



GLOBAL INTEGRITY UNIT

Annual Report 2024

Published January 31, 2025

In accordance with Article 4(p) of the Terms of Reference for the World Taekwondo Global Integrity Unit (GIU), we present the Annual Report for 2024, summarizing the activities and key accomplishments of the GIU over the past year.

www.worldtaekwondo.org



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PRESIDENT'S MESSAGE



President Dr. Chungwon Choue

“Integrity lies at the heart of harmony.”

Dear Members of the World Taekwondo Family,

As we reflect on 2024 and look ahead to the opportunities and challenges of 2025, I am reminded of our motto for the coming year: Harmony Brings Glory. This simple message captures the essence of what we strive to achieve—not just on the field of play, but in every corner of our organization.

Integrity lies at the heart of harmony. It is the foundation of trust, respect, and collaboration among athletes, coaches, officials, and stakeholders. It ensures that every decision we make is guided by fairness, every action by transparency, and every relationship by mutual respect. The World Taekwondo Global Integrity Unit (GIU) is the guardian of these principles, advancing our mission to uphold the highest standards of governance, safeguarding, and ethical conduct.

In 2024, its inaugural year, the GIU made significant strides. From the introduction of the Integrity Framework and Integrity Pledges for International Referees and MNA Officials to the launch of the PMC Certification

Program and the establishment of a comprehensive Risk Assessment process, the GIU has demonstrated World Taekwondo's commitment to protecting the values that unite our global Taekwondo family.

As we embark on a new year, let us continue to prioritize harmony as the guiding principle for our work. We can surmount any challenge when we stand together, united by our shared values and a collective determination to do what is right. Integrity is not just a requirement; it is our responsibility to the athletes who inspire us, the fans who believe in us, and the future generations who will inherit this legacy.

Together, as a global family, let us demonstrate that Harmony Brings Glory—not only in competition but in the integrity with which we conduct ourselves every day.

Yours in Taekwondo,

Chungwon Choue

Dr. Chungwon Choue
President World Taekwondo



➤ FOREWORD BY GIU HEAD

As the founding head of the Global Integrity Unit (GIU), it is an honor to present the inaugural Annual Report for the year 2024.

The GIU's mission is to safeguard the principles of integrity, transparency, and accountability that lie at the heart of our sport. In pursuit of this mission, the unit has made tangible progress, as outlined in this report. These achievements are the result of the invaluable contributions of the individuals listed in these pages, as well as many others whose dedication and support have been instrumental in bringing the GIU to life.

I am especially grateful to our President, Dr. Chungwon Choue; the World Taekwondo Council; and the members of the MRD and Technical Commissions, as well as the Integrity and Juridical Committees, for their steadfast guidance and encouragement. I also want to acknowledge the hardworking WT staff and regional officers, whose efforts and dedication were vital in supporting the work of establishing the GIU and making its progress possible.

This past year has been one of laying foundations. We have made meaningful strides, from launching key components of the GIU's framework to initiating proof-of-concept operations. Yet, we remain acutely aware that this is only the beginning.

Building the GIU's intended infrastructure—its rules, policies, and resources—will require at least another year or two, and even more time will be needed for the unit to fully realize its potential. Addressing the complex challenges of integrity in international sports is no small task, and we approach this work with both determination and humility.

I extend my heartfelt thanks to everyone who has contributed their time, expertise, and unwavering commitment to this important endeavor. Your efforts have been pivotal in helping the GIU take its first steps. I also ask for your continued patience and support as we navigate the path ahead, steadily working toward a comprehensive and enduring culture of integrity across the World Taekwondo ecosystem.

The road forward will undoubtedly be challenging, but it is also filled with promise. With shared purpose and a steadfast commitment to our values, I am confident that we can meet these challenges together and build a stronger, more resilient World Taekwondo.

Sincerely,

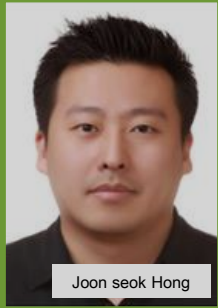



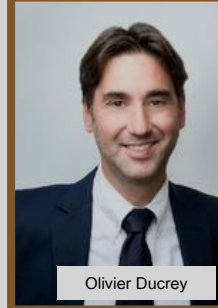
Corbin Min






Corbin Min
Head of GIU



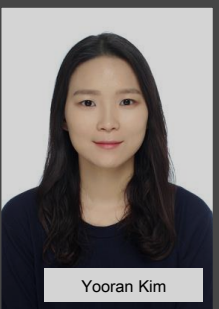


Global Integrity Unit

 Corbin Min Head of GIU	Integrity Committee Members →	 Jean-Marie Ayer	 Sharon Jewell	 Sungwhan Kim	 Farima Shah
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 Young Hun Koh	 Kristof Szucs	Juridical Committee Members →	 Jason Pfeffer	 Lorenza Mel	 Stephen Hess
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 Joon seok Hong	 Noa Shamida	 Prince Nwafuru	 Benjamin F. Hughes	Independent Hotline Manager →	 Olivier Ducrey
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Regional Officers →	 Henri Randriamandrato	 Rani Ortega	 Fresia Pérez	 Denzil Ray	 Nellys L. Rios
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World Taekwondo Coordinators →	 Myungwon Lee	 Claudia Cardenas	 Yooran Kim	 Jeongwon Park	 Asifa Ali
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Background and Mission

Integrity in sport is built on a foundation of fair play, transparency, respect, safety, inclusivity, and zero tolerance for corruption. As an Olympic International Federation, World Taekwondo believes that fostering a culture of integrity is vital for maintaining the trust and respect of fans, athletes, stakeholders, and the broader global community.

A culture of integrity ensures that athletes can compete in a safe environment and on a level playing field. It provides confidence to members that decisions are made impartially and in the best interests of our sport. It also assures sponsors and stakeholders that they partner with a trustworthy, reliable organization.

The WT Global Integrity Unit (GIU) was established to safeguard and promote the highest standards of integrity within World Taekwondo, both on and off the field of play. Its mission encompasses key areas such as safeguarding, dispute management, ethical conduct, and compliance. By championing these principles, the GIU ensures that WT continues to lead by example in governance and integrity within the global sports community.



Activities and → Highlights 2024

01

Governance & Reporting

02

Education & Capacity-Building

03

Risk Assessment

04

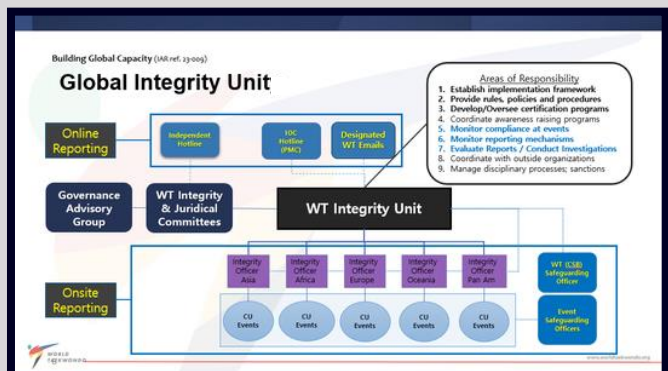
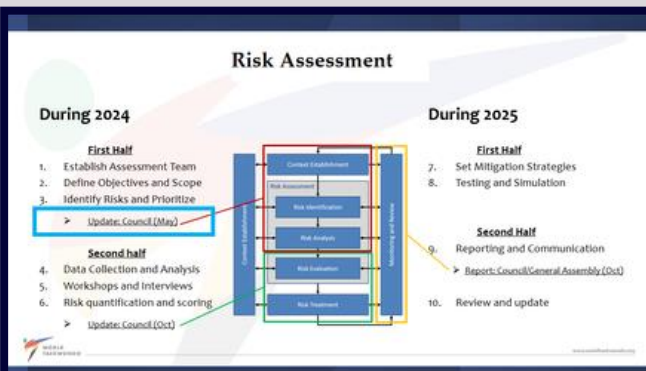
Integrity Framework & Rules Harmonization

05

Dispute Management & Case Handling

06

Event Monitoring & Oversight



39 MEETINGS

January

Jan 24, **WT Integrity & Juridical Committee Joint**

February

Feb 07, **WT GIU Onboarding**

Feb 20, **IOC Safe Sport Unit**

Feb 21, **Technical Officials Code of Conduct Working Group**

Feb 26, **Paris 2024 Integrity Officer (Nadin Dawani)**

Feb 27, **Risk Assessment Working Group**

Feb 29, **WT GIU Independent Monitor (Olivier Ducrey)**

March

Mar 4, **WT GIU Independent Monitor (Olivier Ducrey)**

Mar 6, **Technical Officials Code of Conduct Working Group**

Mar 20, **WT Integrity & Juridical Committee Joint**

Mar 19, **Technical Officials Code of Conduct Working Group**

Mar 21, **WT GIU Independent Monitor (Olivier Ducrey)**

Mar 26, **Risk Assessment Working Group**

April

Apr 02, **Technical Officials Code of Conduct Working Group**

Apr 23, **Risk Assessment Working Group**

Apr 25, **WT Integrity & Juridical Committee Joint**

May

May 13, **IOC Safe Sport & PMC Training (Muju – Coaches & Referees Training Camp for Paris 2024)**

May 27, **WT Governance Advisory Group Meeting**

May 30, **WT Integrity & Juridical Committee Joint**

June

Jun 05, **WT Governance Advisory Group Meeting**

Jun 13, **Global Integrity Framework - (Regional Integrity Officers)**

Jun 19, **Global Integrity Framework - (Regional Integrity Officers)**

Jun 26, **WT Governance Advisory Group Meeting**

Jun 27, **Risk Assessment Working Group**

July

Jul 01, **Integrity Rules Harmonization**

Jul 08, **GIU Rollout Working Group**

Jul 18, **WT Integrity & Juridical Committee Joint**

Jul 23, **Technical Officials Code of Conduct Working Group**

Jul 29, **GIU Rollout Working Group**

August

Aug 02, **Integrity Rules Harmonization**

Aug 06, **Integrity Rules Harmonization**

Aug 12, **Integrity Rules Harmonization**

Aug 19, **GIU Rollout Working Group**

Aug 20, **Technical Officials Code of Conduct Working Group**

Aug 28, **Risk Assessment Working Group**

September

Sep 05, **WT Integrity & Juridical Committee Joint**

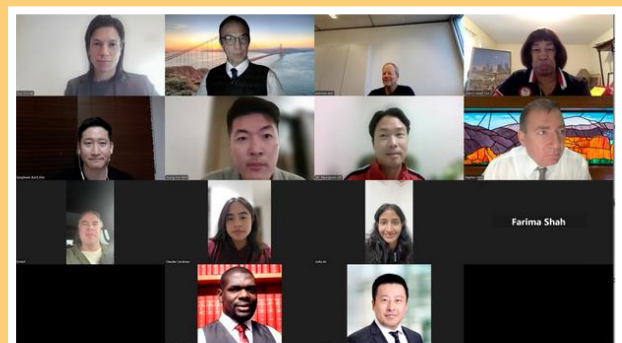
Sep 11, **GIU Rollout Working Group**

October

Oct 24, **WT Integrity & Juridical Committee Joint**

December

Dec 10, **WT Integrity & Juridical Committee Joint**



Screenshot captured during the last meeting.

01

Governance and Reporting

Transparency and accountability are the cornerstones of effective governance. Throughout 2024, the GIU regularly briefed the World Taekwondo Council and General Assembly (GA) to provide key updates on its initiatives, ensuring alignment with WT's mission and reinforcing a culture of integrity across the organization. In doing so, GIU also regularly engaged and sought advice from relevant WT Committees.



Key highlights include:

Regular Reporting to Leadership: Delivered comprehensive updates to the Council and GA on critical topics such as risk assessments, integrity pledges, safeguarding advancements, and the progress of working group initiatives, e.g., WT Council Integrity Awareness Report.

General Assembly Introduction: Officially introduced the GIU's role and activities at the General Assembly in September, showcasing its contributions to strengthening governance and ethical practices within World Taekwondo.

Promoting Accountability: Enhanced organizational transparency by consistently briefing leadership on the GIU's achievements, challenges, and ongoing priorities, fostering a collaborative and informed decision-making process.



02

Education and Capacity-Building

Education and capacity-building lie at the heart of the GIU's mission to foster a global culture of integrity within World Taekwondo. In 2024, the GIU implemented targeted training programs, workshops, and certifications to equip stakeholders with the skills, knowledge, and tools needed to uphold WT's governance, safeguarding, and ethical conduct standards. These initiatives strengthened the foundation for a transparent, safe, and accountable Taekwondo community worldwide by empowering individuals and organizations.

Highlights include:

Integrity Officer Workshop: Held in Lausanne on October 28-29, this workshop enhanced the expertise of regional GIU Officers, and prepared them to lead integrity initiatives within their respective regions. The workshop includes discussions with the IOC Prevention of Competition Manipulation (PMC) unit, International Partnership against Corruption in Sport (IPACS), and Association of Summer Olympic International Federations (ASOIF).

PMC Certification Program: In partnership with the IOC, this program certified 1247 individuals globally, raising awareness and capacity to prevent competition manipulation (PMC).



Safeguarding and PMC Education:

Delivered a joint education program in Muju, Korea, in collaboration with the IOC. This initiative prepared International Referees (IRs) and coaches for the Paris 2024 Olympic Games by focusing on safeguarding and PMC best practices.



32

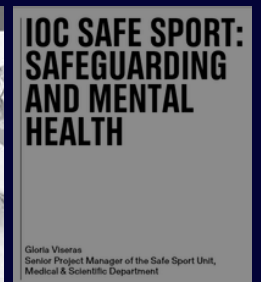
→ Coaches

58

→ Member National Associations

26

→ International Referees from 26 Countries



Safeguarding Officer Certification:

Sponsored 13 individuals to complete the IOC/Sport Oracle Safeguarding Officer in Sport certification, building expertise to address safeguarding challenges across WT's global network.

13



Members Competition Supervisory Board (CSB)

- Tom Stammer
- Anne Chase
- Noa Shmida

World Taekwondo Secretariat

- Corbin Min
- Myungwon Lee
- Claudia Cardenas
- Yooran Kim
- Jeongwon Park

Continental Union (CU) Representatives

- Denzil Ray (OTU)
- Fresia Perez (ETU)
- Rani Ortega (ATU)
- Nellys L. Rios (PATU)
- Henri Randriamandrato (AFTU)



WT GIU officers in front of Taekwondo statue at Olympic museum. From left Nellys L. Rios, Tom Stammer, Fresia Pérez, Myungwon Lee, Corbin Min, and Claudia Cardenas.

03

Risk Assessment

Proactive risk management is a cornerstone of effective governance and integrity. In 2024, the GIU initiated a comprehensive risk assessment process, laying the groundwork for identifying and mitigating risks that could impact World Taekwondo's operations, events, and activities. This foundational work is crucial for ensuring that WT remains resilient despite potential challenges while fostering a culture of accountability and preparedness. The full assessment will be completed by the end of 2025, paving the way for sustainable governance and risk mitigation improvements. The GIU also identified common risks shared by other international sports federations and incorporated them into its risk assessment for WT activities.

Highlights 2024 include:

Risk Management Policy: The GIU oversaw the development and adoption of WT's first Risk Management Policy, establishing a structured approach to:

- Identify potential risks associated with WT's activities, events, and operations.
- Evaluate and prioritize risks based on their impact and likelihood.
- Develop strategies and implement measures to mitigate identified risks.
- Establish a continuous monitoring and review process to adapt to evolving risks.

Risk Assessment Framework: Following the policy's adoption, the GIU developed a risk assessment framework that provides a systematic structure for evaluating organizational risks and serves as the foundation for addressing critical challenges across WT's global activities.



04

Integrity Framework and Rules Harmonization



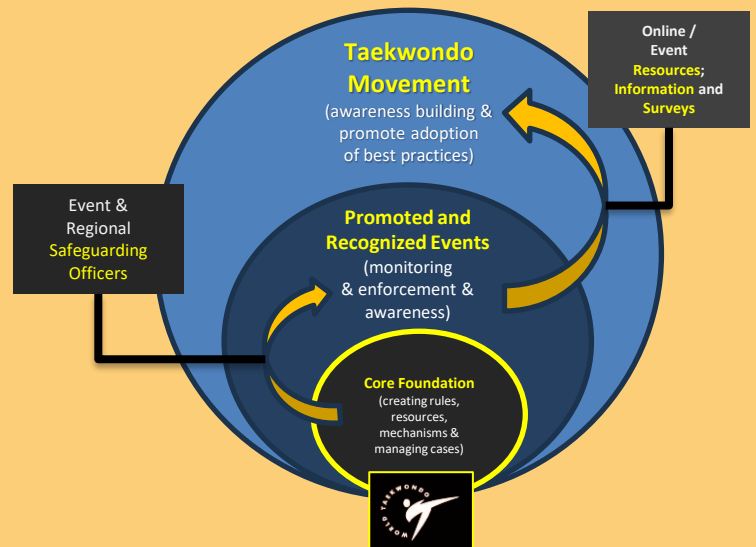
A strong integrity framework is essential for fostering trust and accountability at every level of World Taekwondo. In 2024, the GIU made significant strides in advancing WT's integrity standards by aligning policies and procedures with global best practices. The GIU ensured a more consistent and unified approach to managing integrity-related challenges by adopting the IOC's Three Spheres concept and implementing harmonized rules. These initiatives aim to create a safer, more transparent, and ethically driven Taekwondo community while positioning WT as a global leader in governance and integrity.

Highlights 2024 include:

Adoption of the IOC's Three Spheres Concept: Implemented this framework for assessing and promoting integrity through three key dimensions: WT as an organization, as the owner of events, and as the leader of the Taekwondo Movement.

Establishment of the Integrity Framework: Developed a comprehensive framework for managing integrity initiatives, with a focus on education, monitoring, and enforcement.

Harmonization of Integrity Rules: Began the process of aligning integrity-related rules to eliminate inconsistencies and overlaps, ensuring clarity and coherence across WT's policies.



Collaboration with Continental Unions: Actively partnered with Continental Unions to appoint Regional Integrity Officers who are instrumental in developing cross-organizational integrity standards. This collaboration fosters a unified, global approach to education and awareness while enhancing efforts to identify and address key risks.

Organizational Safeguarding Policy Update: Together with the Regional Integrity Officers, conducted a comprehensive review and update of WT's safeguarding policy. These updates reinforce WT's unwavering commitment to athlete safety and well-being, ensuring robust safeguarding measures across the organization.



05

Dispute Management and Case Handling

Effective dispute management and case handling are vital to maintaining trust and confidence in World Taekwondo's governance. In 2024, the GIU implemented significant improvements to its case management processes, ensuring that disputes and concerns were addressed with fairness, transparency, and accountability. Through enhanced reporting systems, streamlined procedures, and independent oversight, the GIU reinforced WT's commitment to integrity and impartiality, while empowering stakeholders to voice concerns in a safe and confidential manner.

Concerns Addressed: In 2024, the GIU responded to 118 concerns, ensuring fair and transparent review processes. Not all concerns led to formal investigations, and not all investigations resulted in official cases. This reflects the GIU's focus on addressing disputes efficiently and appropriately. Concerns outside WT's jurisdiction or without a clear cause of action were screened out, with priority given to mediation or other mutually agreed resolutions whenever possible. (See next page for more details.)



Improved Reporting and Transparency: To enhance transparency, the GIU introduced classifications, tracking tags, and detailed breakdowns of concerns and cases. These improvements clarify the nature of concerns addressed and their outcomes, enabling WT to refine its internal processes and educate stakeholders more effectively. This reduces inappropriate submissions and enhances the efficiency and impact of dispute resolution efforts.



Triage Policy: Established a triage policy to streamline and enhance the handling of integrity concerns, ensuring resources are allocated efficiently and concerns are prioritized based on severity and urgency.



Independent Reporting Hotline: Rolled out a confidential reporting hotline monitored by a Switzerland based attorney. Appearing in the new integrity section of the WT website, this reporting line provides a secure and independent channel for reporting concerns, thereby enhancing accountability and trust.



REPORTING

Effective reporting mechanisms provide athletes and other stakeholders with a means to take action to safeguard the integrity of Taekwondo. The following frameworks for reporting aim to identify and resolve issues of wrongdoing in sport.

- To report on doping-related cases, access the [International Testing Agency \(ITA\) Reporting Platform](#).
- To report suspicious approaches or activities related to competition manipulation, access the [International Olympic Committee \(IOC\) Integrity Hotline](#) or send an email to WT at pmc@worldtaekwondo.org.
- To report on incidents of harassment and/or abuse, access the [International Olympic Committee \(IOC\) Integrity Hotline](#). You can also [download the Safeguarding Reporting Form](#) and send it to safeguarding@worldtaekwondo.org
- To raise your concerns confidentially and directly via an independent integrity hotline monitored by the Swiss-based law firm TIMES Attorneys, send an email to: reporting@worldtaekwondo.org
- To report on other integrity related matters, contact us at integrity@worldtaekwondo.org.

Important considerations:

Confidentiality: Your identity will not be disclosed to persons beyond those responsible for investigating your report, without your explicit consent.

Anonymity: You can choose to remain anonymous when reporting, and that decision will be respected. However, sharing certain information about yourself may enhance the ability to investigate and address the situation you have reported.



Integrity reporting page snapshot from WT website.

118 CONCERNS

Breakdown by Categories and Sub-Categories

Categories

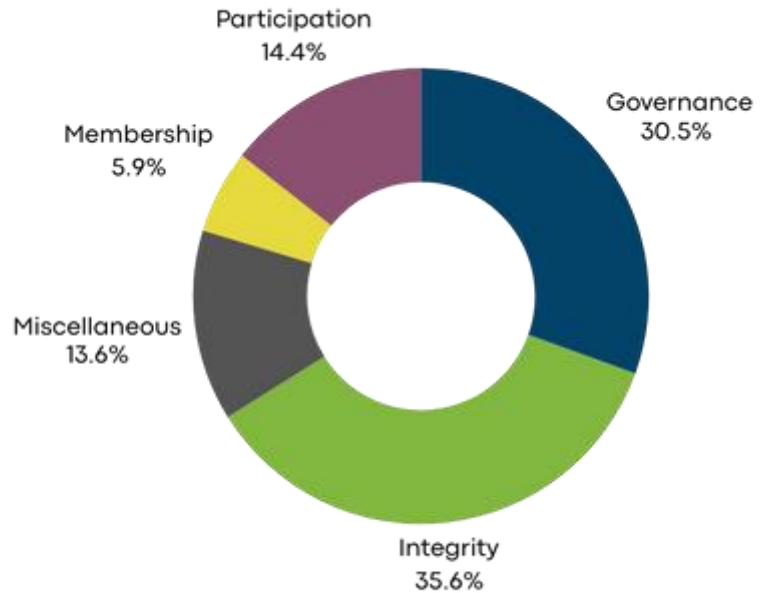
Participation 17

Membership 7

Miscellaneous 16

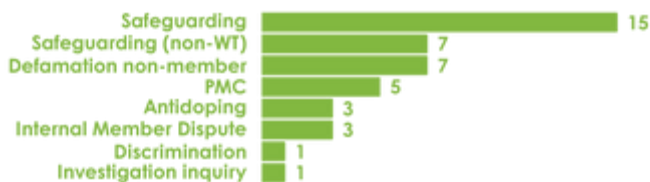
Governance 36

Integrity 42



Sub-Categories

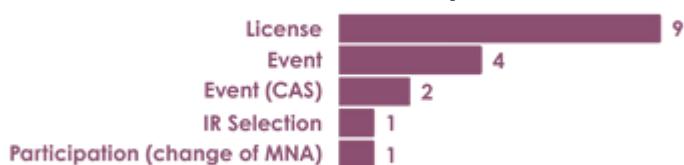
Integrity 42



Governance 36



Participation 17



Miscellaneous 16



Membership 7



06

Event Monitoring and Oversight

Maintaining high integrity standards during events is crucial to fostering trust, safety, and fair play in the Taekwondo community. In 2024, the GIU began playing an active role in ensuring compliance with safeguarding and governance principles across a variety of key events, including elections, championships, and the Taekwondo event at the Paris 2024 Olympic Games. By deploying trained Integrity Officers, providing critical support to stakeholders, and promoting safeguarding awareness, the GIU strengthened World Taekwondo's commitment to transparency, accountability, and athlete well-being on a global stage.

Highlights 2024 include:

CTU Elections Oversight

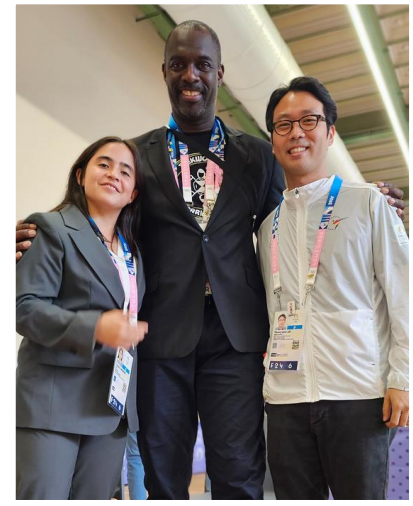
Monitored the Commonwealth Taekwondo Union (CTU) elections to ensure compliance with WT integrity standards, promoting fairness and transparency in the electoral process.



From left; Myungwon Lee, Corbin Min, Stephen Hess, Claudia Cardenas and Fresia Pérez.

Paris 2024 Olympic Games –Taekwondo Event

Deployed three Integrity Officers to the Taekwondo event at the Paris Olympics to provide safeguarding and PMC (Prevention of Competition Manipulation) support, safeguarding athletes and ensuring adherence to the highest integrity standards.



WT Safeguarding coordinator Claudia and PMC coordinator Myungwon with Nadin Dawani, Prince Feisal Al Hussein, and Pascal Gentil at OG Paris 2024.

Chuncheon 2024 World Taekwondo Junior Championships

Monitored safeguarding compliance during the event in Chuncheon and conducted targeted safeguarding awareness campaigns to educate stakeholders on best practices and WT policies.

Introduced Officers' Badges and shared information flyers to provide clear guidance on utilizing our confidential reporting platforms.



PREVIEW OF 2025

Elections and Governance Oversight

In 2025, a major focus will be overseeing WT's quadrennial elections, which will take place during the General Assembly in October. This will involve a comprehensive process, starting with redrafting the election-related bylaws to ensure they reflect current best practices. We will support the Ad-Hoc Elections Committee in the candidate application and screening process, ensuring transparency and fairness. Additionally, on-site monitoring during the elections will be crucial to maintaining the integrity of the process. Beyond the elections, we will also complete the Risk Assessment and manage the process for selecting the committees, which will serve as a foundation for future governance reviews.



Policy Development and Code Updates

The year 2025 will also see the rollout of several critical policies and updates. One of the highlights is the introduction of the Event Safeguarding Policy, which will be a mandatory requirement for host city bids starting in 2026. We will also focus on updating the Codes of Conduct for key roles within WT, including members of the CSB, GMS, and medical officials. This is part of a broader effort to enhance the roles and responsibilities of committees, which will be strengthened through targeted reviews and restructuring.

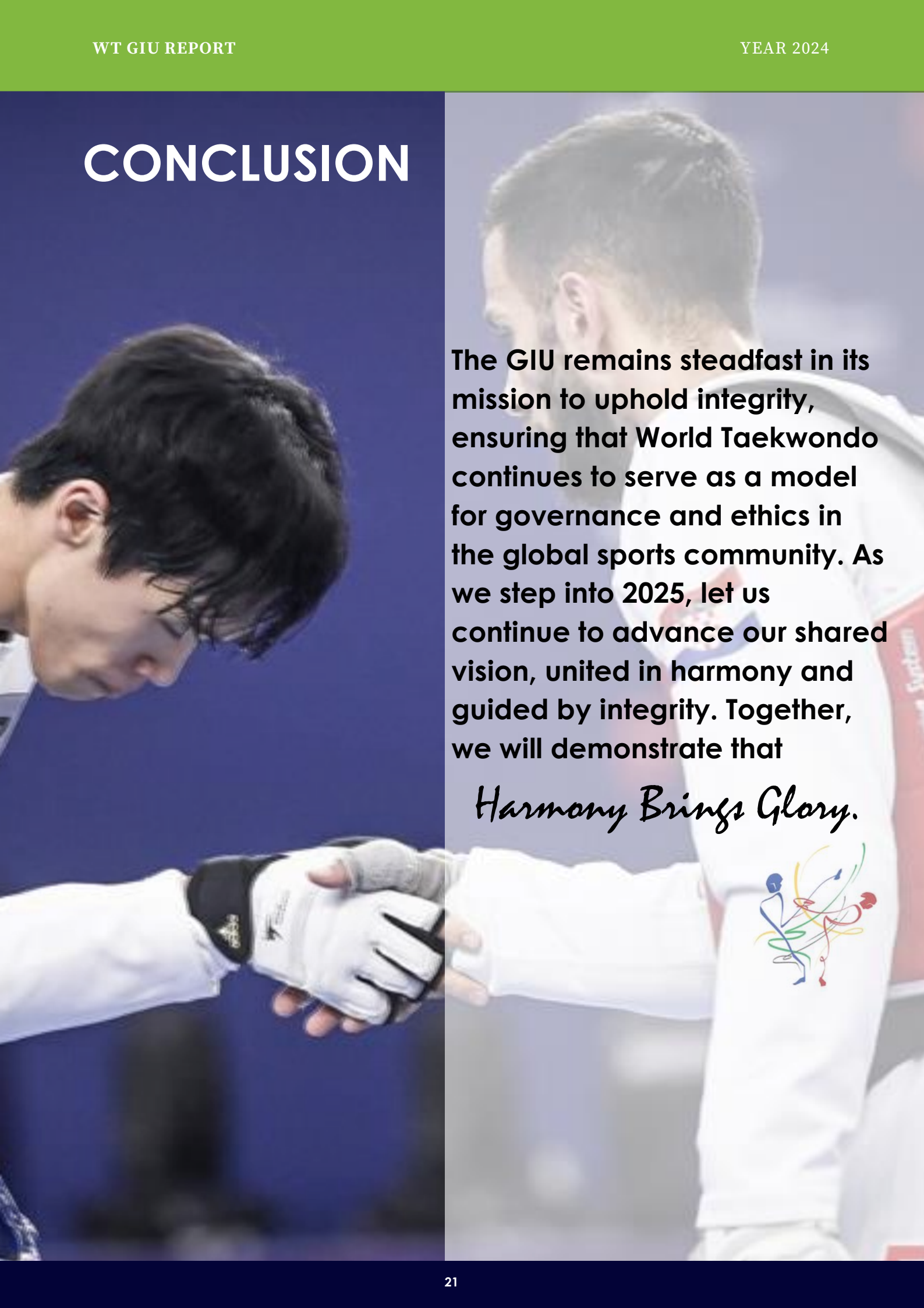


Education and Capacity-Building

Education and capacity-building remain central to our work. A significant initiative will be the expansion of the PMC Certification Program, alongside other integrity-related educational initiatives that aim to raise the level of awareness and understanding within our community. In addition, we will onboard and train CU Integrity Officers, ensuring they are fully integrated into the global integrity framework. Workshops and regional training programs will also be conducted, providing key stakeholders, including Integrity Officers, with the tools and knowledge to support their roles effectively.



CONCLUSION

A photograph of two taekwondo athletes in white gis shaking hands. The athlete on the left is wearing a white gi with a black Adidas logo on the sleeve and a white glove. The athlete on the right is wearing a white gi with a colorful logo on the sleeve. The background is a blurred blue and white.

The GIU remains steadfast in its mission to uphold integrity, ensuring that World Taekwondo continues to serve as a model for governance and ethics in the global sports community. As we step into 2025, let us continue to advance our shared vision, united in harmony and guided by integrity. Together, we will demonstrate that

Harmony Brings Glory.

