allocation and apportionment of costs policy stated above. Pension costs and liabilities are allocated to restricted and unrestricted reserves based on the allocation of labour time to the charities various funds.

Financial instruments

Financial assets and financial liabilities are recognised in the balance sheet when the charity becomes a party to the contractual provisions of the instrument.

Trade and other debtors and creditors are classified as basic financial instruments and are initially measured at initial recognition at transaction price. Debtors and creditors are subsequently measured at amortised cost using the effective interest rate method. A provision is established when there is objective evidence that the company will not be able to collect all amounts due. Cash and cash equivalents are classified as basic financial instruments and comprise cash at bank and short-term bank deposits with an original maturity of three months or less which are an integral part of the charity's cash management.

Financial liabilities issued by the company are classified in accordance with the substance of the contractual arrangements entered into and meet the definitions of a financial liability.

Financial assets are de-recognised when:
- the contractual rights to the cash flows from the financial asset expire or are settled; or
- the charity transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
- the charity despite having retained some but not all significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are de-recognised only when the obligation specified in the contract is discharged, cancelled or expires.

Leasing Commitments

Rentals paid under operating leases are charged to profit or loss on a straight line basis over the period of the lease.

continued...

3. DONATIONS AND LEGACIES

	2021	2020
	£	£
Business donations	144,126	167,091
Foundation grants	1,319,186	611,192
Government grants	322,930	310,947
Sports body donations	400,030	509,893
	2,186,272	1,599,123

The conditions attached to the recognised government grants of £322,930 (2020 - £310,947) are that the funds have been provided to support the wider activities of the charity rather than specific projects. Funds received must be utilised within specified grants periods.

4. RAISING FUNDS

Raising donations and legacies

	2021	2020
	£	£
Consultancy	-	6,129
Wages	11,556	6,129
	11,556	12,258

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 6)	Support costs (see note 7)	Totals
	£	£	£
Sport and human rights	962,331	568,972	1,531,303

Comparatives for the year ended 31 December 2020:

	£	£	£
Totals	927,408	179,592	1,107,000

continued...

6. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2021	2020
	£	£
Staff costs	564,627	456,918
Consultancy	256,674	305,727
Reports & other communications	14,522	51,282
Other costs	126,508	113,481
	962,331	927,408

7. SUPPORT COSTS

	Management and administration	Finance	Information technology	Governance costs	Totals
	£	£	£	£	£
Sport and human rights	512,123	1,558	52,791	2,500	568,972

Comparatives for the year ended 31 December 2020:

	£	£	£	£	£
Totals	156,940	1,473	18,679	2,500	179,592

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2021	2020
	£	£
Auditors' remuneration	2,500	2,500
Depreciation - owned assets	3,902	2,410

continued...

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2021 nor for the year ended 31 December 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2021 nor for the year ended 31 December 2020.

10. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	685,277	455,724
Social security costs	42,283	43,302
Other pension costs	41,678	30,197
	769,238	529,223

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and her deputy. The total employee benefits of the key management personnel of the charity were £339,681 (2020 - £341,601). Included within total employee benefits are sums recharged to the charity by its parent company in respect of the Chief Executive.

Under FRS 102, employee benefits include gross salary, benefits in kind, employer's social security and employer pension costs.

The average monthly number of employees during the year was as follows:

	2021	2020
Staff	10	5

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021	2020
£60,001 - £70,000	1	-
£70,001 - £80,000	1	-
£80,001 - £90,000	1	1
£100,001 - £110,000	1	-
£210,001 - £220,000	1	-
£240,001 - £250,000	-	1
	5	2

continued...

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	789,621	809,502	1,599,123
EXPENDITURE ON			
Raising funds	12,258	-	12,258
Charitable activities			
Sport and human rights	319,620	787,380	1,107,000
Total	331,878	787,380	1,119,258
NET INCOME	457,743	22,122	479,865
RECONCILIATION OF FUNDS			
Total funds brought forward	(136,667)	174,230	37,563
TOTAL FUNDS CARRIED FORWARD	321,076	196,352	517,428

continued...

12. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 January 2021	1,843	8,284	10,127
Additions	1,681	4,142	5,823
At 31 December 2021	3,524	12,426	15,950
DEPRECIATION			
At 1 January 2021	92	4,341	4,433
Charge for year	406	3,496	3,902
At 31 December 2021	498	7,837	8,335
NET BOOK VALUE			
At 31 December 2021	3,026	4,589	7,615
At 31 December 2020	1,751	3,943	5,694

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade debtors	926,358	236,246
Other debtors	36,671	224
Accrued income	137,277	121,382
Prepayments	11,536	17,940
	1,111,842	375,792

continued...

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade creditors	27,960	47,598
Amounts owed to group undertakings	-	7,854
Social security and other taxes	18,923	8,128
Other creditors	482	-
Accrued expenses	2,500	3,397
Deferred income	112,836	38,663
	162,701	105,640

The deferred income brought forward from 2020 of $50,000 was released in the year.

Deferred income as at 31 December 2021 comprises donations received in the period of CHF170,000. The donations were made for activities in 2022.

15. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2021	2020
	£	£
Within one year	3,949	3,949
Between one and five years	8,886	12,835
	12,835	16,784

16. MOVEMENT IN FUNDS

	At 1.1.21	Net movement in funds	At 31.12.21
	£	£	£
Unrestricted funds			
General fund	321,076	290,074	611,150
Restricted funds			
Sport and human rights	196,352	353,339	549,691
TOTAL FUNDS	517,428	643,413	1,160,841

continued...

16. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,183,309	(893,235)	290,074
Restricted funds			
Sport and human rights	1,002,963	(649,624)	353,339
TOTAL FUNDS	2,186,272	(1,542,859)	643,413

Comparatives for movement in funds

	At 1.1.20 £	Net movement in funds £	At 31.12.20 £
Unrestricted funds			
General fund	(136,667)	457,743	321,076
Restricted funds			
Sport and human rights	174,230	22,122	196,352
TOTAL FUNDS	37,563	479,865	517,428

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	789,621	(331,878)	457,743
Restricted funds			
Sport and human rights	809,502	(787,380)	22,122
TOTAL FUNDS	1,599,123	(1,119,258)	479,865

continued...

16. MOVEMENT IN FUNDS - continued

Unrestricted funds represent monies given to the charity without restrictions.

Restricted funds represent monies given to the charity for a particular activity as follows:

Centre for Sport and Human Rights: Human rights in the context of sporting events (FIFA World Cup, Olympic Games etc).

17. RELATED PARTY DISCLOSURES

The charitable company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

There were no related party transactions for the year requiring disclosure.

At the beginning of the period the charity's ultimate parent company was Institute For Human Rights and Business Limited (IHRB) a charity incorporated in England and Wales (No: 06882940). The charity left the IHRB group in July 2021and became a subsidiary of Centre Pour Le Sport Et Les Droits De L'Homme, an association constituted in Switzerland.

18. CONTINGENT ASSETS

The charity has been awarded grants totalling £415,574, which are for time periods that commence after the balance sheet date. As the charity is presently unable to receive or expend these funds they are not recognised in income in the reporting period.

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

England & Wales - Charity number 1187647

Accounts

MS

REGISTERED COMPANY NUMBER: 11422595 (England and Wales)
REGISTERED CHARITY NUMBER: 1187647

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

FOR

CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

CENTRE FOR SPORT AND HUMAN RIGHTS
LIMITED

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FOR THE YEAR ENDED 31 DECEMBER 2020

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CENTRE FOR SPORT AND HUMAN RIGHTS
LIMITED (REGISTERED NUMBER: 11422595)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2020. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Centre for Sport and Human Rights ("The Centre" / "CSHR") is a human rights organisation for the world of sport. The Centre's mission is to advance a world of sport that fully respects and promotes human rights by sharing knowledge, building capacity and strengthening the accountability of all actors involved in sport through collective action and by promoting and supporting the Sporting Chance Principles.

The Sporting Chance Principles are a set of 10 principles that embody the Centre's mission and underpin the common goal of ensuring that human rights are central to sport and to mega-sporting events. All members of the Centre's Advisory Council have publicly committed to uphold the Sporting Chance Principles.

The Centre sets out to play a crucial role as a centre of expertise, in growing the emerging field of sport and human rights, and as a bridge between the sport and human rights communities, working as a convener for a wide range of stakeholders to work together to advance the international human rights agenda.

The Centre convenes and harnesses the best available expertise and brings it to bear on collectively solving some of the toughest human rights challenges affecting people in sport and impacted by sport - and involving them in the solutions.

The Centre's aims are to promote, support and enable:

- The prevention of human rights harms from occurring in sport;
- Access to effective remedy where harms have occurred; and
- A positive human rights legacy from sport and sporting events.

In fulfilling its mission, the Centre is committed to being independent, principles-based, inclusive, diverse, collaborative, accessible, and trusted.

The Centre's work is rooted in normative international human rights standards and has been established with the foundational support of key actors and guardians of social standards, including the Office of the UN High Commissioner for Human Rights (OHCHR), the International Labour Organisation (ILO), the International Trade Union Confederation (ITUC) and the International Organisation of Employers (IOE).

The Centre's range of impacts can be broadly set out as follows:

- The Sporting Chance Forum: The Centre's annual flagship event brings together hundreds of stakeholders to build bridges between the worlds of sport and human rights. This forum provides the opportunity to share tools and gives a platform to victims of sport-related human rights abuse with a focus on practical action and positive outcomes. The annual Sporting Chance Forums have taken place in Washington DC (2016), Geneva (2017 and 2019), Paris (2018), and soon Mexico City.

- The Sporting Events Host Government Forum: An initiative by the Swiss Government supported by the Centre for Sport and Human Rights. The Sporting Events Host Government Forum provides a platform for informal dialogue and consultation among governments in relation to capacity building, implementation and good practices related to the projection of human rights associated with hosting sport events, from major international competitions and locally organized events. The 2020 edition of the Forum featured presentations from Tokyo 2020, Qatar 2022 and Paris 2024.

- Remedy and Live Cases: Providing remedy for sport-related human rights abuses is one of the greatest challenges, yet most important issues the Centre is working on. In many cases, the processes that affected individuals can take to access remedy are either not effective, or they simply do not exist. To solve this problem, the Centre is working on a number of different projects including: (i) Using international human rights legal frameworks, engage sport bodies and their advisors to examine whether existing remedy mechanisms within sport are fit for purpose for sport-related human rights cases; (ii) Engaging with affected people and their representatives to better understand what effective remedy in different contexts looks like, and therefore better identifying gaps to achieving effective remedy; (iii) Convening members of our Advisory Council and other powerful actors from the worlds of sport and human rights to address and help resolve concrete cases of human rights abuse related to sport, such as the safe release of footballer Hakeem al-Araibi, who was imprisoned in Thailand; enabling Iranian women to enter a stadium for the first time in 40 years; the banning of the former Afghanistan FA President Keramuudin Karim; the banning of the former Haiti FA President Yves Jean-Bart.

- Expert Advice and Guidance: The Centre developed with input from Advisory Council Members and other experts tools, guides, podcasts and webinars to help sport bodies, local organising committees, sponsors and broadcasters understand how to embed human rights into their operations and respond responsibly to crises such as COVID-19. Examples include: (i) "Putting People First: Guidance for Sport on How to Respond to the COVID-19 Crisis"; (ii) "Championing Human Rights in the Governance of Sports Bodies" which introduces human rights to sports bodies, large and small, drawing on lessons from the International Olympic Committee, FIFA, UEFA, and the Commonwealth Games Federation and outlining four tangible steps that sports bodies can take to build human rights into the governance of their organisations; (iii) "The Mega-Sporting Event Lifecycle - Embedding Human Rights from Vision to Legacy" presenting the lifecycle of a mega-sporting event, with specific elements of good practice at each stage that those involved in hosting the event should integrate into their planning, delivery and legacy in order to ensure a rights-compliant event; (iv) "Games Time: Planning and Acting to Respect Human Rights in Mega-Sporting Events", designed to support organisations and authorities involved in the final preparation and delivery of major sporting events in their efforts to ensure respect for international human rights standards; (v) "Rights Through Sport - Mapping "Sport For Development And Peace"", which provides a series of recommendations for Sport Development and Peace actors to harness the power of sport for good, to maximise its positive effects and to minimise the negative; (vi) "Meeting Report: Strategic Dialogue on Remedy" reflecting on a Centre convening of 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; (vii) Eleven "White papers" on Mega-Sporting Events and Human Rights.

- Mega Sporting Events (MSEs): The Centre works with stakeholders to embed support for human rights into every stage, including providing support for bidders, host actors and sport governing bodies. Where needed, the Centre identifies areas of concern for upcoming MSEs and engage with stakeholders to mitigate these risks.

- Work with Sport Organisations; The Centre provides expert advice to Sport Organisations on relevant human rights standards and their implications for their operations. The Centre is currently supporting a working group within World Athletics to develop a human rights framework for the organisation.

- Child Rights: For most children engagement in sport brings many positive benefits. However, for some children, sport brings debilitating situations of psychological, physical or sexual abuse, doping, hazing, bullying, exploitation, and even trafficking.? The Centre raises the awareness of sporting organisations, governments, broadcasters, sponsors, civil organizations and others about these situations. By convening these stakeholders, it engenders commitment and catalyses action to protect children in sport.

- Work with Sponsors and Corporate Partners: Sport's major sponsors and corporate partners such as adidas, Coca-Cola and Visa are part of the Centre. Together, the Centre developed tools to help identify human rights risks in the context of major sporting events. This is to enable sponsors to consider which human rights issues they should pose to sports bodies when they have the most leverage - before contracts are signed.

- Work with Broadcasters: The Centre works with international broadcasters to help them identify and mitigate potential human rights impacts that may occur when covering sports events, particularly in high risk environments.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020

OBJECTIVES AND ACTIVITIES
Significant activities

2020 has been a challenging year for all. For the Centre, it has required many pivots, but also opportunities to demonstrate value and impact. Since the impact of the pandemic began to have an effect on the Centre's work in March 2020, the Centre dedicated additional focus to:

(1) Responding to the impact of COVID-19 on sport, in particular making efforts to ensure that less resourced areas of sport are not left unsupported, and that opportunities to build back better in a way that respects human rights are promoted;
(2) Responding to the unprecedented growth in athlete activism in 2020, to an extent related to the Black Lives Matter movement, but also in ways beyond it;
(3) Focusing impact through digital and online means, partly as a way to broaden outreach, and partly given travel restrictions. This has been enabled by increasing capacity in our communications team leading to a greater variety of outputs, such as webinars, blogs and podcasts, and an online course on child rights. These pivots have been well received by civil society and sports stakeholders, and contributed well to the Centre's positioning going into 2021.

Despite the prevailing economic conditions, the Centre has also transformed its financial situation. The Centre entered into 2020 with reserves of £37,000, and financial support from its parent charity, Institute for Human Rights & Business, of £169,000. By the end of 2020 the Centre closed the year with reserves of £517,000 and is no longer receiving financial support from its parent charity. This success in fundraising has been based on demonstrating a track record of positive impacts, deepening key relationships with funders, and the prudent allocation of resources. The trustees recognise here the leadership and management of CEO Mary Harvey and Deputy CEO William Rook in moving the Centre through this start-up phase into a position of relative strength. It has also been the result of the hard work and dedication of the Centre's excellent team, who have shown great commitment in a lightly staffed organisation with incredibly high expectations.

Public benefit

Rights holders and affected and potentially affected groups are at the core of all activities undertaken by the Centre both as our beneficiaries and as agents in seeking systemic change. The Centre delivers public benefit through advancing the realisation of human rights by duty bearers and responsibility holders (so, governments, sports bodies, sports event organisers, and businesses) through greater protection of rights, the integration of human rights due diligence in the world of sport globally, and through the promotion of remedies for the victims of human rights abuse.

By acting as a centre of expertise available without cost to actors throughout the whole sports ecosystem, a public benefit is derived from those actors increasingly fulfilling their human rights responsibilities and obligations. In setting and reviewing objectives and aims, and in planning and carrying out activities, the Centre has due regard to the public benefit guidance published by the Charity Commission.

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020

ACHIEVEMENT AND PERFORMANCE
Charitable activities

In 2020 Sport was severely affected by the COVID-19 pandemic and organisations responsible for the governance and management of sport at every level continue to face a range of difficult decisions with significant health and economic consequences. In response, the Centre worked throughout 2020 to provide practical resources and convened collective action initiatives to support those involved in sport whose human rights have been affected.

Highlights of the Centre's activities during 2020 included:

1. Providing new resources for the sport community on COVID-19. To facilitate a human rights approach to responses to the pandemic, the Centre produced "Putting People First: Guidance for Sport on How to Respond to the COVID-19 Crisis". This online resource was designed to support sports bodies and others in taking a people-centred approach to their planning and risk mitigation efforts. The Centre also created a Resource Hub to gather together literature and studies to enable those involved in sport to stay up to date with the latest research concerning COVID-19. The Centre worked with over 30 experts and partner organisations to produce a study on potential sport related impacts of COVID-19 on children. The study brought together the observations and concerns of experts and practitioners in the fields of sports for development, child rights, protection, and safeguarding in sport and its findings were intended for decision makers and others with influence over policies, resource allocations and programming related to children and sport. The study was shared and discussed with sports organisations, national and local governments, inter-governmental entities, international agencies, donor agencies, civil society organisations and community-based organisations. As a follow-up to the report, the Centre convened global experts to produce a six-part podcast series on the impact of the pandemic on children in sport. In collaboration with several partners, the Centre responded to the UK government's Department for Culture, Media and Sport call for evidence on the impact of COVID-19 on sport, placing particular evidence on the impacts to people and how the UK government can ensure sport returns in ways that advance the rights of all people.

2. Scaling up actions to protect child rights in the world of sport:

(a) In an effort to raise awareness of child rights violations in sport, a series of presentations were made on the topic at events organised by partners and stakeholders. Among these were a keynote address at the International Congress of International Society for the Prevention of Child Abuse and Neglect (ISPCAN) in Doha and presentations made at events organised by the UN Women Regional Office for the Americas and the Caribbean and the Council of Europe's Consultative Committee of EPAS. The Centre joined with International Safeguards for Children in Sport and Safe Sport international to promote Safe Sport Day.

(b) Given that the evidence base on child rights violations in the context of sport is relatively weak, the Centre engaged in exchanges with a range of experts in an effort to advance the creation of knowledge and data on the topic. In addition, it commissioned a study on disclosure by children of abuse in sport. The study is the first phase of a process that aims to improve the timely reporting of child abuse in sport.

(c) In late 2020, the Centre launched a survey to learn from children their views about the impact of the pandemic on their sporting activities. Results will be available in early 2021.

(d) Actions were taken to build the knowledge base and develop resource materials on child rights in the context of MSEs. This included specific activities related to the 2026 FIFA World Cup, as well as the development of an online course and generic tools.

(e) The Centre and FIFA collaborated in an effort to seize the opportunity of the 2026 FIFA World Cup to set a new standard and provide a model for the promotion, respect and protection of child rights in an MSE. In May 2020, the Centre presented to FIFA, a recommended set of 'indicator questions' on child protection, safeguarding and participation for inclusion in the United 2026 Human Rights Scorecard. The 'indicator questions' and accompanying guidance note were the outcome of a consultative process with more than 30 experts and organisations, as well as Consultation hosted by the Office of the UN Special Representative of the Secretary General on Violence Against Children to validate these tools. In mid-2020, FIFA brought these materials to the attention of the cities bidding to host the 2026 FIFA World Cup in Canada, Mexico and the USA. In November, in collaboration with the US Fund for UNICEF, CSHR designed and conducted an online Consultation for the bidding cities. All 23 cities participated in the consultation, which included presentations on the risks to children that need to be considered in planning an MSE and the potential of MSEs to have a positive legacy on children.
(f) The Centre developed an online course on Child Rights and MSEs for prospective 2026 FIFA World Cup cities, as well as host cities of other events. Among the topics covered in the course are: human and child rights, safeguarding, child labour, child voice, and legacy. The course uses a mix of presentations by speakers, resource materials, animations, infographics and case studies. Building on the 'indicator questions' and guide presented to FIFA, CSHR joined with the Office of the UN Special Rapporteur on Violence against Children and UNICEF to prepare a generic toolkit on child rights for Megasporting Event organising committees.

3. Building an expanded digital platform. With the restrictions on travel and in person events during 2020, including the opportunity to meet in person at the annual Sporting Chance Forum that was postponed to 2021 in Mexico City, CSHR worked to scale up its digital platforms to create impact and enhance our reach to new audiences for our work.
(a) Webinars. Given the growing importance of the Black Lives Matter movement during 2020, where sports stars played a major role, CSHR hosted a webinar focused on Athlete Activism and Freedom of Expression. The subject was examined through the experiences of athletes themselves, from senior sports governance figures and from a human rights and international legal standards standpoint. Our second webinar examined the practical steps sports organisations can take on the critical subject of Athlete Abuse. The need for action is urgent and pressing, given the alarming number of new cases of abuse that were brought to light over the past year. The online panel discussion and audience feedback provided helpful insights that were developed into a series of actionable recommendations for the world of sport to follow.
(b) Podcasts. The Centre also launched a podcast series to widen the reach of its work and to engage in thoughtful conversations on the intersections between sport and human rights. The first episode featured Minky Worden from Human Rights Watch on the abuse of child athletes in Japan. The second podcast focused on how NSWL Commissioner Lisa Baird was dealing with the twin challenges of supporting athlete activism and navigating through the effects of the COVID-19 pandemic - just five months into her tenure. The most recent discussion brought together two men who have been at the centre of advancing labour rights in Qatar - Ambet Yuson, General Secretary of the Building and Woodworkers International trade union and Hassan Al Thawadi, the Secretary General of the Supreme Committee for Delivery and Legacy and the Chairman of the Qatar World Cup Local Organising Committee. Their conversation reflected on lessons learned from how they have cooperated to help ensure that standards developed for the 2022 FIFA World Cup take root across the country.

4. Advisory Council and Working Groups. The Centre's Advisory Council continues to be a critical forum for convening experts and sharing knowledge concerning critical human rights issues in sport, as well as for engaging in collective action to advance human rights within the sector. This year, the Centre added five new Advisory Council members, welcoming UN Women, the UN Refugee Agency (UNHCR), Safe Sport International, the Adecco Group, and the World Federation for the Sporting Goods Industry (WFSGI). 2020 saw the mobilisation of the Advisory Council in response to human rights risks due to the COVID-19 pandemic, providing insight and examples of good practice from a range of stakeholder perspectives and supporting the Centre team in identifying key risks to sport and developing appropriate responses. Members of the Advisory Council continued their work to engage in live cases involving human rights abuses in sport. This was most notable regarding cases of systematic abuse of women footballers in Haiti and Afghanistan - just two horrifying examples of structural patterns of abuse within sport. The Advisory Council also sought to prevent the execution of Iranian wrestler Navid Afkari. By bringing together key actors from across the sports ecosystem, the Centre demonstrated that it can provide efficient access to critical information and identify opportunities for constructive engagement in tackling real time cases linked to sport. An additional important role for Advisory Council members during 2020 was their participation in three working groups - on Mega- Sporting Events, Access to Remedy and Child Rights respectively. These groups have proved to be useful platforms for partners to exchange information and knowledge, and for all to collectively identify risks and opportunities, which help set priorities in these fields.

5. Advancing strategy, governance and operations. 2020 marked the start of the Centre beginning to operate separately from its parent charity, IHRB, and having its own charity status awarded from February 2020. Becoming more independent from IHRB meant building a core team and adding expertise on communications, operations, events and administration. The Centre brought in two significant senior hires with expertise in digital communications and in child safeguarding and protection. By mid-2020 the Centre also became an employer in Switzerland, able to relocate one UK employee to Geneva, bring another core consultant onto a Swiss employment contract, and move the CEO from an IHRB contract to a Centre contract in Switzerland. By the end of 2020 the Centre had three employees in Switzerland and three in the UK, as well as a number of core team members on consultancy agreements in the U.S., France, Spain and Brazil. The Centre also opened an office in Geneva. Significant attention has been given to developing a new governance structure for the Centre once it becomes fully independent from IHRB in 2021, which has included creating a new association in Switzerland, and a process to appoint a new board of directors for the association. The new association is a bespoke structure that incorporates both the Centre's multi-stakeholder composition and its commitment to independence. This concerted effort to build the Centre's core staffing and financial resources will set the Centre up to deliver on an ambitious new strategic plan for 2021 - 2024, which will be launched early in 2021. The strategic plan sets out a framework for the Centre's activities and impacts pursued, with a major focus on the critical issue of strengthening access to remedy for human rights abuses linked to sport. On remedy, the Centre engaged an expert consultant to develop a new approach to remedy and building an operational plan for remedy activities commencing in 2021. From an administration standpoint, it has been crucial in 2020 for the Centre to take care of its people. This has meant providing full flexibility and support to all staff (employees and consultants) and instigating systems to ensure that any team members requiring time off for sickness or as caregivers would not suffer any negative impact to their compensation. An additional highlight for the Centre in 2020 has been the opportunity to focus on developing the organisation's own sense of self as an independent entity. The Centre conducted a full review of its culture, with each team member interviewed and consulted, and roadmap developed for celebrating and advancing inclusion and diversity in the organisation, and setting clear common values that define how the Centre goes about achieving its goals.

ACHIEVEMENT AND PERFORMANCE

Fundraising activities

The Centre seeks to retain and maintain its independence from all funders and strive to operate with complete impartiality. The Centre believes it is important to accept funding from across a range of major constituencies active in sport and society, and strive to balance funding across five sources in particular:

(i) Governments;
(ii) Sports Bodies
(iii) Sports Event Local Organising Committees;
(iv) Businesses (Sponsors, Broadcasters and Commercial partners to sports bodies and sporting events); and
(v) Civil Society Organisations and Private Foundations.

These represent some of the major groups involved in the charity's work. The Centre actively works towards an even distribution between these four sources of funding. All of the Centre's funders are members of its Advisory Council, although membership of the Advisory Council is not contingent on providing funding.

The following conditions apply to the Centre's solicitation and acceptance of funding: Government and Foundation funding may be allocated to specific projects but only if the Centre's impartiality is respected. Funding from business, sports bodies and sports events organisers is only accepted as core funding with no conditions attached. Sometimes this funding is ring-fenced to particular planned activities but it remains on a core-funding basis.

The Centre does not provide any fee-for-service work or paid consultancy, nor provide specific services to any business in return for funding received other than for training. The Centre does sometimes undertake advisory work with governments and inter-governmental bodies on a contractual basis.

The Centre will not take money from any organisation actively engaged in deliberate abuse of human rights or the undermining of the Sporting Chance Principles or the development and progress of human rights.

Contributions made

Payments of £3,177 (2019 - £252,722) were made to the parent charity, Institute For Human Rights and Business Limited during the year. Payments were as reimbursement for expenditure incurred in 2020 towards the charitable activities of the CSHR. Such activities were undertaken by the parent charity prior to the separation of operations and activities into CSHR during the year.

FINANCIAL REVIEW

Principal funding sources

The charity's principal funding sources are from grants and donations.

Investment policy and objectives

The Centre only uses the services of banks and other financial service providers who have a strong ethical investment and lending criteria. The Centre holds two business current accounts with NatWest Bank.

FINANCIAL REVIEW

Reserves policy

The trustees have examined the Centre's requirements for reserves in light of the main risks to the organisation. The Centre aims to hold sufficient funds in reserves necessary to meet the working capital requirements of the Centre.

The Centre's budgets and management accounts include a threshold showing shutdown costs and threshold showing the level of three months operating costs. As 2020 was the Centre's first full year of financial independence from its parent charity it was a major priority to build core reserves up to the level of three months run rate. This goal was achieved, and the trustees have set a target of extending reserves by the end of 2021. Trustees have also resolved that by the end of 2021 a proportion of the reserves be classified as a trustees' reserve fund accessible only with board approval.

Risk management

The trustees have identified how and where risks should be managed and mitigated.

Under duty of prudence, the trustees have ensured that: the charity is and will remain solvent; charitable funds and assets are used reasonably, and only in furtherance of the charity's objects; undertaking activities that might place the charity's funds, assets or reputation at undue risk is avoided and special care when investing the funds of the charity, or borrowing funds for the charity to use is taken into consideration.

Under duty of care, the trustees have ensured that they seek external professional advice on all matters where there may be material risk to the charity, or where the trustees may be in breach of their duties is considered.

PLANS FOR FUTURE PERIODS

2021 will be another year of growth and development for the Centre. In 2020 the Centre consolidated its foundation, developed its funding relationships, built a small reserve fund, and demonstrated impact in pursuit of its mission. Despite the pandemic, this gives the Centre a launchpad to expand its influence within the world of sport and deliver impact for affected groups. In practical terms this means a concerted effort on (1) Strategy and Programmes; (2) Governance; and (3) Operations:

1. Strategy and Programmes:

A) Launching a new strategic plan for 2021-2024;
B) Advancing engagement with sports bodies and mega-sporting event hosts;
D) Developing initiatives to drive engagement with the Centre;
E) Building out the remedy programme to make a tangible contribution to the structural challenges in access to remedy by those affected by sport;
F) Deeping engagement and developing projects in relation to the 2026 FIFA World Cup;
G) Delivering an online Sporting Chance Forum for the first time;
H) Convening timely and challenging conversations on critical issues in sport with the intention of making rights-based progress - for example on participation of transgender and intersex people in sport.
I) Developing a Centre strategy for Gender and for LGBTI rights.

2. Governance

A) Transitioning the control of the charity (from having IHRB as its sole member) to being controlled by a newly established Swiss Association with an independent board of directors, which is likely to lead to a new board of trustees being appointed to govern the charity during 2021;
B) Adopting a new code of conduct and suite of policies to set the highest standards and expectations for those that work for and with the Centre;
C) Undertaking a process to search for a potential successor as chair to Mary Robinson;
D) Embedding a commitment to inclusion and diversity at all levels of the Centre.

3. Operations:

A) Continuing to expand the team by adding expertise in (i) Partnerships and Innovation (ii) Operations and Governance; (iii) Mega-Sporting Events; (iv) Remedy; (v) Gender.
B) Taking practical steps to establish entities in countries where the Centre has a number of staff so as to enable the Centre to employ those staff, and to raise funds in those jurisdictions; primarily the United States, and possibly also the Netherlands.
C) Continue a major focus on People and Culture to work on the Centre's values and internal culture.

In terms of major thematic focus areas for the year ahead, the Centre has identified five key major issues:

1. Responding to COVID-19: The impacts of the COVID-19 pandemic on sport have been severe, from its finances to its wider societal outcomes. Stadiums have been empty, athletes have been training and competing in isolation, or not at all. Many people, especially children and youth, have lost opportunities to participate in sport. The pandemic has changed the face of sport, and its effects will be felt for years to come. As long as the pandemic lasts, sport will be played mainly behind closed doors and workarounds such as frequent testing of athletes and league "bubbles" will continue. COVID-19 has set in motion key trends for 2021 and beyond. These include:
(a) Expanding digital engagement - Sports bodies and leagues were pivoting online before the pandemic as more fans turned to streaming platforms over live TV or physical attendance. The pandemic will accelerate this trend as sports bodies explore creative ways to engage fans digitally. It is also likely to change revenue models for sports that rely on ticket sales, such as women's football.

(b) Increasing scrutiny of government sport spending - COVID-19 has made painfully clear how women's sport or sport for persons with disabilities among others are critically underfunded. As sport's financial recovery begins next year, more attention will be directed at where governments spend limited financial resources.
(c) Continuing access to sport - The economic collapse and loss of jobs threaten people's access to sport and physical fitness. This can be seen in funding cuts, particularly for grassroots and sport for development programmes. Loss of funding will hit children particularly hard as they are often the main beneficiaries of programmes and so long-term effects may not be fully known for several years.
(d) Addressing long-term impacts of COVID-19 - The effects of the virus on people's health over time are still largely unknown with stories of "long Covid", relapses and difficulty getting back to everyday life. This has potentially serious implications for athlete health and performance in the years ahead.

2. Confronting Athlete Abuse: Abuse scandals across sport made headlines this year. Protecting the safety, dignity and wellbeing of athletes will remain a major topic for 2021. A particular focus is likely to be improved structures for reporting and investigating abuse, with calls for greater independence and better understanding of how to support and include survivors and victims. Responding to more allegations of horrific and widespread sexual abuse of girls and young women by some of football's most established and senior figures, FIFA announced a consultation process "with the objective of establishing an independent, multi-sports, multi-agency international entity to investigate abuse cases in sports". While an encouraging step, such initiatives need to ensure broad-based consultations that are independent and fit for purpose, and active ongoing involvement of human rights experts and other stakeholders alongside sporting entities to help keep athletes safe.

3. Taking on sportswashing: With greater state investment into sports clubs, and events taking place in countries with poor human rights records, scrutiny will continue over where ownership, broadcasting and sponsorship dollars come from. Examples include the attempt by the Saudi Public Investment Fund to takeover Newcastle United FC, and the Kingdom ramping up its hosting of sporting events including boxing, golf, and more recently, being added to the F1 Grand Prix Circuit. All this despite the government's deplorable human rights record. China continues to bid for major events, despite a worsening human rights situation and Belarus, which was set to host the Ice Hockey World Championships, has actively targeted and arrested high-profile athletes for speaking out against the government in this summer's protests. For 2021 and beyond this means:
(a) Human rights due diligence in awarding hosting rights - Bidding for sporting events should be open to all, but that should not mean countries can bypass accountability and criticism. Sports bodies need to do due diligence and hold host countries and cities accountable.
(b) Increased scrutiny for sports financing - The attempted Newcastle United takeover raised significant questions on who should own clubs and it is unlikely to be the last time such an attempt is made. Scrutiny on owners should also be extended to broadcasters and sponsors.
(c) Stronger use of leverage by key actors in sport - Broadcasters and sponsors should conduct their own due diligence in relation to their agreements to provide financing to sport events, and work to ensure the rights of people are upheld where events are held. Sponsors and broadcasters also have significant leverage with respect to hosts and organisers and can be important stakeholders to open dialogue on human rights issues.

4. Ensuring Rights Respecting E-Sports: While 2020 was marked by many sports being unable to host events, the E-sports industry has seen significant growth in numbers of people participating and gaming options. This development will continue in 2021. Sports governing bodies are adapting to the change in platform possibilities. The landscape will start to look different as federations look to repeat the success of digital activations like the Virtual Tour de France. A report from Oxford University suggested that playing video games could have a positive impact on a person's well-being. Where E-sport is concerned, however, greater understanding of the human rights implications is still needed, and the establishment of standards to protect players and spectators is an urgent challenge. In 2021, new tools and resources are needed to safeguard children while playing and in ways that provide necessary data protections. Children's views must be sought to identify where protection gaps exist beyond the important attention to the commercial sexual exploitation of children.

5. Supporting Athlete Activism and Freedom of Expression: The past 12 months has brought athlete activism into sharper focus, especially for a new generation. Professional athletes are increasingly taking a stand in organised and coordinated ways on issues that impact them and wider society. High profile examples have included taking the knee at the start of Premier League football matches, and social justice messages on NBA jerseys. Athletes including Naomi Osaka and Lewis Hamilton have added their voices to the Black Lives Matter movement, and Marcus Rashford has highlighted challenges facing low-income children during the pandemic. 2021 will see the postponed Tokyo Olympics, but the IOC will also need to make a decision on amendments to Rule 50, which currently prohibits "demonstration or political, religious or racial propaganda". All sport organisations have a responsibility to ensure that athletes' fundamental rights, including freedom of expression, are respected and in ways that ensure respect for the rights and reputations of others. Many organisations have begun consultations with athletes on this issue and will finalise new rule recommendations by early 2021. These reforms will likely bring significant changes in the way athletes view their platform and how they use it.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, Memorandum and Articles of Association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of new trustees

During 2020 the trustees were Rae Lindsay, Ron Popper and Frances House, Tim Soutar, and Moya Dodd. Rae Lindsay resigned in October 2020. The Centre's trustees are responsible for the governance of the charity and ensure that the Centre pursues the objects for which it was founded. Trustees have been selected based on their professional experience and expertise.

Trustees are required to declare any possible conflicts of interest and are therefore unlikely to hold decision-making positions in mainstream business or government during their tenure with the Centre. When recruiting for a new trustee, the Board will make a selection with the aim of having a balanced, well-informed, and effective trustee body that undertakes proper governance of the Centre. Individuals who are passionate about the Centre's purpose and aims and can bring relevant experience and knowledge to enhance the effectiveness of the charity will be sought out.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

The Centre is chaired by Mary Robinson (former President of Ireland and former UN High Commissioner for Human Rights). The Centre's Deputy Chair is John Morrison (Chief Executive, IHRB). The Centre's four trustees are named above on page 12 and below on page 15 .

Trustee meetings take place at least four times a year, usually by phone; though there were fifteen trustee meetings in 2020. The trustees are regularly informed of financial matters, the progress of the Centre towards its charitable objects, and the success of relevant outputs and impacts relating to the Centre's activities. The Chief Executive reports to the board of trustees and runs the Centre on a day-to-day basis. The Chief Executive and Deputy Chief Executive consult the trustees on key and strategic decisions and ultimately to manage the Centre team. The trustees are advised by a Governance Committee comprised of the trustees and:

- G. Di Cola (International Labour Organisation)
- R. Friedmann (Swiss Federal Department of Foreign Affairs)
- D. Grevemberg (Commonwealth Games Federation)
- T. Noonan (International Trade Union Confederation)
- B. Schwab (World Players Association)
- M. Thorns (International Organisation of Employers)
- L. Wendland (Office of the UN High Commissioner for Human Rights)
- M. Worden (Human Rights Watch)

The board of trustees is also advised by a multi-stakeholder Advisory Council comprising 44 member organisations. Through the Advisory Council the Centre brings together an unprecedented alliance of intergovernmental organisations, governments, sports bodies, athletes, hosts, sponsors, broadcasters, civil society representatives, trade unions, and employers and their associations. These organisations have come together united in the understanding that there is a generation of work to be done to fully align the world of sport with the fundamental principles of human dignity, human rights, and labour rights. The Advisory Council provides the Centre with guidance on strategic matters and helps to set the priorities for the Centre's activities.

The Centre's team is led by Mary Harvey. A lifelong athlete, Ms Harvey enjoyed an 8-year career with the US Women's National Soccer Team, winning the inaugural FIFA Women's World Cup in 1991 and Olympic Gold in 1996. A former senior executive at FIFA (2003-2008), Ms Harvey was responsible for the human rights components of the successful United bid for the 2026 World Cup.

The Centre's core staff (employees and consultants working on at least a 50% basis with the Centre) during 2020 were:

- M. Harvey (Chief Executive) (Employee, Switzerland)
- W. Rook (Deputy Chief Executive) (Employee, United Kingdom)
- D. Rozga (Head of Child Rights) (Consultant, United States)
- G. Battaglia (Head of Policy and Outreach) (Employee, Switzerland)
- S. Stevenson (Head of Safeguarding and Protection) (Consultant, United States)
- A. Biscoe (Progammes and Partnerships Manager) (Employee, Switzerland)
- M. Stone (Communications Manager) (Employee, United Kingdom)
- C. Magras (Administrator and Events Officer) (Employee, United Kingdom)
- J. Randall (Communications Officer) (Consultant, Spain)
- M. Diakite (Office Administrator) (Consultant, France)

STRUCTURE, GOVERNANCE AND MANAGEMENT

The core staff were supported by the following team members working on a fractional or intermittent basis:
- S. Jerbi (Senior Advisor) (Consultant, Switzerland)
- D. Heerdt (Projects Officer) (Consultant, Netherlands)
- D. Rutherford (Special Advisor) (Consultant, New Zealand)
- A. Farkas Karageorgos (Child Rights Advisor) (Consultant, United States)
- L. Amis (Special Advisor) (Consultant, United Kingdom)
- T. Prado (Child Rights and Gender Advisor) (Consultant, Brazil)
- K. Craig (Special Advisor) (Consultant, United Kingdom)
- M. Gibbs (Special Advisor) (Consultant, Switzerland)
- D. Alfrey (Legal and Governance Advisor) (Secondment from Clifford Chance LLP, United Kingdom)

IHRB also provided the Centre will some staff time to provide continuity as the Centre built its own capacities, namely from:
- J. Morrison (Chief Executive, IHRB)
- H. St. Dennis (Head of Communications, IHRB)
- V. Bissessur (Head of Operations, IHRB)

The Centre also benefited from the pro bono support of a number of unremunerated Special Advisors:
- O. Maiyegun
- A. Sparrow
- M. Zalaznik

The Centre annually reviews the salary levels for its key management personnel using the job market in order to be competitive with professional roles in the international NGO sector. Pay reflects the need to attract and retain staff with the leadership, experience, skills and knowledge required to contribute to the work of a dynamic and influential charity. Salary levels also reflect responsibilities and performance. Employees are paid with a salary at least in line with guidance from the Campaign for a Living Wage.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
11422595 (England and Wales)

Registered Charity number
1187647

Registered office
Railview Lofts
19c Commercial Road
Eastbourne
East Sussex
BN21 3XE

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020

Trustees
R J D Popper
F B House
L R Lindsay (resigned 28.10.20)
T Soutar (appointed 28.4.20)
M Dodd (appointed 12.5.20)

Auditors
Myrus Smith
Statutory Auditors
Norman House
8 Burnell Road
Sutton
Surrey
SM1 4BW

Bankers
NatWest Bank Plc
96 Terminus Road
Eastbourne
East Sussex
BN21 3LX

Accountants
LMDB Accountants
Railview Lofts
19c Commercial Road
Eastbourne
East Sussex
BN21 3XE

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Centre For Sport and Human Rights Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 23/3/21 FBH. 5/4/21 and signed on its behalf by:

Frances House

F B House - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

Opinion

We have audited the financial statements of Centre For Sport and Human Rights Limited (the 'charitable company') for the year ended 31 December 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance on the actual and potential litigation and claims, and also any instances of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- Professional scepticism in course of the audit and with audit sampling in material audit areas.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF CENTRE FOR SPORT AND HUMAN RIGHTS LIMITED

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

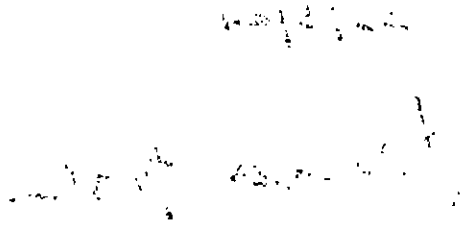
Stephen Jones FCA (Senior Statutory Auditor)
for and on behalf of Myrus Smith
Statutory Auditors
Norman House
8 Burnell Road
Sutton
Surrey
SM1 4BW

Date: 9. 4. 2021

CENTRE FOR SPORT AND HUMAN RIGHTS
LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	Unrestricted fund £	Restricted fund £	2020 Total funds £	2019 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	789,621	809,502	1,599,123	670,156
EXPENDITURE ON					
Raising funds	4	12,258	-	12,258	2,452
Charitable activities	5				
Sport and human rights		319,620	787,380	1,107,000	630,141
Total		331,878	787,380	1,119,258	632,593
NET INCOME		457,743	22,122	479,865	37,563
RECONCILIATION OF FUNDS					
Total funds brought forward		(136,667)	174,230	37,563	-
TOTAL FUNDS CARRIED FORWARD		321,076	196,352	517,428	37,563



The notes form part of these financial statements

CENTRE FOR SPORT AND HUMAN RIGHTS
LIMITED (REGISTERED NUMBER: 11422595)

BALANCE SHEET
31 DECEMBER 2020

	Notes	Unrestricted fund £	Restricted fund £	2020 Total funds £	2019 Total funds £
FIXED ASSETS					
Tangible assets	12	5,694	-	5,694	4,047
CURRENT ASSETS					
Debtors	13	254,410	121,382	375,792	43,616
Cash at bank		166,612	74,970	241,582	198,017
		421,022	196,352	617,374	241,633
CREDITORS					
Amounts falling due within one year	14	(105,640)	-	(105,640)	(208,117)
NET CURRENT ASSETS		315,382	196,352	511,734	33,516
TOTAL ASSETS LESS CURRENT LIABILITIES		321,076	196,352	517,428	37,563
NET ASSETS/(LIABILITIES)		321,076	196,352	517,428	37,563
FUNDS	16				
Unrestricted funds				321,076	(136,667)
Restricted funds				196,352	174,230
TOTAL FUNDS				517,428	37,563

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on .....23/3/21..... and were signed on its behalf by:

.....
F B House - Trustee

The notes form part of these financial statements

CENTRE FOR SPORT AND HUMAN RIGHTS
LIMITED

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	2020 £	2019 £
Cash flows from operating activities			
Cash generated from operations	1	210,358	33,496
Net cash provided by operating activities		210,358	33,496
Cash flows from investing activities			
Purchase of tangible fixed assets		(4,056)	(6,070)
Net cash used in investing activities		(4,056)	(6,070)
Cash flows from financing activities			
Increase/(Decrease) in group creditors		(162,737)	170,591
Net cash (used in)/provided by financing activities		(162,737)	170,591
Change in cash and cash equivalents in the reporting period		43,565	198,017
Cash and cash equivalents at the beginning of the reporting period		198,017	-
Cash and cash equivalents at the end of the reporting period		241,582	198,017

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2020

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2020	2019
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	479,865	37,563
Adjustments for:		
Depreciation charges	2,409	2,023
Increase in debtors	(332,176)	(43,616)
Increase in creditors	60,260	37,526
Net cash provided by operations	210,358	33,496

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.20	Cash flow	At 31.12.20
	£	£	£
Net cash			
Cash at bank	198,017	43,565	241,582
	198,017	43,565	241,582
Total	198,017	43,565	241,582

The notes form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

1. STATUTORY INFORMATION

CSHR Limited is a private company, limited by guarantee, registered in England and Wales.

The company's registered office address is:
Railview Lofts,
19c Commercial Road,
Eastbourne,
East Sussex,
BN21 3XE.

In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic Ireland', the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2019. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value.

Preparation of the accounts on a going concern basis
The trustees are not aware of any material uncertainties about the charity's ability to continue as a going concern.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Grant income is recognised when there is formal offer of funding communicated in writing to the charity which does not relate wholly to future accounting periods.

The value of donated services are recognised at their open market value in the period in which they are receivable as incoming resources, where the benefit to the charity can be reliably measured. An equivalent amount will be included as expenditure under the relevant heading in the Statement of Financial Activities.

Donations are recognised on a receivable basis (where there are no performance-related conditions) where the receipt is probable and the amount can be reliably measured.

continued...

2. ACCOUNTING POLICIES - continued

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs
All costs are allocated between expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned according to time spent on each activity during the period.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 15% on reducing balance
Computer equipment	- 33% on cost

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Foreign currencies
Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

continued...

2. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits

Pension costs are allocated to activities on the same basis as set out in the allocation and apportionment of costs policy stated above. Pension costs and liabilities are allocated to restricted and unrestricted reserves based on the allocation of labour time to the charities various funds.

Financial instruments
Financial assets and financial liabilities are recognised in the balance sheet when the charity becomes a party to the contractual provisions of the instrument.

Trade and other debtors and creditors are classified as basic financial instruments and are initially measured at initial recognition at transaction price. Debtors and creditors are subsequently measured at amortised cost using the effective interest rate method. A provision is established when there is objective evidence that the company will not be able to collect all amounts due. Cash and cash equivalents are classified as basic financial instruments and comprise cash at bank and short-term bank deposits with an original maturity of three months or less which are an integral part of the charity's cash management.

Financial liabilities issued by the company are classified in accordance with the substance of the contractual arrangements entered into and meet the definitions of a financial liability.

Financial assets are de-recognised when:
- the contractual rights to the cash flows from the financial asset expire or are settled; or
- the charity transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
- the charity despite having retained some but not all significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are de-recognised only when the obligation specified in the contract is discharged, cancelled or expires.

3. DONATIONS AND LEGACIES

	2020	2019
	£	£
Business donations	167,091	73,406
Foundation grants	611,192	498,829
Government grants	310,947	97,921
Sports body donations	509,893	-
	1,599,123	670,156

The conditions attached to the recognised government grants of £310,947 (2019 - £97,921) are that the funds have been provided to support the wider activities of the charity rather than specific projects. Funds received must be utilised within specified grants periods.

continued...

4. RAISING FUNDS

Raising donations and legacies

	2020	2019
	£	£
Consultancy	6,129	2,452
Wages	6,129	-
	12,258	2,452

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 6)	Support costs (see note 7)	Totals
	£	£	£
Sport and human rights	927,408	179,592	1,107,000

6. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2020
	£
Staff costs	456,918
Consultancy	305,727
Reports & other communications	51,282
Other costs	113,481
	927,408

7. SUPPORT COSTS

	Management	Finance	Information technology	Governance costs	Totals
	£	£	£	£	£
Sport and human rights	156,940	1,473	18,679	2,500	179,592

continued...

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2020	2019
	£	£
Auditors' remuneration	2,500	2,500
Depreciation - owned assets	2,410	2,023

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2020 nor for the year ended 31 December 2019.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2020 nor for the year ended 31 December 2019.

10. STAFF COSTS

	2020	2019
	£	£
Wages and salaries	455,724	52,788
Social security costs	43,302	5,050
Other pension costs	30,197	9,693
	529,223	67,531

The key management personnel of the charity comprise the trustees, the Chief Executive Officer and her deputy. The total employee benefits of the key management personnel of the charity were £341,601 (2019 - £101,980). Included within total employee benefits are sums recharged to the charity by its parent company in respect of the Chief Executive.

Under FRS 102, employee benefits include gross salary, benefits in kind, employer's social security and employer pension costs.

The average monthly number of employees during the year was as follows:

	2020	2019
Staff	5	1

continued...

10. STAFF COSTS - continued

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2020	2019
£80,001 - £90,000	1	-
£240,001 - £250,000	1	-
	2	-

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	64,834	605,322	670,156
EXPENDITURE ON			
Raising funds	2,452	-	2,452
Charitable activities			
Sport and human rights	199,049	431,092	630,141
Total	201,501	431,092	632,593
NET INCOME/(EXPENDITURE)	(136,667)	174,230	37,563
TOTAL FUNDS CARRIED FORWARD	(136,667)	174,230	37,563

continued...

12. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 January 2020	-	6,070	6,070
Additions	1,843	2,214	4,057
At 31 December 2020	1,843	8,284	10,127
DEPRECIATION			
At 1 January 2020	-	2,023	2,023
Charge for year	92	2,318	2,410
At 31 December 2020	92	4,341	4,433
NET BOOK VALUE			
At 31 December 2020	1,751	3,943	5,694
At 31 December 2019	-	4,047	4,047

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020 £	2019 £
Trade debtors	236,246	43,616
Other debtors	224	-
Accrued income	121,382	-
Prepayments	17,940	-
	375,792	43,616

continued...

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020	2019
	£	£
Trade creditors	47,598	10,579
Amounts owed to group undertakings	7,854	170,591
Social security and other taxes	8,128	8,625
Accrued expenses	3,397	18,322
Deferred income	38,663	-
	105,640	208,117

There was no deferred income brought forward from 2019 to be released during the year.

Deferred income as at 31 December 2020 comprises a donation received in the period of $50,000. The donation was made for activities in 2021.

15. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2020	2019
	£	£
Within one year	3,949	-
Between one and five years	12,835	-
	16,784	-

16. MOVEMENT IN FUNDS

	At 1.1.20	Net movement in funds	At 31.12.20
	£	£	£
Unrestricted funds			
General fund	(136,667)	457,743	321,076
Restricted funds			
Sport and human rights	174,230	22,122	196,352
TOTAL FUNDS	37,563	479,865	517,428

continued...

16. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	789,621	(331,878)	457,743
Restricted funds			
Sport and human rights	809,502	(787,380)	22,122
TOTAL FUNDS	1,599,123	(1,119,258)	479,865

Comparatives for movement in funds

	At 1.1.19 £	Net movement in funds £	At 31.12.19 £
Unrestricted funds			
General fund	-	(136,667)	(136,667)
Restricted funds			
Sport and human rights	-	174,230	174,230
TOTAL FUNDS	-	37,563	37,563

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	64,834	(201,501)	(136,667)
Restricted funds			
Sport and human rights	605,322	(431,092)	174,230
TOTAL FUNDS	670,156	(632,593)	37,563

continued...

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.19 £	Net movement in funds £	At 31.12.20 £
Unrestricted funds			
General fund	-	321,076	321,076
Restricted funds			
Sport and human rights	-	196,352	196,352
TOTAL FUNDS	-	517,428	517,428

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	854,455	(533,379)	321,076
Restricted funds			
Sport and human rights	1,414,824	(1,218,472)	196,352
TOTAL FUNDS	2,269,279	(1,751,851)	517,428

Unrestricted funds represent monies given to the charity without restrictions.

Restricted funds represent monies given to the charity for a particular activity as follows:

Centre for Sport and Human Rights: Human rights in the context of sporting events (FIFA World Cup, Olympic Games etc).

continued...

17. RELATED PARTY DISCLOSURES

Institute for Human Rights & Business Limited
Parent company

As at 31 December 2020 the subsidiary owed the parent company £7,854 (2019 - £170,591).