

SHAPING THE FUTURE FOR CLEAN SPORT

ANNUAL REPORT 2015



**WORLD
ANTI-DOPING
AGENCY**
play true

play true

THE WORLD ANTI-DOPING AGENCY
**OUR MISSION IS TO LEAD A
COLLABORATIVE WORLDWIDE
CAMPAIGN TO PROTECT
THE CLEAN ATHLETE.**

WADA was established in 1999 as an international, independent agency equally composed of and funded by the Sport Movement and Governments of the world. Our key activities include scientific research, education, development of anti-doping capacities, investigations, and monitoring of the World Anti-Doping Code—the document harmonizing anti-doping policies in all sports and all countries.

How does one characterize a year that was both an affirmation of all that is good in sport, while also being one that brought to light some of the most appalling examples of corruption, collusion and extensive doping practices the world has seen to date?

The public's confidence in sport was shattered in 2015 like never before. First there were allegations of widespread, systematic doping in Russian Athletics in the ARD documentary that aired mid-December 2014. Then in August 2015, ARD and The Sunday Times made new allegations regarding widespread doping in international athletics linked to the International Association of Athletics Federations (IAAF).

These scandals undermined faith in sport leadership and the trust placed in what should be shining examples of the custodians of clean sport.

Athletes and millions of sports fans worldwide demanded answers. Everyone looked to WADA, as the leading voice of anti-doping in sport in the protection of clean athletes — and rightly so.

I can say with confidence that WADA acted swiftly at each juncture, in line with the rules of the 2015 World Anti-Doping Code (Code), which came into force on 1 January.

INDEPENDENT COMMISSION INVESTIGATION

In December 2014, WADA immediately appointed a three-person Independent Commission (IC), which formally initiated its investigation on 1 January 2015. In August, WADA referred the IAAF-related allegations to the IC, which urgently extended its investigation.



“EVERYONE LOOKED TO WADA, AS THE LEADING VOICE OF ANTI-DOPING IN SPORT IN THE PROTECTION OF CLEAN ATHLETES— AND RIGHTLY SO.”

Led by IC Chair Richard Pound, the Commission delivered the first of two extensive investigative reports in November 2015 (the second report followed in January 2016). WADA took immediate action on key recommendations made, starting with the formation of an independent Compliance Review Committee and internal Task Force to pursue specific IC recommendations.

Related outcomes as of year-end 2015 included: provisional suspension of the Moscow Laboratory and permanent removal of its director; IAAF's provisional suspension of the All-Russia Athletic Federation; and declaration of non-compliance of the Russian Anti-Doping Agency (RUSADA).

As of the release of this Annual Report, additional definitive actions will have been taken, and will continue to be taken.

2015 CODE

The 2015 Code on the whole gives the anti-doping community real power, if used effectively. The enhancements to the Code provide us with significant possibilities to detect doping, deter athletes and prevent future generations from doping.

The 2015 Code provides for longer and tougher four-year sanctions for first-time cheats; it encourages smarter testing not least under the Technical Document for Sport Specific Analysis (TDSSA); it stresses enhanced values-based education. And, yes, the new Code puts a much greater emphasis on intelligence-led inquiries.

Let us reflect on a few of the result management outcomes stemming from the rule changes:

- Several four-year sanctions — removing the athlete from an entire Olympic cycle.
- 30-plus athletes sanctioned through Athlete Biological Passport (ABP) cases — with more than 90 cases since the ABP's 2009 launch, just one indication of its weight.
- Approximately 850 rule violations in 2015 — meaning 850 dopers do not even making the starting line.

The Code offers quality-based changes that WADA and its stakeholders can collectively use to protect clean athletes. We at WADA will continually guide our partners in the anti-doping community to realize the full potential of the Code.

COMPLIANCE

WADA has been engaged in a prolonged effort to ensure that all stakeholders are 'rule' compliant; in other words, they have rules that are in line with the 2015 Code. Our collaborative work with these organizations throughout the year is reflected in the pages of this report.

In May 2015, we were able to announce that all the International Federations were rule compliant. In November, we turned our attention to a small number of National Anti-Doping Organizations (NADOs) that were not rule compliant. In almost every case this was due to a failure to complete the appropriate regulatory process in their country.

A small number of those NADOs were given until 18 March 2016 to complete these processes. There were three NADOs declared non-compliant for use of non-accredited laboratories. We believe that a period of 28 months since the acceptance of the Code in Johannesburg is a more than sufficient period of time to complete this process.

2015 CODE

SEVERAL

4-YEAR SANCTIONS

REMOVING THE ATHLETE FROM
AN ENTIRE OLYMPIC CYCLE.

30+

ATHLETES SANCTIONED
THROUGH ATHLETE BIOLOGICAL
PASSPORT (ABP) CASES

90+

CASES SINCE THE PASSPORT'S 2009 LAUNCH

JUST ONE INDICATION
OF ITS WEIGHT.

APPROXIMATELY

850

RULE VIOLATIONS—MEANING
850 DOPERS DO NOT EVEN
MAKE THE STARTING LINE.

Our Compliance Review Committee, a group of independent, highly knowledgeable people who made important recommendations on non-compliance to WADA's Foundation Board, has conducted much of the regulatory work and assistance.

When all stakeholders are rule compliant — which is the first step — WADA is instructed by its Foundation Board to use the Compliance Review Committee and the processes they have developed to focus on the quality of anti-doping programs. Anti-Doping Organizations, wherever they may be situated, are encouraged to be more efficient and more effective in their principal purpose: the protection of clean athletes.

To ensure that this is conducted efficiently, we have achieved ISO Accreditation for the process so that quality anti-doping programs can flourish, and so that the rules are knowingly and properly applied. This accreditation process will enhance standards across the whole anti-doping community.

2015 IN PERSPECTIVE

One journalist characterized 2015 as “a year of sports scandals with a silver lining.” As a ‘glass half-full’ man, I find that is an apt assessment — given that with adversity, comes opportunity.

2015 brought unprecedented global media exposure to WADA, anti-doping and the need to protect clean athletes.

“LET US MAINTAIN THE VALUES THAT ALL SPORT LOVERS WANT TO SEE, AND LET US SEIZE THESE TIMES OF ADVERSITY BY TURNING THEM INTO OPPORTUNITY.”

As disconcerting as they may be, these revelations also provide opportunities — by identifying weaknesses in the anti-doping system. With knowledge of these weaknesses, we can resolutely set things right through robust anti-doping programs.

This news coverage helped broaden the public's understanding of the contribution made by WADA and the clean sport movement, and also led to a call that more be done on all fronts.

Our own Athlete Committee, supported by athletes of many sports around the world, was vocal in asking WADA to extend its actions, influence and abilities. We hear their voice. There are opportunities for us — WADA, Government and the Sport Movement — to step up, together, to shape the future for clean athletes.

The 2015 Code gave us the power to investigate, and WADA used that power to the fullest. However, we need Governments to put the appropriate legislation in place so that law enforcement agencies can investigate fully, and so that information can be shared freely and effectively. This is an expectation under Code Article 22.

We also need the Olympic Movement and Governments to accept that more funding is necessary to ensure that efficient anti-doping is conducted across all sports, all disciplines and all countries.

The IC represented \$1.5 million of WADA's 2015 budget of approximately \$27.5 million annual operating budget. WADA as an organization punches well above its weight on this budget, but we must pick our battles based on hard evidence. If full-blown investigations are to become the norm, then we must of course seriously explore greater funding for our community.

There have been calls for a slice of the millions in sport television revenue to be contributed to anti-doping. This is a bold idea, and I put it to the leading sport federations and broadcasters: now is the time to look at this seriously.

Let us maintain the values that all sport lovers want to see, and let us seize these times of adversity by turning them into opportunity. We all want the same thing after all, and that is clean sport.

On a closing note, I wish to acknowledge and thank David Howman for his valuable contribution to WADA, including 13 years as Director General. David, who stepped down from WADA on 30 June 2016, is a loyal proponent of clean sport who shaped today's WADA and set us well on the course for the future.

We are fortunate to have a strong successor in Olivier Niggli, who assumed the role of Director General on 1 July 2016. With well over a decade's experience in anti-doping, most recently as WADA's Chief Operating Officer, Olivier has a deep knowledge of WADA's business and strategy; and, has leadership qualities that will continue to strengthen the Agency's position as the global leader of clean sport.



SIR CRAIG REEDIE
President



- 1 On 11 December 2014, WADA launched the IC to investigate the validity of allegations of doping practices; corrupt practices around sample collection and results management; and, other ineffective administration of anti-doping processes that implicated Russia, the IAAF, RUSADA, the accredited laboratory in Moscow, athletes, coaches, trainers, doctors, and other members of athletes' entourages. This portion was reported on 9 November 2015.
- 2 On 14 January 2016, the IC released its second Report, which confirmed WADA's view that the "leaked database" was incomplete; and that, the alleged "suspicious blood values" could not be considered as instances of doping. However, the IC's extended investigation also uncovered evidence of bribery and corruption, strongly recommending the IAAF's new leadership address these internal issues to restore trust in athletics.

As WADA and the clean sport movement have matured over the years, we have become more resolute in our mission and our reach has become farther and wider.

Our ability to protect the world's clean athletes grows stronger and stronger, thanks to an ever-expanding network of global partners united in the pursuit to catch dopers and dedicated to shaping the future for clean athletes.

In a year that saw the revised World Anti-Doping Code and International Standards come into effect — themselves products of close collaboration — I would like to highlight some of the partnership activities that occurred in 2015 in support of these new rules and practices.

ATHLETES

Prior to 2005, there was no official WADA Athlete voice. Over the past decade WADA's Athlete Committee has continued to gain influence.

In 2015, the Athlete Committee played more of a leading role in anti-doping than ever before, starting with the prominence of the Committee at our ADO Symposium in late March.

WADA devoted an entire Symposium session to the influence of athletes, entourage and the media to show that these groups — outside the conventional rule-makers — are seen as central to clean sport thinking in the future.

Those at the Symposium witnessed — through a special interview with whistleblower Betsy Andreu (a tireless clean sport advocate who helped expose the extent of doping in professional cycling); and, a panel session with the WADA Athlete Committee — athletes talking about the importance of speaking up against doping.



“OUR ABILITY TO PROTECT THE WORLD'S CLEAN ATHLETES GROWS STRONGER AND STRONGER, THANKS TO AN EVER-EXPANDING NETWORK OF GLOBAL PARTNERS ”

EDUCATION

WADA and the Canadian Centre for Ethics in Sport partnered to deliver the 2015 Values-Based Education Conference, bringing together researchers, experts and Anti-Doping Organizations to discuss how to enhance education programs as an effective deterrent to doping in sport.

Participants committed to investing more financial and human resources to values-based education, and pledged to convene before 2018 to examine the state of this important and essential driver in the fight against doping in sport.

INDUSTRY

Our partnerships with pharmaceutical companies offer a 'win-win' solution for both the anti-doping and pharmaceutical communities. This partnership assures WADA is alerted to pipeline products with the potential to be abused by athletes, giving us a head start in the development of detection methods to help stay one step ahead of the cheats.

For our part, WADA is able to exchange information with these companies on substances that are being abused by athletes—and are not being used for legitimate medical reasons, as was the original purpose. These relationships also allow us to track the illegal sources of production and the trafficking of those drugs.

In 2015, the Agency signed a Memorandum of Understanding with the Innovative Medicines Initiative and formalized an agreement with AbbVie.

WADA, together with the Japanese Ministry of Education, Culture, Sports, Science and Technology, the Japanese



“EVIDENCE IS RIFE THAT DOPING ATHLETES WILL GO TO UNTHINKABLE LENGTHS TO FIND SHORTCUTS TO SUCCESS.”



Anti-Doping Agency and UNESCO, co-hosted the 2nd International Conference on the Pharmaceutical Industry and the Fight Against Doping. Under the lens New Development for Clean Sport and Society, Public Authorities and Governments joined private biotech and pharmaceutical institutions to communicate on strategies to minimize doping in sport and society as a whole.

INVESTIGATIONS

Evidence is rife that doping athletes will go to unthinkable lengths to find shortcuts to success.

Similar to partnerships in the pharmaceutical industry, WADA teams up with law enforcement and customs agencies around the world to share information that stops prohibited substances from getting in to the wrong hands—which as we know not only includes elite athletes, but high school students (for strength and vanity) and even older generations (for anti-aging). The new Code highlights this as a responsibility for all proponents of clean sport.



Sharing information between law enforcement, customs agencies and the anti-doping community allows WADA to reach those who are illegally producing, counterfeiting, trafficking, and administering the banned substances and putting them into the hands of athletes.

The revised Code provides answers to this very challenge by highlighting the need to share and gather information, and by expressly stating the need for authorities to cooperate with anti-doping agencies conducting investigations.

In May 2015, INTERPOL issued a global alert for a potentially lethal illicit drug used as a dieting and bodybuilding aid, based on testing conducted by a WADA-accredited laboratory.

In September, WADA and NADO investigators concluded a successful partnership with Europol, the U.S. Drug Enforcement Administration and several other international law enforcement agencies. Operations Underground and Cyber-Juice led to the dissolution of major criminal operations manufacturing and trafficking performance enhancing drugs in China, Europe and the United States.

Criminal prosecutions underway in France and Monaco stem in part from the work conducted by international law enforcement under the Independent Commission investigation.

RESEARCH

Funds procured from governments, the International Olympic Committee (IOC) and other stakeholders, help WADA make great strides in science and social science, including an effective



“WADA HAS CONTINUED TO EVOLVE BY LISTENING, LEARNING AND ACTING IN FULL COLLABORATION WITH ITS STAKEHOLDER PARTNERS.”

new screening technique for gene doping achieved in late 2015 under a WADA-sponsored research project.

A number of countries made significant contributions to the Special Research Fund, which were matched by the IOC. Two collaborative research funds were established with the Partnership for Clean Competition, a non-profit organization founded by the U.S. Olympic Committee, the National Football League, Major League Baseball, and the U.S. Anti-Doping Agency.

TESTING

The first year of the Technical Document for Sport Specific Analysis (TDSSA) yielded impressive results, with a significant increase in the number of sports receiving analysis for the prohibited substances within the scope of the TDSSA (erythropoiesis stimulating agents, growth hormone and growth hormone releasing factors), and a significant increase in the number of testing authorities conducting such testing — ultimately providing greater protection to the clean athletes and enhancing deterrence levels.

As an extension to the annual Testing Figures Report, WADA issued its first global report on anti-doping rule violations (ADRVs) by sport, discipline and testing authority. The report reveals that 1,953 sanctions were levied for ADRVs committed in 2013. The sanctions were handed out to athletes and athlete support personnel from 115 countries in 89 sports, following tests performed in 2013 and other non-analytical investigations concluded that same year.

The annual Testing Figures Report and ADRVs Report represent the most comprehensive set of doping statistics to-date, and will be of great value to the anti-doping community's efforts to protect clean athletes in every country around the world.

TRANSITION

I conclude my tenure on 30 June as WADA's Director General with a sense of fulfillment for all that has been accomplished since the Agency's humble beginning back in 1999; and, a sense of pride in our legacy and, in particular, the team that will carry on the clean sport mission.

WADA has evolved by listening, learning, adjusting, and acting in full collaboration with its partners.

I have confidence that the Agency will continue to do so under Olivier Niggli's leadership. WADA and clean sport are at a pivotal stage... the world is watching as we shape the future for clean sport.

DAVID HOWMAN
Director General

ANTI-DOPING RULE VIOLATIONS

(ADRVs)

1,953

SANCTIONS WERE LEVIED
FOR ADRVs THAT WERE
COMMITTED IN 2013.

THE SANCTIONS WERE
HANDLED OUT TO ATHLETES
& ATHLETE SUPPORT
PERSONNEL FROM

115

COUNTRIES

89

SPORTS

FOLLOWING TESTS
PERFORMED IN 2013 &
OTHER NON-ANALYTICAL
INVESTIGATIONS THAT
WERE CONCLUDED
THAT SAME YEAR.

EXECUTIVE COMMITTEE

Chairman

SIR CRAIG REEDIE
IOC Vice President
United Kingdom

Vice Chairman

REV. DR. MAKHENKESI STOFILE
South African Ambassador
to Germany
South Africa

[Deceased 15 August 2016]*

OLYMPIC MOVEMENT

IOC Representative

MR UGUR ERDENER
IOC Member,
President WA (archery)
Turkey

Association of National Olympic Committees (ANOC) Representative

MR EDUARDO DE ROSE
President, PASO Medical
Commission
Brazil

Association of Summer Olympic International Federations

(ASOIF) Representative

MR FRANCESCO RICCI BITTI
President, ASOIF
Italy

SportAccord Representative

MR GIAN FRANCO KASPER
IOC Member, President FIS
(ski)
Switzerland

IOC Athletes Commission Representative

MR TONY ESTANGUET
IOC Member, IOC Athletes
Commission
France

PUBLIC AUTHORITIES

Europe Representative

MS THORHILD WIDVEY
Minister of Culture
Norway

Africa Representative

MR ALAIN MICHEL LOBOGNON
Minister for the Promotion
of Youth, Sports and Leisure
Côte d'Ivoire
(January – May)

MR ALBERT FRANÇOIS AMICHIA
Minister for the Promotion
of Youth, Sports and Leisure
Côte d'Ivoire
(June – December)

The Americas Representative

MR MICHAEL GOTTLIEB
Assistant Deputy Director
White House Drug Policy Office
Executive Office of the President
USA

Asia Representative

MR HIDEKI NIWA
State Minister of Education,
Culture, Sports, Science
and Technology
Japan
(January – October)

MR TSUTOMU TOMIOKA
State Minister of Education,
Culture, Sports, Science
and Technology
Japan
(November – December)

Oceania Representative

MR JONATHAN COLEMAN
Minister of Sport and Recreation
New Zealand

* Sadly, on 15 August 2016, Dr. Stofile passed away following an illness. The Agency is grateful for his invaluable contribution to the evolution of WADA.

FOUNDATION BOARD

Chairman

SIR CRAIG REEDIE
United Kingdom

Vice Chairman

REV. DR. MAKHENKESI STOFILE
South Africa
[Deceased 15 August 2016]

OLYMPIC MOVEMENT

IOC Representatives

MR PATRICK BAUMANN
IOC Member, Secretary General
FIBA (basketball)
Switzerland

MR JOSEPH BLATTER
IOC Member, President FIFA
(football)
Switzerland
(January – September)

MR NENAD LALOVIC
IOC Member, President United
World Wrestling (wrestling)
Serbia
(October – December)

MR ROBIN MITCHELL
IOC Member, President Oceania
National Olympic Committees
Fiji

MR RICHARD W. POUND
IOC Member
Canada

ANOC Representatives

MS RANIA ELWANI
Egypt

MR FABIO PIGOZZI
President, International
Federation of Sports Medicine
Italy

MR ANDREY KRYUKOV
Executive Board Member,
Kazakhstan National
Olympic Committee
Republic of Kazakhstan

MS BECKIE SCOTT
Canada

ASOIF Representatives

MR TAMAS AJAN
IOC Member, President IWF
(weightlifting)
Hungary

MR UGUR ERDENER
Turkey

MR FRANCESCO RICCI BITTI
Italy

SportAccord Representative

MR GIAN FRANCO KASPER
Switzerland

Association of International Olympic Winter Sports Federations (AIOWF) Representative

MR ANDERS BESSEBERG
President IBU (biathlon)
Norway

IOC Athletes Commission Representatives

MS CLAUDIA BOKEL
IOC Member, Chair, IOC
Athletes Commission
Germany

MS KIRSTY COVENTRY
IOC Member, IOC Athletes
Commission
Zimbabwe

MR ADAM PENGILLY
IOC Member, IOC Athletes
Commission
United Kingdom

MR TONY ESTANGUET
France

FOUNDATION BOARD

International Paralympic Committee (IPC)

Representative

MR TONI PASCUAL
Chairman, IPC Anti-Doping Committee
Spain

Public Authorities

Member States of the European Union Representatives

MR CHRIS AGIUS
Hon. Parliamentary Secretary for Research, Innovation, Youth and Sport
Malta

MR ROMAIN SCHNEIDER
Minister of Sports
Grand Duchy of Luxembourg

MR PHILIPPE MUYTERS
Flemish Minister for Work, Economy, Innovation and Sports
Belgium

Council of Europe Representatives

MS GABRIELLA BATTAINI-DRAGONI
Deputy Secretary General, Council of Europe
Italy

MR PAVEL KOLOBKOV
Deputy Minister of Sport
Russian Federation

Africa Representatives

MR THAPELO OLOPENG
Minister of Youth, Sport and Culture
Botswana

MR BLAISE LOUEMBE
Minister of Youth and Sports
Gabon

MR ABDISA YADETA MULETA
Commissioner, Federal Sports Commission
Ethiopia
(January – September)

MR REDWAN HUSSEIN
Minister of Youth and Sport
Ethiopia
(October – December)

The Americas Representatives

MR BAL GOSAL
Minister of State (Sport)
Canada
(January – October)

MS CARLA QUALTROUGH
Minister of Sport and Persons with Disabilities
Canada
(November – December)

MR RAMON ORTA RODRIGUEZ
President of the Central American and Caribbean Council of Sport (CONCECADE)
Puerto Rico

MS NATALIA RIFFO
President of the South American Sport Council (CONSUDE)
Chile

MR MICHAEL GOTTLIEB
USA

Asia Representatives

MR TIAN XIAO
Deputy Minister, General Administration of Sport
China
(January – August)

MR YINGCHUAN LI
Assistant Minister, General Administration of Sport
China
(September – December)

MR HIDEKI NIWA
Japan
(January – October)

MR TSUTOMU TOMIOKA
Japan
(November – December)

MR CHONG KIM
Vice Minister of Culture, Sports and Tourism
Republic of Korea

MR MOHAMMED SALEH AL KONBAZ
President, Saudi Arabian Anti-Doping Committee
Saudi Arabia

Oceania Representatives

MR JONATHAN COLEMAN
New Zealand

MS SUSSAN LEY
Minister for Sport
Australia

WADA MANAGEMENT



DAVID HOWMAN ⁽¹⁾
Director General



OLIVIER NIGGLI ⁽²⁾
Chief Operating Officer
and General Counsel



ROB KOEHLER ⁽³⁾
Senior Director,
Education and
NADO/RADO Relations



FRÉDÉRIC DONZÉ ⁽⁴⁾
Director, European
Regional Office
and International
Relations



MARÍA JOSÉ
PESCE CUTRI
Director,
Latin America
Regional Office



KAZUHIRO HAYASHI
Director,
Asia/Oceania
Regional Office



CATHERINE MACLEAN
Director,
Communications



DR. OLIVIER RABIN
Senior Director,
Science



TIM RICKETTS
Director,
Standards and
Harmonization



RODNEY SWIGELAAR
Director,
Africa Regional Office



DR. ALAN VERNEC
Director, Medical

1 Stepped down 30 June 2016

2 Assumed Director General
role 1 July 2016

3 Assumed Deputy Director General
role 1 April 2016

4 Assuming Chief Operating Officer
role 3 October 2016

ORGANIZATIONAL OVERVIEW

WADA BY THE NUMBERS

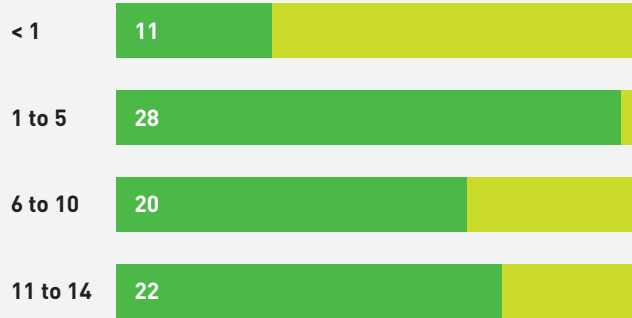
The World Anti-Doping Agency employs 81 dedicated and capable individuals who collaborate day-in and day-out with their global partners in the clean sport movement.

Staff at WADA's Montreal Headquarters carry out a number of duties in conjunction with personnel in the Africa, Asia/Oceania, Europe, and Latin America Regional Offices.

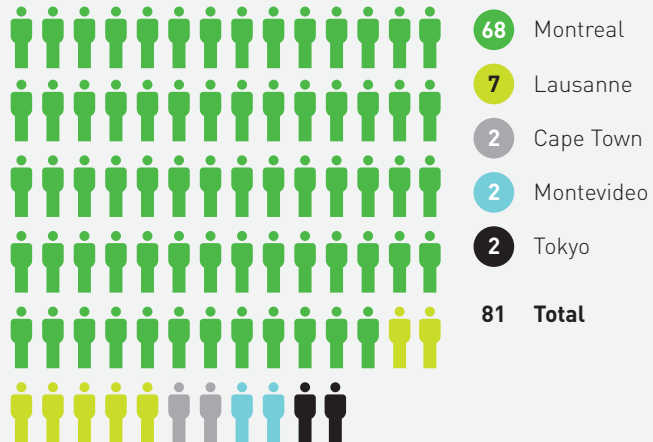
AGENCY DEPARTMENTS

- Executive Office
- Communications
- Education and NADO/RADO Relations
- Finance
- Human Resources and Corporate Services (includes IT/ADAMS)
- Legal (includes Compliance, Intelligence and Investigations)
- Medical
- Science
- Standards and Harmonization

2015 PROFILE: YEARS OF SERVICE AS OF 31 DECEMBER



PERSONNEL BY LOCATION



OF THE EMPLOYEES WORKING FOR WADA, WE ARE PROUD TO ANNOUNCE THAT WE ARE GLOBALLY REPRESENTED BY 36 NATIONALITIES, INCLUDING STAFF ORIGINALLY FROM:

Algeria; Argentina; Armenia; Australia; Barbados; Canada (including indigenous peoples); Cap Verde; China; Dem. Rep. of Congo; Cuba; Egypt; France; Greece; Guyana; Ireland; Israel; Italy; Japan; Korea; Lithuania; Mauritius; Netherlands; New Zealand; Peru; Philippines; Russia; Senegal; South Africa; Spain; Surinam; Switzerland; Ukraine; United Kingdom; United States; Uruguay; Venezuela.

UNESCO



United Nations
Educational, Scientific and
Cultural Organization

**GOVERNMENT RATIFICATION
OF THE CONVENTION
PROLIFERATED IN 2015, WITH FIVE
NEW RATIFICATIONS IN AS MANY
MONTHS, BRINGING THE NUMBER
OF RATIFICATIONS TO**

182 OF 195

**UNESCO MEMBER STATES
WORLDWIDE — WHICH
COLLECTIVELY REPRESENT**

98%

OF THE GLOBAL POPULATION.

UNESCO AND WADA WORK TOGETHER TO PROMOTE FAIR PLAY AND CLEAN SPORT THROUGH A STRATEGY OF INTERNATIONAL COOPERATION, EDUCATION AND CAPACITY BUILDING. SEVERAL PARTNERSHIP ACTIVITIES OCCURRED OVER 2015.

5TH CONFERENCE OF PARTIES

WADA, UNESCO and Public Authorities convened in Paris on 29–30 October for the fifth session of the Conference of Parties (CoP) to the International Convention against Doping in Sport (Convention).

The 2015 edition of the CoP attracted a record 350-plus participants and celebrated the 10-year anniversary of the UNESCO Convention, which allows Governments to formally recognize and adhere to the World Anti-Doping Code (Code). Some notable decisions were made.

Two WADA Board Members were elected to the Bureau of the CoP, thereby strengthening the relationship between the two bodies. Related to Convention compliance—Governments agreed on revisions to the UNESCO ADLogic Questionnaire (Questionnaire), the biennial self-reporting requirement to be completed by all States Parties to the Convention. The revisions take into account changes in the Code (2009 and 2015) and the changing anti-doping environment. Governments requested UNESCO's Director General write to non-compliant countries to encourage compliance, contacting those that had not completed the Questionnaire and those that had not achieved a benchmark pass of 60 percent compliance with the Questionnaire, and to report on progress at the next CoP.

WADA and UNESCO signed a new Memorandum of Understanding (MoU) highlighting areas in which the two organizations would collaborate, including Convention and Code monitoring (respectively); anti-doping education development; and WADA's continued advisory support role for the UNESCO Fund for the Elimination of Doping in Sport (Voluntary Fund). The MoU provides both organizations with a framework under which to collaborate and protect clean athletes worldwide. Ongoing activities include the creation of a values-based education resource for teachers. (Also referenced in the Education section of this Annual Report.)

2015 CONVENTION RATIFICATION

Government ratification of the Convention proliferated in 2015, with five new ratifications in as many months, bringing the number of ratifications to 182 of 195 UNESCO Member States worldwide — which collectively represent 98 percent of the global population. With the addition of Kiribati and Honduras, Palestine, Solomon Islands, and Djibouti (listed in order of ratification), the Americas join Europe as a fully covered UNESCO region. WADA continued to actively assist the 13 countries yet to ratify the Convention. Progress was made in two countries, Sierra Leone and Timor Leste.

INTERNATIONAL CHARTER OF PHYSICAL EDUCATION, PHYSICAL ACTIVITY AND SPORT

In November 2015, the 38th session of the UNESCO General Conference approved the revised International Charter for Physical Education and Sport. WADA was among the core stakeholders of the Expert Group called upon to revise the document, renamed the 'International Charter of Physical Education, Physical Activity and Sport.' The revised Charter establishes access to sport as a fundamental human right; reflects Governments' growing engagement in sport; and addresses the general decrease in physical activity since the Charter was initially adopted in 1978.

The revised Charter references anti-doping in the context of protecting participants from the harmful effects of doping. Equally important is the inclusion and promotion of values-based prevention programs as essential to protecting the integrity of sport. The Charter goes on to state that "the universally adopted anti-doping rules must be implemented at all levels of performance by the competent international and national authorities" (Article 10.2).

organization to the Approval Committee, WADA provides advice as required and helps ensure that the projects supported avoid duplication.

Since the establishment of the Voluntary Fund by UNESCO in 2008, 192 projects representing more than \$3.4 million have been granted financial assistance. To assist Member States make applications, UNESCO provides multiple resources on Fund eligibility and the application process, including the second edition of Good Practice Examples for Project Leaders published in 2015.



FUND FOR THE ELIMINATION OF DOPING IN SPORT (VOLUNTARY FUND)

The UNESCO Voluntary Fund assists Governments with the implementation of their obligations under the Convention, particularly in the agreed priority areas of:

- Education projects focusing on youth and sports organizations;
- Policy advice; and
- Mentoring or capacity development programs.

The Fund Approval Committee approved 15 projects in April and a further 15 in October, awarding more than \$665,000 in total. As an advisory orga-

ATHLETE COMMITTEE



ABOVE, FIRST ROW (L TO R): Mariana Quintanilla, Andréanne Morin, Tony Estanguet, Felipe Contepomi, and Lauryn Williams.
SECOND ROW (LEFT TO RIGHT): Ben Sandford, Kirsty Coventry, Matt Dunn, Beckie Scott (Chair), Francis Dodo, Claudia Bokel, and Koji Murofushi.
NOT PICTURED: Victoria Aggar, Fabiana de Oliveira, Kaveh Mehrabi, and Adam Pengilly.

THE OVERWHELMING MAJORITY OF ATHLETES CRAVE SPORT THAT IS FAIR, HONEST AND PLAYED ON A LEVEL PLAYING FIELD. WADA'S ATHLETE COMMITTEE REPRESENTS THE VOICE OF CLEAN ATHLETES WORLDWIDE, ENCOURAGING INTEGRITY AND FAIRNESS FOR SPORT AND ATHLETES.

CELEBRATING 10 YEARS IN 2015

The Athlete Committee celebrated its 10th anniversary in 2015, a year marred by doping scandals and corruption that only made the Committee's role and contribution to clean sport even more crucial and compelling.

Athlete Committee Members' input and guidance help shape key mandates across the organization. In 2015, Athlete Committee Members held positions on WADA's Foundation Board (five), Executive Committee (two), and Compliance Review Committee (one). Other WADA Committees and Departments also periodically consulted Members.

A VOICE FOR CLEAN ATHLETES

On behalf of clean athletes, the Athlete Committee voiced their concerns and their positions on issues that arose throughout the year, as is central to their mandate, and supported WADA to go further on the key recommendations made by the Independent Commission. In particular, at the November Foundation Board Meeting, Athlete Committee Chair Beckie Scott made a specific request on behalf of the

clean athlete community for investigations to be expanded beyond track and field to other sports within Russia.

The Committee maintained a full calendar and kept up with activities around the globe.

Members lent their voice to clean sport at major Games, symposiums and Government meetings, and through multiple communication channels from Op-Eds to videos to social media.

WADA Talks—a new series of video interviews highlighting persons of interest in the anti-doping community—featured four Committee Members, with more interviews planned in 2016.

Committee Members joined WADA's Outreach Team at the 1st European Games, 17th Pan American Games and 11th All-Africa Games.

As part of PLAY TRUE 2020, Committee Members participated in the 2015 International Athlete Forum for 2020, held 1–2 October in Japan, as Forum panelists and as contributors the Torch Relay Project, passing on their 'truth' in sport as a legacy to the next generation of athletes.

In February, Members partnered with colleagues on the International Ski Federation (FIS) Athlete Committee to launch the first Legacy Outreach Program at the 2015 FIS Nordic World Championships. Continuing the successful Ask the Athlete social media campaign introduced by WADA in 2014, the event's *Ask the Athlete—Clean as Snow* campaign featured [athlete-to-athlete video Q&As](#) and opened up a dialog on clean sport under the hashtag #asktheathlete.

BREAKING THE CODE OF SILENCE

During WADA's ADO Symposium, Athlete Committee Members contributed to sessions and shared their views on 'Breaking the Code of Silence' during an athlete panel that discussed how athletes can play an active part in solving the doping issue.

REACHING OTHER ATHLETE LEADERS

In its role as WADA's primary link to the athlete voice, Committee Members reached out to contacts in the athlete community asking for input, concerns or thoughts to share at its November meeting. This initial exchange attracted 27 questions from 14 athlete leaders located around the world. The Committee plans to continue this practice in 2016 to increase two-way communication with athletes on anti-doping issues.

PURPOSE

To represent the views and rights of athletes worldwide while providing insight and oversight into athletes' roles and responsibilities, as they relate to anti-doping.

OBJECTIVES/KEY ACTIVITIES

- Generate and support a global voice for athletes on anti-doping issues;
- Continually solicit and share athlete feedback on WADA programs and activities;
- Review, evaluate and provide guidance on educational programs and materials;
- Provide insight to and feedback on the World Anti-Doping Program, including the Code, testing standards, ADAMS, etc.
- Act as ambassadors and spokespersons for WADA and doping-free sport;
- Actively promote Play True sport and WADA's Outreach activities;
- Assist in reviewing and recommending effective ways to reach athletes.

io. **Every athlete has a right to clean sport.**

WORLD ANTI-DOPING AGENCY





ATHLETE COMMITTEE

Committee Member	Native Country	Sport*
Beckie Scott, Chair	Canada	Cross Country Skiing
Claudia Bokel	Germany	Fencing
Mariana Quintanilla	Peru	Shooting
Ben Sandford	New Zealand	Skeleton
Fabiana De Oliveira	Brazil	Volleyball
Kirsty Coventry	Zimbabwe	Swimming
Francis Doodoo	Ghana	Longjump / Triple jump
Tony Estanguet	France	Slalom Canoe
Kaveh Mehrabi	Iran	Badminton
Koji Murofushi	Japan	Hammer Throw
Adam Pengilly	United Kingdom	Skeleton
Matt Dunn	Australia	Swimming
Felipe Contepomi	Argentina	Rugby
Andréanne Morin	Canada	Rowing
Lauryn Williams	USA	Track & field / Bobsled
Victoria Aggar	United Kingdom	Para rowing
Maria Fuster Martinez	Spain	Swimming

*Sport(s) the Athlete Committee Member competes or competed at the elite level.

THE CODE



PUTTING QUALITY INTO PRACTICE

WITH THE REVISED WORLD ANTI-DOPING CODE (CODE) AND INTERNATIONAL STANDARDS (STANDARDS) COMING INTO FORCE ON 1 JANUARY, THE ANTI-DOPING COMMUNITY DEVOTED MUCH OF ITS EFFORTS IN 2015 TOWARD IMPLEMENTING THE CODE AND THE STANDARDS IN THE LEGAL SYSTEMS AND STARTING TO ESTABLISH QUALITY PROGRAMS IN PLACE UNDER THE NEW RULES. MONITORING COMPLIANCE OF ANTI-DOPING ORGANIZATION (ADO) PROGRAMS FOLLOWS IN 2016.

WADA guided and assisted ADOs on a daily basis, identifying challenges of practice that called for additional support resources and/or enhanced focus. Additional assistance was provided to signatories facing greater impediments such as legislative or constitutional obstacles.

CODE COMPLIANCE PROGRAM

WADA put into place key components of a new Code Compliance Program, which included ISO 9001:2015 certification to deliver added confidence in the system and ensure a harmonized approach.

Program governance includes an external, independent Compliance Review Committee and an internal Compliance Task Force.

The Compliance Review Committee provides expert advice, recommendations and guidance to WADA's Executive Committee, Foundation Board and Compliance Task Force on the compliance plan and activities, and on individual cases.

The Compliance Task Force consists of an internal working group of WADA staff from different departments, whose activities in compliance are centralized and coordinated. The Task Force directs

the development of all activities related to WADA's compliance, in coordination and under the guidance of the Compliance Review Committee.

If any non-conformity is identified, the Task Force facilitates an open dialogue with the signatory concerned and recommends corrective actions. Support and assistance are provided to help the signatory address all issues within an agreed timeframe.

If and when a signatory hasn't addressed the areas of non-conformity within a set timeline, it becomes part of the Compliance Review Committee review process, with potential disclosure in a recommendation to WADA's Foundation Board.

COMPLIANCE QUESTIONNAIRE

Development of an online Code compliance questionnaire entered the final stage of production in 2015, with representatives from 20 International Federations (IFs) and National Anti-Doping Organizations (NADOs) of varying sizes appointed test pilots to review the content and evaluate the interface.

DECISIONS AND ACTIONS TAKEN IN 2015


Based on specific recommendations made by WADA's Independent Commission, the Compliance Review Committee addressed a number of topics, including consequences of non-compliance.

In the framework of the new compliance monitoring program, the following decisions were adopted by WADA's Foundation Board:

- Creation of the Compliance Task Force and Compliance Review Committee, together with assigned activities.
- Endorsement of the compliance monitoring program procedure, which is now ISO-accredited. This procedure is centralized, objective, pre-determined and transparent. The focal point continues to be based on corrective actions and constant dialogue between WADA and signatories. Timelines are provided to take the required

corrective measures and possible extension of these timelines depending on exceptional circumstances are contemplated. The internal Task Force is responsible, where and when necessary, for bringing forward corrective actions to be implemented by the relevant signatory within a set timeline.

- The Compliance Review Committee is responsible for examining any case raised by the internal Task Force if the issue raised by the Task Force with the signatory has not been solved within the set timeline.
- The Compliance Review Committee has however the authority to submit any case to WADA's Foundation Board for a potential declaration of non-compliance when the corrective actions are not implemented by the relevant signatory at the end of the above-mentioned process.
- Amendment of WADA's Statutes to implement Code Article 23.6 (forfeiture of offices and positions within WADA) and establishment of a specific policy to be applied in cases of non-compliance.



DEVELOPMENT OF AN ONLINE CODE COMPLIANCE QUESTIONNAIRE ENTERED THE FINAL STAGE OF PRODUCTION IN 2015, WITH REPRESENTATIVES FROM 20 INTERNATIONAL FEDERATIONS



PROHIBITED ASSOCIATION LIST

Under Code Article 2.10 'Prohibited Association,' WADA created the first Prohibited Association List, based on case decisions and information provided by ADOs. Under the Prohibited Association rule, athletes and other persons are prohibited from working with athlete support personnel currently sanctioned for an anti-doping rule violation (ADRV) or sanctioned for an ADRV within the previous six years.

For an athlete or other person to be found in violation of the Prohibited Association rule, they must have previously been advised in writing of the individual's 'disqualifying status' by the applicable ADO or by WADA.

In mid-September, WADA published a global list of suspended athlete support personnel disqualified under Code Article 2.10 from working with athletes or other persons. The [Prohibited Association List](#) will be updated on a quarterly basis or more frequently as new information is provided by ADOs.

CODE IMPLEMENTATION STATUS

The vast majority of signatories had implemented the new Code as of year-end 2015. As mandated, WADA provides a list of [signatories with rules in line](#) and a list of [signatories with rules in progress](#) on its Web site, which are continuously updated to reflect the current status.

**THE VAST
MAJORITY OF
SIGNATORIES HAD
IMPLEMENTED
THE NEW CODE
AS OF YEAR-END
2015.**

AMENDMENTS TO WADA'S STATUTES

The following amendments, submitted to and approved by WADA's Board to implement Code Article 23.6 (forfeiture of offices and positions within WADA), ultimately ensure the credibility of the Code Compliance Program and monitoring, and help WADA effectively assist signatories to increase the quality of anti-doping programs:

- 1 Modify the consequences of being non-compliant to take effect the day after a decision of non-compliance versus on 1 January the following year.
- 2 Add the italicized modification signatories to the UNESCO International Convention — 'from a country that has not paid its dues or has been declared non-compliant.'
- 3 Clarify references to 'any Foundation Board or Executive Committee member from a country' to actually mean any Foundation Board or Executive Committee member representing a Government of that country, to ensure that the consequences are not linked to the nationality of the person, but rather to the actual function of that person at either level.

As a complement to the amendments, WADA's Board also adopted an internal policy applying consequences of non-compliance in relation to the participation of any person from a non-compliant nation to WADA's Independent Observer Missions and/or Outreach Programs.

The policy included the possibility for WADA to stop providing direct or indirect funding to non-compliant signatories as far as the development of specific activities or the participation to specific programs are concerned.

CODE MONITORING 2015

Doping Sanctions

As outlined in the Code, WADA exercises its right of appeal whenever sanctions are not in line with the Code. In 2015, WADA was notified of and reviewed 1,759 decisions 25 of which were appealed.

By year end, of the 25 sanction decisions appealed by WADA:

- 12 Were still pending with the Court of Arbitration for Sport (CAS).
- 3 Were pending with a national appeals body.
- 5 Were upheld or partially upheld by CAS.
- 1 Was dismissed by CAS.
- 2 CAS cases were settled out of court.
- 1 CAS case was withdrawn.
- 1 Was upheld by a national appeals body.

Of the 1,759 decisions received by WADA in 2015, 15 resulted from appeals filed by WADA in 2014 or earlier.

- 9 Were upheld or partially upheld by CAS.
- 2 Were settled out of court.
- 1 CAS case was withdrawn.
- 0 Were dismissed by a national appeals body.
- 3 Were upheld by a national appeals body.
- 0 Were upheld by a national federation.



ACTIVITIES & ACCOMPLISHMENTS

IN ADDITION TO THE MANY ACTIVITIES, PROJECTS AND INITIATIVES UNDERTAKEN TO SUPPORT STAKEHOLDERS IN THE FIRST YEAR OF PRACTICE OF THE 2015 WORLD ANTI-DOPING CODE (CODE) AND INTERNATIONAL STANDARDS (STANDARDS), WADA FULFILLED ITS RESPONSIBILITIES ON MULTIPLE OPERATIONAL AND STRATEGIC FRONTS — KEEPING A SHARP EYE ON IMMEDIATE PRIORITIES WHILE ALSO ACTIVELY INVOLVED IN SHAPING THE FUTURE FOR CLEAN ATHLETES.

ANTI-DOPING COMMUNITY

Continuous development and capacity building are critical aspects in the delivery of anti-doping programs. WADA works with Anti-Doping Organizations (ADOs) on a daily basis to facilitate collaboration, leverage resources, build capacity, and maximize opportunities to advance clean sport as a whole.

ADO SYMPOSIUM

More than 470 anti-doping experts from around the world attended WADA's three-day ADO Symposium in Lausanne, Switzerland, on 24 – 26 March, with WADA-accredited laboratories and media representatives attending for the first time.

Held less than three months following the entry into force of the 2015 Code and Standards, the 11th edition of the Symposium provided an excellent opportunity for International Feder-

ations (IFs), National Anti-Doping Organizations (NADOs), Regional Anti-Doping Organizations (RADOs), Major Event Organizations (MEOs), and laboratory representatives to discuss concrete ways and means of Optimizing the Practice of the 2015 World Anti-Doping Code.

INTERNATIONAL FEDERATIONS

WADA continued to work closely with SportAccord's Doping Free Sport Unit on matters relevant to IFs, with particular focus on quality implementation and practice of the Code and Standards. WADA played, in particular, an active role at the 2015 SportAccord Convention in Sochi, Russia, delivering a series of presentations on the responsibilities facing IFs in their implementation and practice of the revised Code and Standards, and on the support resources available from the Agency.

To increase the capacity, efficiency and quality of IF anti-doping programs, WADA introduced the Partnership to Quality Program in 2015 to assist IFs more closely in developing Code-compliant programs. The Program involves a two-day site visit to discuss and assess the IF's anti-doping programs. WADA then identifies enhancements and makes recommendations. An action plan is agreed upon, with WADA providing implementation support. WADA met with five IFs (aquatics, biathlon, boxing, judo, and skiing) prior to the end of 2015. Similar projects with more IFs will be conducted in 2016.

ACTIVITIES & ACCOMPLISHMENTS

To encourage stronger partnerships between IFs and NADOs, WADA formed an IF/NADO working group to encourage collaborative opportunities and effective practices. Six IFs (athletics, cycling, football, ski, tennis, and weightlifting) and six NADOs (Japan, Netherlands, Norway, Saudi Arabia, United Kingdom, and United States) came together to discuss ways and means of further improving collaboration between IFs and NADOs in the fight for clean sport.

Under the 2015 Code, collaboration between IFs and NADOs is not only encouraged, but required in several areas of anti-doping to enable effective anti-doping programs and protect clean athletes.

With the input of the IF/NADO Working Group, WADA drafted Guidelines for Optimizing Collaboration Between IFs and NADOs, a living document that provides practical guidance on how to maximize resources, and share information and strategies to achieve quality anti-doping programs. WADA circulated the draft to all the Working Group for feedback in late 2015 with publication on WADA's Web site to follow in early 2016.

In preparation for the Rio 2016 Olympic Games, the International Olympic Committee (IOC), the Association of Summer Olympic International Federations (ASOIF) and WADA



faced by the NADOs, WADA established a NADO Working Group to provide expert advice, recommendations and guidance to WADA on the short- and long-term effectiveness of NADOs. The Working Group consists of members from Australia, Denmark, Netherlands, Norway, Saudi Arabia, South Africa, United Kingdom, and United States.

**WADA RENEWED
A GRANT OF**

\$160,000

**(AN ANNUAL PAYMENT)
TO THE INSTITUTE
OF NATIONAL ANTI-DOPING
ORGANIZATIONS (iNADO)**

**iNADO COUNTED
55 NADO
MEMBERS
AS OF YEAR-END 2015**

hosted an informal meeting of IF anti-doping experts in October in Lausanne to discuss practical aspects of doping control programs, exchange experiences and generate open discussions among anti-doping practitioners to ensure effective and efficient IF testing programs and ADO collaboration in the lead up to the Games.

All Summer Olympic IFs were represented at the meeting, which also included representation from the Rio 2016, PyeongChang 2018 and Tokyo 2020 Organizing Committees.

NATIONAL ANTI-DOPING ORGANIZATIONS

To assist with development and to understand more about the challenges

RADO LOCATIONS



REGIONAL ANTI-DOPING ORGANIZATIONS

The RADO program provides a mechanism for WADA to assist smaller and less developed countries, with notable partnerships initiated and renewed in 2015.

Olympic Solidarity offered a special grant to the RADO Program for the development and implementation of effective anti-doping education by the RADOs.

The NADO Partnership Program promotes knowledge exchange and enhances the quality of anti-doping programs by partnering NADOs seeking to further develop a specific anti-doping capacity with NADOs that have more experience and expertise in that area or areas. To date, the Program has assisted nine NADOs.

Organizations from across the anti-doping community convened in Tokyo on 29-30 January for the 2015 International Anti-Doping Seminar in Asia, organized by the Japan Anti-Doping Agency (JADA) and WADA, with the support of the Ministry of Education, Culture, Sports, Science and Technology (MEXT). The Seminar, entitled *Effective Delivery and Implementation: The 2015 World Anti-Doping Code and the International Standards*, centered on topics such as practice of the revised Code; organization partnerships and collaborations; the roles and responsibilities of athletes and their entourage; and integrity in sport issues.

WADA renewed a grant of \$160,000 (an annual payment) to the Institute of National Anti-Doping Organizations (iNADO). The Agency kept apprised of iNADO's activities and attended the 3rd iNADO Workshop and Annual General Meeting on 23 March. iNADO counted 55 NADO members as of year-end 2015.

The Australian Government continued to assist the Oceania RADO by funding education initiatives.

MEXT once again supported RADOs in Asia, providing additional funding through the Partnership Declaration for the Assistance to RADOs in Asia, signed by WADA and the Commissioner of the Japan Sport Agency in October.

November marked the launch of WADA's 16th RADO and the first official meeting to discuss the establishment of the South American RADO (SAM-RADO), with representatives from the Sports Ministries and National Olympic Committees of Bolivia, Ecuador, Paraguay, and Peru in attendance. This addition extended WADA's overall regional program development across 127 countries.



**ON AVERAGE,
WADA RECEIVED
100-150 MEDIA
INQUIRIES
PER MONTH
IN 2015, WITH
LEVELS SPIKING
WHEN HIGH-
PROFILE DOPING
SCANDALS
ERUPTED.**

COMMUNICATIONS

STRATEGIC COMMUNICATIONS PLAN

WADA commenced a strategic communications planning exercise in 2015 to establish a clear brand architecture that supports the organization's vision, mission and values.

The planning exercise, now well underway, supports the Agency's business priorities and involves identifying:

- Where WADA is;
- Where we want to go;
- How we will get there; and
- How we will measure our performance.

WADA Communications endeavors to position the Agency as the leader of clean sport and supports the Agency's business strategy via numerous channels by:

- Informing and building awareness and confidence in WADA's anti-doping activities;
- Leading cooperation with anti-doping stakeholders;
- Facilitating compliance with the Code and International Standards; and
- Ensuring consistency across all that WADA does.

MEDIA ENGAGEMENT

2015 evolved into a high-profile year for WADA and clean sport as doping scandal after doping scandal dominated news headlines worldwide.

In this landscape, and in the first year of the 2015 Code, WADA Communications played a vital role in bringing unprecedented awareness to the roles and responsibilities that WADA, Governments, ADOs, athletes—and all others that support a level playing field—have in shaping the future for clean athletes.

As regulator and collaborative partner, WADA issued 110 stakeholders mailouts in 2015 on a broad range of topics, from guidelines and standards to program updates.

In particular, WADA was called upon to address findings and recommendations of the Independent Commission (IC) formed in December 2014 to investigate allegations regarding widespread doping in international athletics.

Reporting the IC's ongoing progress and the associated actions taken by responsible parties kept WADA in the public eye, and generated extensive global media coverage that brought anti-doping to an ever-larger audience. To many, anti-doping had 'gone mainstream.'

To provide a sense of the magnitude of WADA's coverage, WADA issued 30 percent more media releases in 2015 than in 2014. In Q4 alone, WADA appeared in 126,000+ articles, representing a 137 percent increase over Q3. On 9 November, the day of the IC's first press conference, 62,000+ articles regarding WADA were published and, remarkably, #WADA trended number one on Twitter worldwide.

On average, WADA received 100–150 media inquiries per month in 2015, with levels spiking when high-profile doping scandals erupted.

To help increase understanding of WADA and anti-doping, the Agency held a North American Media Symposium in early October, which was attended by journalists from the continent's leading media organizations. The Symposium, held in Montreal, included one-on-one interview opportunities with WADA leadership and addressed such topics as: the anti-doping movement; compliance; and advances in science, including the Athlete Biological Passport.

NEW COMMUNICATION CHANNELS

In June, the Agency launched *WADA Talks*, a dynamic new video interview series that engages leading figures from the athlete community, Sport Movement and Government, and other stakeholders involved in the clean sport movement. Eight interviews were posted to WADA's YouTube channel in 2015; some have been syndicated by mainstream media outlets including The Guardian (online edition), which itself reaches 155 million unique browsers worldwide every month.

WADA also issued four op-eds by WADA's President under the following titles: 'Combatting doping now as important to society as it is to sport'; 'Whereabouts system is backed by athletes worldwide'; 'The net is closing in on doping cheats'; and 'Values-based education essential to the future of anti-doping.'

In November, WADA launched its digital-only Play True magazine; which, in addition to meeting stakeholder demand, represented significant economies by eliminating printing and mailing costs.

SOCIAL MEDIA ENGAGEMENT

SOCIAL MEDIA CHANNELS PROVIDED WADA AN EFFECTIVE, COST-EFFICIENT MEANS TO COMMUNICATE AND ENGAGE WITH THE ONLINE COMMUNITY OF CLEAN SPORT BELIEVERS. AS OF 31 DECEMBER 2015, WADA HAD:

 **19,600**

FOLLOWERS ON TWITTER
(VS. 14,000+ (+39% OVER 2014))

 **14,321+**

FACEBOOK 'LIKES'
(VS. 11,927+ (+20% OVER 2014))

 **245,700**

YOUTUBE VIEWS (+26%),
WITH 174 VIDEOS (+11%) AND
605 SUBSCRIBERS (+32%).



EDUCATION



VALUES-BASED EDUCATION — AS MANDATED UNDER CODE ARTICLE 18 — IS ESSENTIAL TO ANTI-DOPING ACTIVITIES AND SHAPING THE FUTURE FOR CLEAN ATHLETES.

Throughout 2015, WADA continued to develop meaningful partnerships with stakeholders to ensure that effective, value-based education programs are implemented as part of regular anti-doping activities.

VALUES-BASED EDUCATION CONFERENCE

WADA and the Canadian Centre for Ethics in Sport (CCES) partnered to host a global education conference on 2-3 October in Ottawa, Canada. Representatives from 61 NADOs, 18 IFs, and four RADOs, together with 17 researchers from 50 countries, attended. An additional 151 individuals participated via live streaming.

The Values-Based Education Conference explored ways to further enhance ADO education initiatives. WADA’s Athlete Committee Chair delivered the keynote address. Day one examined current social science research. Day two focused on how ADOs can put this research into practice.

After examination, discussion and careful consideration of conference presentations and viewpoints, participants adopted 24 resolutions pertaining to the following categories: athletes, investment, stakeholders, research, cooperation, and compliance.

Key resolutions adopted at the Conference include:

- WADA, NADOs, RADOs, IFs, Governments, and the Sport Movement must devote more financial and human resources to values-based anti-doping education programs.
- Research must inform, guide and further enhance anti-doping education programs.
- ADOs and researchers must continue to collaborate to further guide and enhance values-based education.
- Effective values-based education and prevention programs must be implemented to reduce doping in sport.
- NADOs and RADOs must evaluate their anti-doping education programs and ensure that they reflect a values-based approach to enhance their effectiveness.

- WADA must convene a follow up conference before 2018 to examine the state of this important area of work and evaluate the progress of these resolutions.

SPORTS PHYSICIAN'S TOOL KIT

In partnership with the IOC, WADA introduced additional modules to the Sport Physician's Tool Kit, an e-learning course that addresses specific topics physicians face prior to and during major Games. The updated online Tool Kit, piloted with physicians ahead of the European Games in June, will be mandatory for team physicians to complete ahead of the Rio Games in 2016.

ANTI-DOPING ORGANIZATION ONLINE RESOURCE

WADA continued development of the online resource, Anti-Doping e-Learning (ADeL), which allows ADOs to access anti-doping information in a single location. ADeL also provides an extensive overview of the main anti-doping processes. The anticipated launch is 2016.

ANTI-DOPING E-TEXTBOOK PROJECT

Following a pilot phase with nine universities around the world, WADA, the International University Sports Federation and the Gwangju Universiade Organizing Committee, officially launched the University Anti-Doping e-Textbook at the 2015 Gwangju Summer Universiade, held on 3–14 July in the Republic of Korea.

SOCIAL SCIENCE RESEARCH GRANT PROGRAM

Under the 2016 Social Science Research Grant Program, WADA received 20 applications from 13 countries, with an allocated budget of \$300,000. Three projects were approved for \$206,326. The remaining funds of \$93,674 will be used for additional research in 2016.

Under the Social Science Target Research Program, two projects were approved for \$122,858.



SOCIAL SCIENCE RESEARCH PACKAGE

WADA also introduced a Social Science Research Package for ADOs in 2015 to assist them in better understanding athletes' beliefs and behaviors with respect to doping, and in assessing the effectiveness of their anti-doping education programs. The tool will also facilitate comparative analysis of ADO education programs globally.

The project addresses the need to:

- standardize measurements (e.g. morality, personality) to make comparisons between studies more reliable;
- apply 'real world' settings that reflect the realities ADOs face; and
- facilitate practical implications of the research.

EDUCATION PARTNERSHIP GROUP

The Education Partnership Group, which includes WADA, UNESCO, the IOC, International Paralympic Committee, International Council for Sport Science and Physical Education, and International Fair Play Committee made progress in 2015 on the Group's shared mandate to develop a collective resource to help educators deliver values-based education within their existing curriculum requirements.

Researchers continued their work on the initial prototype, and curriculum experts will be engaged to refine the tool moving forward.

INDEPENDENT OBSERVER PROGRAM



WADA's Independent Observer (IO) Program focuses on ensuring optimized testing programs at major events and supporting collaborative efforts between the respective organizing committees, authorizing event bodies (MEOs), and the host anti-doping agencies (NADOs and RADOs).

WHERE APPLICABLE, INCREASING ANTI-DOPING CAPACITY IN THE COUNTRY AND REGIONS ARE ALSO PART OF WADA'S OBJECTIVES WITHIN THESE IO PROGRAMS. ADVANCE SITE VISITS AND THE DEVELOPMENT OF SPECIFIC PROJECT PLANS ARE A KEY ASPECT OF THESE EFFORTS.

These events also provide an opportunity to further develop and pilot elements of WADA's new Guidelines for Major Events, created to assist MEOs with standardizing the preparation and delivery of better practice anti-doping programs at future events.

IO Missions were conducted at four events in 2015:

- 1st European Games — Baku, Azerbaijan
- 17th Pan American Games — Toronto, Canada
- 11th All-Africa Games — Brazzaville, Republic of Congo
- 2nd Gulf Cooperation Council Games, Dammam, Kingdom of Saudi Arabia.



All events adopted the 'event advisory' program model introduced at the 2014 XX Commonwealth Games in Glasgow, Scotland, and The World Games 2013 in Cali, Colombia. This collaborative-style approach allows for real-time feedback between the expert team observing the anti-doping program and the organizing committees and local organizers conducting the program. Immediate progress can then be made during the various phase of doping control and results management processes conducted prior to and during the event.

Having an independent team of experts on-site to monitor all aspects of the event testing program plays a vital role in increasing the quality of testing and enhances the confidence of athletes and the public in the transparency of the system.

The IO Report published post-event provides insight into the strengths and weaknesses of the anti-doping program deployed. Where appropriate, recommendations are provided to guide future event organizers on how to maximize the effectiveness of their testing programs. Mission Reports are available on WADA's Web site under the [IO Reports Collection](#).

WADA began IO Program preparation in 2015 for the following 2016 events.

- XXXI Summer Olympic Games — Rio de Janeiro, Brazil
- XV Summer Paralympic Games — Rio de Janeiro, Brazil.

INFORMATION & DATA MANAGEMENT (ADAMS)

One of the important tools supporting athletes and doping-free sport is WADA's Anti-Doping Administration & Management System (ADAMS). The ADAMS tool evolves to keep pace with global developments and requirements in anti-doping, which include the evolution of information technology and data security.

ADAMS serves as a data repository for [athlete whereabouts](#), [laboratory results](#), [the ABP](#), [Therapeutic Use Exemptions \(TUEs\)](#), and information on [anti-doping rule violations \(ADRVs\)](#).

Centralization of information management allows data sharing among ADOs. The anti-doping community receives more meaningful data, while athletes are not forced to give their personal information to multiple parties, in what is often a non-secure fashion.

2015 RELEASES

WADA was conservative in the selection of improvements made to ADAMS in 2015, given the parallel development of the new ADAMS (projected for release in late 2016).

Improvements were dedicated to changes required by the 2015 Code and International Standards, major events, or based on business value to WADA and its stakeholders such as enhancements to the ABP and to isotope ratio mass spectrometry (IRMS).

The addition of the Laboratory Services and Pricing Template provides ADOs access to the services and prices of WADA-accredited laboratories worldwide. Among the benefits, ADOs dealing with competitions or sample collections in parts of the world less known to them can anticipate their testing needs and better plan their anti-doping activities.

Enhancements identified to improve the efficiency of ADAMS for the RIO 2016 Olympic and Paralympic Games, and for the benefit of future MEOs, were completed for release in early 2016 prior to the required pre-Games black-out period.

RELATED DATA PROTECTION DEVELOPMENTS

AMENDMENT OF THE CANADIAN LAW ON DATA PROTECTION

The Canadian law on data protection (PIPEDA) was amended in June to expressly stipulate the inclusion of WADA within its scope, opening dialogue with the European Union (EU) for removal of any legal impediments to the transfer of anti-doping data from Europe to Canada using ADAMS.

IAAF DATABASE LEAK

When ADAMS' integrity came under scrutiny in early August 2015, WADA acted swiftly and decisively. The Agency immediately went on record to deny any involvement in the alleged leak of athletes' medical data by the International Association of Athletics Federations (IAAF), and confirmed ADAMS remained uncompromised.

DEVELOPMENTS IN EU DATA PROTECTION REGULATIONS

As of year-end 2015, discussion continued on the final text of the EU Data Protection Regulation. The fight against doping as an example of public interest was maintained in the proposed text.

However, per Article 44, every member state would be required to have a provision in its law that recognizes the public interest of doping by the time the new EU legislation goes into force. WADA met with the EU Commission to share its concern related to the compliance timeline and member state awareness, impacting ADO collection of anti-doping data.

THE KOREAN GOVERNMENT AGREED TO MAKE A CONTRIBUTION/PAYMENT OF \$200,000 TO THE DEVELOPMENT OF THE NEW ADAMS.

NEW ADAMS

In March 2015, WADA released a document summarizing the feedback received during a late 2014 consultation process that involved athletes, ADOs and WADA-accredited laboratories.

The Agency also announced the formation of an ADAMS User and Testing Group to review and prioritize the 538 entries to be integrated in initial and subsequent iterations of the new ADAMS. WADA hosted periodic web conferences to keep the Group apprised of the project's progress, to gather feedback, and to provide testing opportunities.

Later in the year, work began on the communications and training strategies required to support ADAMS users in the upcoming transition and deployment.

PLANS FOR THE NEW ADAMS INCLUDE ENHANCEMENTS IN FEATURES, FUNCTIONALITIES AND USER INTERFACE — ALWAYS WITH THE PROPER INFORMATION COLLECTION, INTELLIGENCE SHARING, AND DATA PROTECTION REQUIREMENTS IN PLACE.

Following discussions at the Asian Intergovernmental meeting in Almaty, Kazakhstan, the Korean Government agreed to make a \$200,000 contribution to the development of the new ADAMS. This indicates a strong commitment from Korea and will assist WADA considerably in this priority project.

INTELLIGENCE & INVESTIGATIONS



THE 2015 CODE PUTS A PREMIUM ON COLLABORATION, PLACING NEW INFORMATION-SHARING OBLIGATIONS ON ALL SIGNATORIES.

ADOs must be equipped to obtain, assess and process anti-doping intelligence from within their available resources, with cross-the-board cooperation in all rule violation investigations required. Governments are expected to put in place any formal measures needed to facilitate cooperation and information sharing with and among ADOs.

WADA's work with INTERPOL continued. During a meeting on 15 January in Copenhagen, WADA met with INTERPOL, Scandinavian NADO representatives, law enforcement, and customs regarding disruption of the trafficking of performance

enhancing drugs (PEDs) in Norway, Sweden, Denmark, and Finland.

Discussion on targeting PED trafficking organizations continued on 18 February in a meeting between WADA, INTERPOL, Europol, NADO investigators, and law enforcement from some 29 countries.

INTERPOL also assisted WADA investigators in its work with the Independent Commission (IC) set up following the initial allegations made in a documentary produced by German broadcaster ARD.

WADA received a number of whistleblowing 'tip-offs' through e-mails, WADA's Web site and directly. A review of additional 'tip-off' mechanisms used by ADOs was undertaken to see how such options could be applied within WADA.

NEW GUIDELINES, NEW ROLE: ADO TRAINING

A basic training course delivered during the 2015 ADO Symposium in March provided insight into the new responsibilities of the ADOs under the 2015 Code. Additional training was delivered

to several ADO groups over subsequent months, both onsite and via Webinars.

In late October, [WADA published Information Gathering and Intelligence Sharing Guidelines](#). The Guidelines show ADOs how to make the most of their anti-doping programs by collecting information, producing intelligence, then sharing that

intelligence with partners outside of the anti-doping community such as law enforcement agencies and customs officials.

The Guidelines also introduce the role of 'intelligence manager,' the position responsible for leading the ADO's intelligence process under the direction of ADO senior management.

ADO INVESTIGATORS' NETWORK

The ADO Investigators' Network met on 6-7 October in London. Among the subjects covered were effective interview techniques, operational feedback on nighttime testing and the WADA IC as a case study.

The Network offers experienced IF and NADO investigators a platform to share good practices, exchange feedback on ongoing activities or specific operations, and plan any form of international cooperation.

OPERATIONS UNDERGROUND AND CYBER-JUICE

In 2014 and 2015, WADA's investigative officers, with the active participation of NADO investigators, worked in close collaboration with Europol, the U.S. Drug Enforcement Administration and several other international law enforcement agencies to draft operational strategies to identify and target criminal organizations manufacturing and trafficking PEDs globally.

The result was a global initiative incorporated into PED Operations Underground and Cyber-Juice. Through this unique partnership, WADA and NADOs partnered with and supported governmental law enforcement agencies to target these PED supply chains, from manufacturer to supplier to end-user/athlete.

On 1 September 2015, Operations Underground and Cyber-Juice culminated in a global takedown operation. In the United States, 16 underground laboratories were dismantled and similar results were achieved in Europe, resulting in numerous arrests and the seizures of significant quantities of PED products/raw materials, millions of dollars in cash/assets and weapons. China was identified as the primary source for the illicitly obtained raw materials fueling the global underground PED laboratories.

WADA and NADO investigators began working in conjunction with INTERPOL to draft the next and more encompassing global PED targeting operation, which will incorporate the cooperation of China through a Memorandum of Understanding (MoU) signed between WADA and China in September 2015.



REPORT DOPING

IN KEEPING WITH WADA'S COMMITMENT TO PROTECT THE CLEAN ATHLETE, THE AGENCY ADDED A SECURE ONLINE FORM TO ITS WEB SITE IN 2015 TO ENCOURAGE ANYONE WHO BECOMES AWARE OF, OR SUSPECTS, ANY BREACH OF THE CODE TO REPORT SUCH CONCERNS IN CONFIDENCE. THE WADA REPORT DOPING FORM IS EASILY ACCESSIBLE VIA THE HOME PAGE AND AVAILABLE IN MULTIPLE LANGUAGES.

OUTREACH PROGRAM

WADA conducts Outreach Programs year-round, worldwide. Each Program consists of a branded booth equipped with the [Play True Quiz](#), anti-doping resources and the [Clean Sport Pledge](#).

Outreach Programs contribute to shaping the future for clean athletes by raising awareness of anti-doping, promoting clean sport at major events, and reaching thousands of athletes and support personnel worldwide.

Experts recruited from NADOs, IFs and other organizations as on-site experts are encouraged to adopt and deliver the Programs to their stakeholders when they return home.

Outreach Programs were implemented at four major multi-sport events in 2015:

- 1st European Games — Baku, Azerbaijan
- XVII Pan American Games — Toronto, Canada
- V Parapan American Games — Toronto, Canada
- 11th All-Africa Games — Brazzaville, Republic of Congo.

Anti-doping leaders from the region and members of WADA's Athlete Committee participated in each event. All Programs included the [Play True Quiz](#), with athletes and officials asked to sign the Every Athlete has the right to Clean Sport pledge by adding their handprint and signature to a banner.

Outreach Program participants had the opportunity to test their knowledge via WADA's [Play True Quiz](#) to win a pair of Play True branded sunglasses.

LEGACY OUTREACH PROGRAM

WADA introduced the Legacy Outreach Program in 2015 to provide additional direct support for IFs to develop and deliver anti-doping athlete awareness programs, and to provide them with the necessary tools, materials and ideas to carry out effective Outreach Programs in the future.

Legacy Outreach takes a partnership approach. IFs and WADA share costs and development responsibilities, from Program planning, to set-up and delivery.

In February, WADA partnered with the International Ski Federation (FIS) to launch the new Program at the 40th Nordic World Ski Championships in Falun, Sweden. A second Legacy

**Every athlete
has a right
to clean sport.**

 WORLD ANTI-DOPING AGENCY



ABOVE: Athlete Committee Members Tony Estanguet (center) and Kirsty Coventry (not pictured) made sure the clean sport message remained front and center at the 11th All-Africa Games, interacting with young athletes and encouraging all participants to take WADA's [Play True Quiz](#) to win a pair of Play True branded sunglasses.

Outreach Program took place in September in the United States. WADA joined the International Triathlon Union (ITU) to conduct a Program at the World Triathlon Grand Final and World Championships, held in Chicago, Illinois.

The WADA-FIS Ask the Athlete — Clean as Snow Legacy Outreach Program featured a social media campaign in which winter sport athletes answered questions provided by fellow athletes. [Ask The Athlete interviews](#), along with other video playlists, are available on [WADA's YouTube channel](#), [wadamovies](#).

For the WADA-ITU Love Triathlon. Love Clean Sport campaign, athletes, coaches and support personnel at the Outreach booth were asked to take 'selfies' and post their photo on social media channels along with comments on why they love the triathlon and clean sport, using the hashtags #triathlon and #cleansport.

OUTREACH MODEL

WADA also receives ongoing requests from ADOs to adopt the Outreach Model as a turn-key solution for their own outreach initiatives. The complimentary

starter kit of materials includes Play True banners, anti-doping pamphlets, videos, and the [Play True Quiz](#) — which has been expanded in preparation of the Rio 2016 Summer Olympic Games and Paralympic Games.

More than 129 ADOs have requested WADA's Outreach Model since its introduction in 2010.

related to the Parapan American Games held in Toronto, Canada, 7 – 15 August.

In consultation with specialists worldwide, WADA continuously reviews and updates the Medical Information to Support Decisions of TUE Committees (TUE Physician Guidelines). Eighteen topic-specific TUE Physician Guidelines were available on WADA's Web site end-2015, with more to be added to WADA's online collection in 2016.

SCIENCE & MEDICAL

WITH THE 1 JANUARY EFFECTIVE DATE OF THE NEW CODE AND INTERNATIONAL STANDARDS, THE EXPERTISE OF WADA'S SCIENCE AND MEDICAL DEPARTMENTS WAS WIDELY SOUGHT THROUGHOUT THE YEAR ACROSS THE GLOBAL ANTI-DOPING COMMUNITY.

WADA personnel assisted stakeholders with interpretation and implementation through day-to-day guidance and support, targeted training, presentations, and reference documentation — while also contributing to longer-term anti-doping initiatives and partnerships.

THERAPEUTIC USE EXEMPTIONS

WADA supported athletes, IFs, NADOs, and RADOs requiring assistance on various TUE management issues. This included entering information into ADAMS; re-directing a TUE application from an athlete to the correct authority; TUE duration issues; and other matters, including providing advice on the TUE review/appeal process.

The number of TUEs entered in ADAMS increased by 48 percent in 2015 as compared to 2014, reflecting both increased use of ADAMS by more ADOs and an increased number of TUEs granted by certain ADOs. WADA continues to monitor TUEs entered in ADAMS. WADA's TUE Committee reviewed and reversed two TUEs granted for testosterone use.

Work with MEOs to improve TUE management at major events continued in 2015, and included meetings with the Pan American Sports Organisation (PASO) Medical Commission

WADA added a new resource to the Science and Medical sections in 2015: Human Growth Hormone (hGH) Biomarkers Test for Doping Control Analyses. These new Guidelines have been developed to ensure a harmonized approach in the application of the GH-2000 Biomarkers Test for the detection of doping with human Growth Hormone (hGH) in sport

The Agency also released version 2.0 of the WADA Guidelines for Reporting and Management of Urinary hCG and LH Findings in Male Athletes. Medical Evaluation of a Case with Confirmed Positive hCG is provided as an appendix. These clinically focused Guidelines help physicians appropriately treat and refer athlete patients for whom a diagnostic result arising in the context of an adverse analytical finding (AAF) may signal a serious and life threatening malignancy.

In November, WADA amended the International Standard of Therapeutic Use Exemptions (ISTUE) to clarify the standard of proof required for TUEs in all situations as 'the balance of probabilities.' WADA published the 2016 ISTUE online in December and provided the revised document to UNESCO, given this International Standard is an annex to the International Convention against Doping in Sport (as is the Prohibited List).

WADA'S SCIENTIFIC
RESEARCH PROGRAM
RECEIVED

110

RESEARCH GRANT
PROPOSALS

THE HAEMATOLOGICAL
MODULE WAS INTRODUCED
IN 2009 PRIMARILY
FOR ENDURANCE SPORTS
AND HAS BEEN
IMPLEMENTED WITHIN

20,079

BLOOD SAMPLES
TAKEN FROM

ORIGINATING FROM

26

DIFFERENT
COUNTRIES

49
ADOS

8,284

ATHLETES

ACROSS

4

CONTINENTS

23

IFS

1,330

APPROVED TUES WERE
CREATED IN ADAMS

21
NADOs

↑48%

IN 2015

ATHLETE BIOLOGICAL PASSPORT

Information derived from the ABP contributes to ADO operation of strategic anti-doping programs. Additionally, ABP monitoring and data mining contribute important information to ongoing investigations and to WADA's IF Partnership to Quality Program.

Forty-nine ADOs have implemented the Haematological Module, introduced in 2009. Since 2010, the ABP has resulted in 88 anti-doping rule violations by seven different ADOs. There have also been more than 500 'traditional' positive analyses for blood doping since the advent of the ABP, most due to strategic target testing based on information from the ABP.

WADA's Blood Temperature Working Group developed an innovative method to assess blood sample integrity—the Blood Stability Score (BSS). The BSS allows more flexibility for sample collection missions, and therefore overall decreased costs. Plans for putting the BSS into practice are underway.

The Steroidal Module entered year two of implementation, with a thorough quantitative assessment of the module reserved for a later stage when more data becomes available. Moves to optimize the Module's use and capabilities included revision of the ABP Operating Guidelines and two technical documents (TDEAAS2016 and TDRMR2016). Changes were also made to ABP software in ADAMS.

Eleven separate meetings with ADOs and Athlete Passport Management Units (APMUs) were held in conjunction with WADA's March ADO Symposium to discuss practical aspects of implementing, running and improving an ABP Program. The number of collaborations between lab-associated APMUs and ADOs significantly increased in 2015, with these ADOs realizing greater independence and cost-efficiencies in their overall anti-doping programs.

During an October pre-Rio anti-doping meeting in Lausanne, the IOC, IFs and WADA discussed strategy and optimal use of the ABP in the overall testing plan for the period in advance of and during the 2016 Olympic Games. Participants also reviewed lessons learned from the London 2012 Games to determine what could be applied in Rio.

SINCE 2001, WADA HAS
COMMITTED MORE THAN

\$68 M

TO SCIENTIFIC RESEARCH
THROUGH FUNDS PROCURED
FROM GOVERNMENTS, THE IOC
AND OTHER STAKEHOLDERS.

WADA took a strong step forward in the continued enhancement of the ABP reviewing present data and analytical techniques and identifying biomarkers to drive forward the development of the endocrine module.

Mid-year, WADA addressed an issue highlighted in two televised reports and in a report issued by Cycling Independent Reform Commission that raised questions regarding the ability of athletes to dope by taking minimal amounts of performance enhancing substances without testing positive, otherwise known as 'micro-dosing.' WADA confirmed that the findings were based on experiments that respected neither widely accepted scientific research standards nor the protocols established to ensure the Passport's efficacy.

PROHIBITED LIST

WADA released the 2016 List of Prohibited Substances and Methods in late September, posting the List on its Web site and sending a notification to stakeholders. Additionally, an Explanatory Note summarizing the key modifications to the 2016 Prohibited List and to the 2016 Monitoring Program was simultaneously released online. Changes included the addition of meldonium,

due to evidence of its use by athletes to enhance performance. Discussion started on the possibility of a 'unique list' (all substances and methods prohibited at all times) aiming at simplifying the current rules surrounding time of prohibition.



LABORATORIES

The Turkish Anti-Doping Center in Ankara received WADA accreditation and the Brazilian Doping Control Laboratory in Rio de Janeiro obtained re-accreditation in May. The Rio laboratory continued to build its capacity in preparation for the 2016 Summer Olympic and Paralympic Games, with WADA to make ongoing visits to monitor progress in the lead up to the Games. The Anti-Doping Laboratory in Doha, Qatar, received WADA accreditation in August. A new laboratory in Santiago, Chile, completed the Initial Application Form and was retained as a candidate laboratory for the accreditation process.

Also in May, Labtests Auckland Ltd. in Auckland, New Zealand, became WADA-approved for the ABP. The Doping Control Laboratory of Uruguay in Montevideo contacted the Agency to become WADA-approved for the ABP.

Following the 9 November release of the initial IC Report, WADA acted immediately on the recommendation to suspend accreditation of the Moscow Antidoping Center in Russia. Provisional suspension was immediate, with thorough review of the laboratory by an independent WADA-appointed Disciplinary Panel to follow in early 2016.

COLLABORATIONS & PARTNERSHIPS

WADA further developed collaborations and partnerships with pharmaceutical companies, and strengthened relations with Government regulatory bodies in 2015 through numerous activities.

The Agency, JADA, MEXT, and UNESCO, co-hosted the 2nd International Conference on the Pharmaceutical Industry and the Fight Against Doping, entitled New Developments for Clean Sports and Society. Conference speakers

and attendees explored the benefits of anti-doping partnerships and effective practice under the revised Code and International Standards.

WADA signed a MoU with the Innovative Medicines Initiative to explore establishment of a consortium on drug abuse in sports, and worked with AbbVie to adopt procedures to identify substances with doping potential in the company's development portfolio. WADA is exploring further collaborations with other pharmaceutical companies.

RESEARCH

A major step toward an effective new screening technique for gene doping was achieved in late 2015 under a WADA-sponsored research project, with the first gene doping screening test validated by WADA experts. The technique will be implemented in selected WADA-accredited laboratories.

For the 2015 call for proposals, WADA's Scientific Research Program received 110 projects from 26 different countries across four continents. WADA selected 28 projects with a total budget allocation of \$3.5 million:

- 7 under the Special Anti-Doping Research Fund (IOC/Governments) for \$1.3 million
- 2 under the new WADA/Partnership for Clean Competition Fund for \$0.41 million dollars
- 19 under WADA's traditional grant budget for \$1.79 million.

Since 2001, WADA has committed more than \$68 million to scientific research through funds procured from Governments, the IOC and other stakeholders.



UPDATES TO ADAMS IN 2015 ALLOWED WADA TO COMPILE ANNUAL TESTING INFORMATION WITH MUCH GREATER EFFICIENCY, DETAIL AND ACCURACY THAN EVER BEFORE.

TESTING

The gathering of global anti-doping test information — negative results, adverse analytical findings (AAFs), atypical findings (ATFs), and ABP data — in ADAMS categorized by laboratory, sport, discipline, and testing authority (TA) greatly contributes to WADA’s ability to 1) identify trends in doping and testing activity, and 2) better assist ADOs in the implementation of more effective testing programs through enhanced monitoring and coordination.

Updates to ADAMS in 2015 allowed WADA to compile annual testing information with much greater efficiency, detail and accuracy than ever before.

WADA issued its second global report on ADRVs by sport, discipline and TA. The ADRV Report, which covers the period of 2014, includes the number of AAFs that led to ADRVs and highlights the number of non-analytical ADRVs reported by ADOs.

TECHNICAL DOCUMENT FOR SPORT SPECIFIC ANALYSIS

WADA’s Technical Document for Sport Specific Analysis (TDSSA) came into effect on 1 January 2015, and sets minimum levels of analysis (MLAs) for specific prohibited substances that are not included within the standard urine analysis menu, but are essential substances to screen for — especially on the samples of athletes at the highest risk for doping. These include: erythropoiesis-stimulating agents (ESAs), growth hormone (GH) and GH releasing factors (GHRFs). The TDSSA is one part of the development of a robust, comprehensive test distribution plan, as outlined in the International Standard for Testing and Investigations and the Guidelines for Implementing an Effective Testing Program.

As this new mandatory document resulted in significant changes to ADO anti-doping operations, WADA placed significant effort on assisting ADOs to put in place the necessary mechanisms and expertise to adopt the TDSSA effectively.

Under the direction of the TDSSA Expert Group, 2015 activities included a six-month statistical analysis, a review of stakeholder feedback following a mid-year consultation process, and the production of three new testing guides for the prohibited substances within the TDSSA's scope.

Several operational changes to the TDSSA and supporting processes were proposed by stakeholders during the July-August open consultation period, and subsequently approved to take effect on 1 January 2016.

A comparison of 2015 data from ADAMS to 2014 data for the same 12-month period shows a strong increase in ADOs' testing for ESAs, GH and GHRFs across a number of new sports and disciplines:

Erythropoiesis Stimulating Agents

54 more TAs conducted testing for ESAs 183 vs. 129 TAs

42 more sports received analysis for ESAs 94 vs. 52 sports

Growth Hormone

39 more TAs conducted testing for GH 103 vs. 64 TAs

31 more sports received analysis for GH 74 vs. 43 sports

Growth Hormone Releasing Factors

127 more TAs conducted testing for GHRFs* 145 vs. 18 TAs

47 more sports received analysis for GHRFs* 88 vs. 41 sports.

* This reporting function only became available in ADAMS mid-2014.



TESTING FIGURES REPORT

The 2015 Testing Figures Report, which is scheduled to be published on WADA's Web site during the third quarter of 2016, will provide data on analyses by WADA-accredited laboratories for urine, blood and blood passport samples collected through in-competition testing (ICT) and out-of-competition testing (OOCT).

2015 FINANCE OVERVIEW

IN 2015, WADA ATTAINED THE SAME LEVEL OF CONTRIBUTIONS RECEIVED AS THE PREVIOUS YEAR, WITH A COLLECTION RATE OF 98.70 PERCENT FROM PUBLIC AUTHORITIES AS OF 31 DECEMBER 2015.

In addition to yearly contributions, WADA received the annual \$1,418,001 grant from the Canadian Government for hosting the Agency in Montreal. It also received extra grants from other countries and organizations totalling \$829,000. This marks the highest level of additional grants received to date from voluntary contributions. WADA is grateful for the financial support received from stakeholders.

The annual accounts show an excess of expenses over income of \$1,166,000, which represents a loss against a budgeted profit of \$1,113,000. The result is due to the exchange rate impact. The revaluation of cash and cash equivalents on hand resulted in a loss on exchange of \$1,976,000. This loss on exchange is a non-cash item that does not impact WADA's cash flow. The results, without the loss on exchange, would be an excess of income over expenses of \$809,000.

In 2015, capital expenditures of \$3,457,000 were incurred. The expenditures were related to enhancements to the current Anti-Doping Administration & Management System (ADAMS); starting development of the new ADAMS; developing the Play True Quiz application for iPhone and Android smart phones; deployment of a new Financial Operating System; and acquisition and fit-out of additional office space for the Montreal Headquarters. ADAMS remains a priority for WADA going forward, with development of the new ADAMS continuing in 2016. Ongoing enhancements of the Whereabouts mobile application, the Athlete Biological Passport and other ADAMS changes relating to the World Anti-Doping Code are also included in the Agency's capital investments.

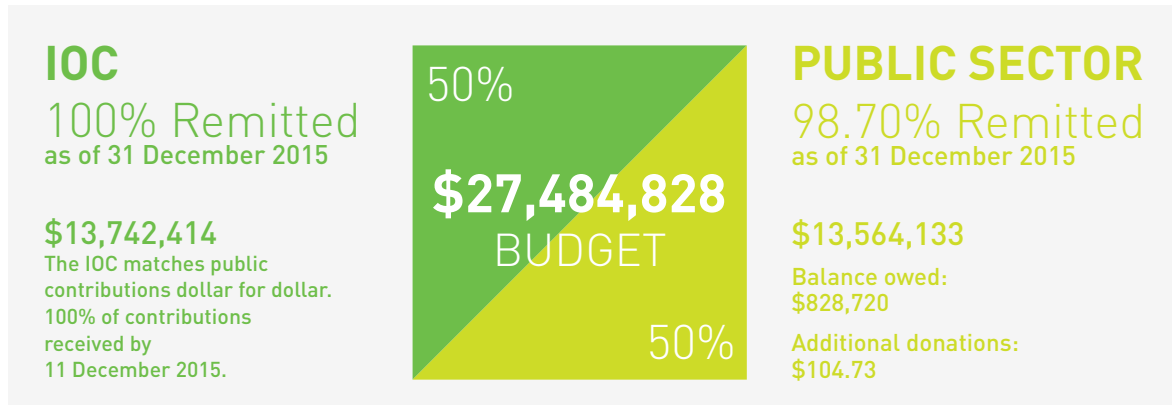
Income from investments continued to decline in 2015. The decline of 18 percent of budget is due to prolonged low interest rates in the market. WADA's conservative investment policy of not investing funds in speculative financial products contributes to the low income from investments.

Litigation costs exceeded budgeted levels in 2015 by nine percent. The Independent Commission (IC)—formed at end-2014 to investigate serious allegations of widespread doping in Russian Athletics aired in a series of German television documentaries—cost \$1,591,000, 14 percent above budgeted figures, and partly funded by cash reserves. The IC's initial Report continues to make a significant impact on the world of sport, with Agency-dedicated resources following up on the recommendations put forward by the Commission.

The overall financial position of the Agency is stable; however as cash reserves are used to supplement costs for special projects such as the IC, it is imperative to increase funding and seek solutions to decrease expenditures without reducing core activities. The 2016 Budget addresses this issue, with an increase in contribution income and substantial decreases in the allocation of funds to research grants and travel costs; while limiting the depletion of cash reserves beyond \$500,000, as recommended by the Finance Committee in 2015 and accepted by the Executive Committee. Once again, the Executive Committee and Foundation Board members were to cover their own air travel costs in attending 2016 meetings. However, it should be noted that in 2015 a request was made for member travel costs to revert back to WADA as of 2017.

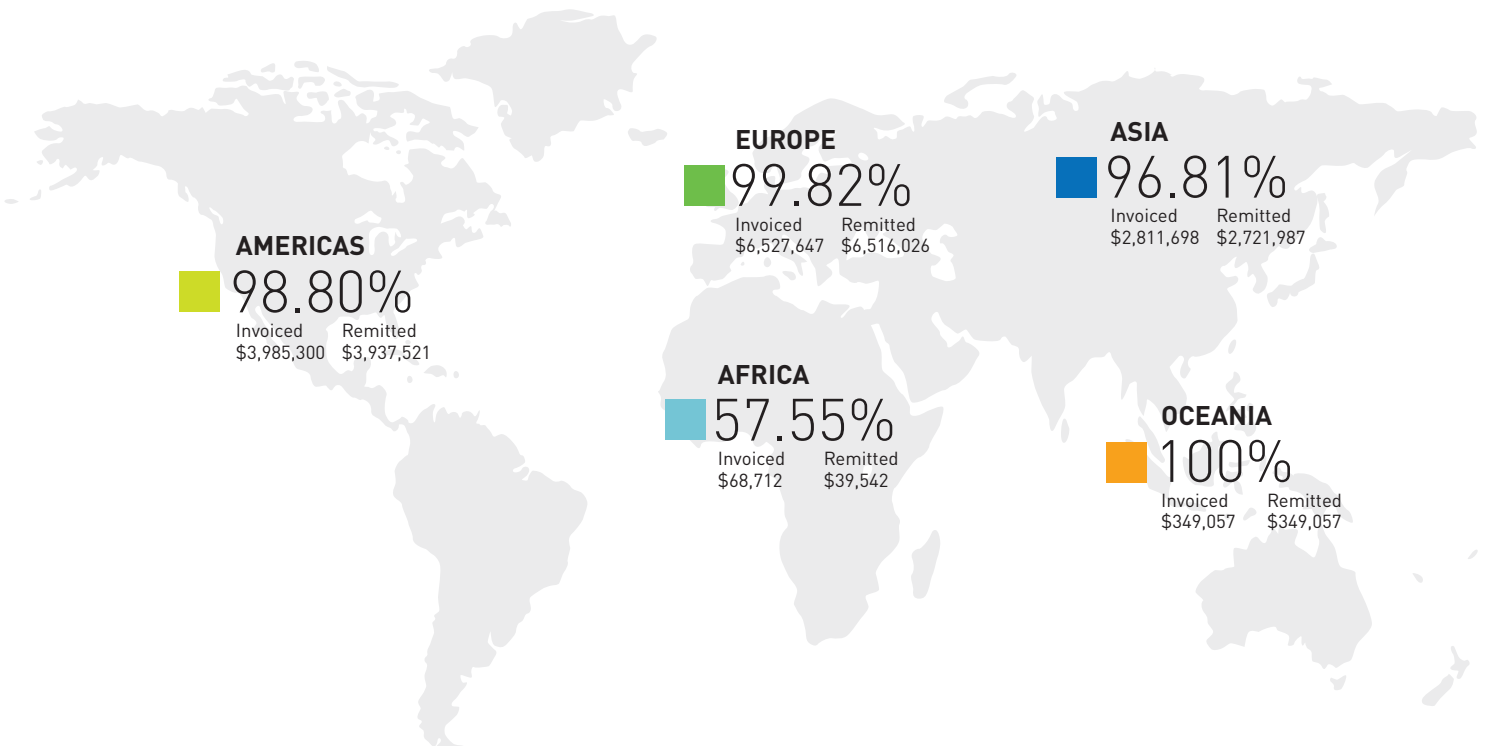
In terms of research grants, the decrease in the budgeted amount is offset by the special research funds received from Public Authorities and matched by the International Olympic Committee. The (Deferred) Special Research Fund, which stood at \$11,015,000 as of 31 December 2015, is to fund research grants over a three-year period.

2015 CONTRIBUTIONS



PUBLIC SECTOR CONTRIBUTIONS BY REGION

Invoiced and remitted as of 31 December 2015 for Budget Year 2015





**REPORT OF THE STATUTORY AUDITOR
TO THE FOUNDATION BOARD
OF WORLD ANTI-DOPING AGENCY
LAUSANNE**

**REPORT OF THE STATUTORY AUDITOR
ON THE FINANCIAL STATEMENTS**

As statutory auditor, we have audited the accompanying financial statements of World Anti-Doping Agency, which comprise the balance sheet, statement of activities, statement of comprehensive loss and changes in equity, cash flow statement and notes, for the year ended 31 December 2015.

FOUNDATION BOARD'S RESPONSIBILITY

The Foundation Board is responsible for the preparation of the financial statements in accordance with the International Financial Reporting Standards (IFRS) and the requirements of Swiss law and the foundation's deed. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of financial statements that are free from material misstatement, whether due to fraud or error. The Foundation Board is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the financial statements for the year ended 31 December 2015 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with the International Financial Reporting Standards (IFRS) and comply with Swiss law and the foundation's deed.

REPORT ON OTHER LEGAL REQUIREMENTS

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 83b paragraph 3 CC in connection with article 728 CO) and that there are no circumstances incompatible with our independence.

In accordance with article 83b paragraph 3 CC in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of financial statements according to the instructions of the Foundation Board.

We recommend that the financial statements submitted to you be approved.

PricewaterhouseCoopers SA

PIERRE-ALAIN DÉVAUD
Audit Expert
Auditor in charge

JULIEN DROZ
Audit expert

Lausanne, May 12, 2016

Enclosure: Financial statements (balance sheet, statement of activities, statement of comprehensive loss and changes in equity, cash flow statement and notes)

BALANCE SHEET AS AT 31 DECEMBER 2015

(in Swiss Francs with audited US Dollar figures as complementary information – Note 2a)

	Notes	2015 USD	2014 USD	2015 CHF	2014 CHF
ASSETS					
Current assets					
Cash and cash equivalents	4	24,646,325	16,520,642	24,461,478	16,345,523
Available-for-sale investments	5b	1,438,280	3,869,052	1,427,493	3,828,040
Receivables	6	739,035	405,224	733,492	400,929
Other current assets	7	2,132,424	2,405,408	2,116,431	2,379,911
		28,956,064	23,200,326	28,738,894	22,954,403
Non-current assets					
Available-for-sale investments	5b	7,863,846	6,072,141	7,804,867	6,007,776
Fixed assets	8	1,008,752	585,745	1,001,186	579,536
Intangible assets	9	5,199,475	4,242,490	5,160,479	4,197,520
		14,072,073	10,900,376	13,966,532	10,784,832
Total Assets		43,028,137	34,100,702	42,705,426	33,739,235
LIABILITIES AND EQUITY					
Current liabilities					
Accounts payable		1,639,541	1,066,030	1,627,245	1,054,730
Accrued expenses	10	2,320,230	2,204,651	2,302,830	2,181,283
Advance contributions		12,804,275	3,249,828	12,708,243	3,215,380
Total Liabilities		16,764,046	6,520,509	16,638,318	6,451,393
Equity					
Foundation capital	11	4,006,500	4,006,500	5,000,000	5,000,000
Cumulative translation adjustment		–	–	(8,084,386)	(8,119,954)
Litigation reserve	12a	1,500,000	1,500,000	1,488,750	1,484,100
Operation reserve	12b	2,400,000	2,400,000	2,382,000	2,374,560
Cumulative fair value gain (loss) on available-for-sale investments		(13,923)	135,856	(13,819)	134,416
Excess of income over expenses brought forward		18,371,514	19,537,837	25,294,563	26,414,720
Total Equity		26,264,091	27,580,193	26,067,108	27,287,842
Total Liabilities and Equity		43,028,137	34,100,702	42,705,426	33,739,235

“Notes 1 to 20 are an integral part of the financial statements.”

STATEMENT OF ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2015

(in Swiss Francs with audited US Dollar figures as complementary information – Note 2a)

	Notes	2015 USD	2014 USD	2015 CHF	2014 CHF
Income					
Annual contributions	13	27,443,532	26,685,297	26,357,225	24,231,362
Grants	14	2,246,861	2,228,122	2,157,923	2,023,228
Other	15	208,986	408,817	200,714	371,223
Total income		29,899,379	29,322,236	28,715,862	26,625,813
Operating expenses					
Salaries and other personnel costs	16	10,290,367	11,110,051	9,883,040	10,088,389
Travel and accommodation		3,056,166	3,538,274	2,935,193	3,212,900
Information and communications		140,135	255,124	134,588	231,663
Testing fees		565,421	727,939	543,040	660,999
Accreditation fees		368,573	294,468	353,984	267,389
Research grants	17	4,401,981	4,125,085	4,227,736	3,745,749
Other grants		490,586	386,319	471,167	350,794
Education		52,494	20,749	50,416	18,841
Project consulting fees		3,230,716	2,080,056	3,102,833	1,888,778
Rents		716,593	842,065	688,228	764,630
Administration		2,302,925	2,474,181	2,211,767	2,246,660
IT costs		1,463,569	1,679,837	1,405,636	1,525,363
Depreciation and amortization of fixed and intangible assets		2,077,400	2,189,893	1,995,171	1,988,514
Writedown of intangible assets		121,080	-	116,287	-
Total operating expenses		29,278,006	29,724,041	28,119,086	26,990,669
Excess of operating expenses over income (income over expenses) before financial income		621,373	(401,805)	596,776	(364,856)
Financial income (expenses)					
Interest		271,347	314,081	260,606	285,199
Losses from disposal of available-for-sale investments		-	(9,511)	-	(8,636)
Bank fees		(83,297)	(87,045)	(80,000)	(79,040)
Net losses on exchange rates		(1,975,746)	(951,945)	(1,897,539)	(864,406)
		(1,787,696)	(734,420)	(1,716,933)	(666,883)
Excess of expenses over income for the year		(1,166,323)	(1,136,225)	(1,120,157)	(1,031,739)

"Notes 1 to 20 are an integral part of the financial statements."

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2015

(in Swiss Francs with audited US Dollar figures as complementary information – Note 2a)

	2015 USD	2014 USD	2015 CHF	2014 CHF
Operating activities				
Excess of expenses over income for the year	(1,166,323)	(1,136,225)	(1,120,157)	(1,031,739)
Depreciation and amortization of fixed and intangible assets	2,077,400	2,189,893	1,995,171	1,988,514
Interest	(271,347)	(314,081)	(260,606)	(285,199)
Losses from disposal of available-for-sale investments	–	9,511	–	8,636
Writedown of intangible assets	121,080	–	116,287	–
Changes in				
Receivables	(333,811)	306,333	(320,598)	278,163
Other current assets	257,074	127,306	246,898	115,599
Accounts payable	(38,866)	(316,279)	(37,327)	(287,194)
Accrued expenses	115,579	(246,189)	111,004	(223,549)
Advance contributions	9,554,447	1,613,926	9,176,251	1,465,512
Net cash provided by operating activities	10,315,233	2,234,195	9,906,923	2,028,743
Investing activities				
Purchase of fixed assets	(464,300)	(159,368)	(445,921)	(144,713)
Purchase of intangible assets	(2,501,795)	(1,814,391)	(2,402,765)	(1,647,543)
Interest received	277,746	311,004	266,752	282,405
Purchase of available-for-sale investments	(3,837,343)	(1,950,000)	(3,685,448)	(1,770,681)
Proceeds from sale of available-for-sale investments	4,336,142	3,575,993	4,164,502	3,247,151
Net cash used in investing activities	(2,189,550)	(36,762)	(2,102,880)	(33,381)
Increase in cash and cash equivalents	8,125,683	2,197,433	7,804,043	1,995,362
Currency translation impact	–	–	311,912	1,595,745
Cash and cash equivalents at beginning of year	16,520,642	14,323,209	16,345,523	12,754,416
Cash and cash equivalents at end of year	24,646,325	16,520,642	24,461,478	16,345,523

“Notes 1 to 20 are an integral part of the financial statements.”

STATEMENT OF COMPREHENSIVE LOSS AND CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2015

(in Swiss Francs with audited US Dollar figures as complementary information – Note 2a)

	Foundation capital USD	Litigation reserve USD	Operation reserve USD	Cumulative fair value gain (loss) on available- for-sale investments USD	Excess of income over expenses brought forward USD	Total USD
Balance as at 31 December 2013	4,006,500	1,500,000	2,400,000	225,790	20,674,062	28,806,352
Excess of expenses over income for the year	–	–	–	–	(1,136,225)	(1,136,225)
Item that will be reclassified to profit or loss						
Fair value loss on available-for-sale investments	–	–	–	(89,934)	–	(89,934)
Total comprehensive loss for the year						(1,226,159)
Balance as at 31 December 2014	4,006,500	1,500,000	2,400,000	135,856	19,537,837	27,580,193
Excess of expenses over income for the year	–	–	–	–	(1,166,323)	(1,166,323)
Item that will be reclassified to profit or loss						
Fair value loss on available-for-sale investments	–	–	–	(149,779)	–	(149,779)
Total comprehensive loss for the year						(1,316,102)
Balance as at 31 December 2015	4,006,500	1,500,000	2,400,000	(13,923)	18,371,514	26,264,091

“Notes 1 to 20 are an integral part of the financial statements.”

STATEMENT OF COMPREHENSIVE LOSS AND CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2015 (CONT'D)

(In Swiss Francs with audited US Dollar figures as complementary information – Note 2a)

	Foundation capital CHF	Cumulative translation adjustment CHF	Litigation reserve CHF	Operation reserve CHF	Cumulative fair value gain (loss) on available- for-sale investments CHF	Excess of income over expenses brought forward CHF	Total CHF
Balance as at 31 December 2013	5,000,000	(10,469,111)	1,335,708	2,137,133	201,060	27,446,459	25,651,249
Excess of expenses over income for the year	-	-	-	-	-	(1,031,739)	(1,031,739)
Item that will be reclassified to profit or loss							
Fair value loss on available-for- sale investments	-	-	-	-	(66,644)	-	(66,644)
Item that will not be re-classified to profit or loss							
Exchange movement	-	2,349,157	148,392	237,427	-	-	2,734,976
Total comprehensive income for the year							1,636,593
Balance as at 31 December 2014	5,000,000	(8,119,954)	1,484,100	2,374,560	134,416	26,414,720	27,287,842
Excess of expenses over income for the year	-	-	-	-	-	(1,120,157)	(1,120,157)
Item that will be reclassified to profit or loss							
Fair value loss on available-for- sale investments	-	-	-	-	(148,235)	-	(148,235)
Item that will not be re-classified to profit or loss							
Exchange movement	-	35,568	4,650	7,440	-	-	47,658
Total comprehensive loss for the year							(1,220,734)
Balance as at 31 December 2015	5,000,000	(8,084,386)	1,488,750	2,382,000	(13,819)	25,294,563	26,067,108

"Notes 1 to 20 are an integral part of the financial statements."

1 ACTIVITY

The World Anti-Doping Agency (“WADA” or the “Agency”), domiciled in Lausanne, Switzerland, is a not-for-profit foundation constituted in Lausanne on 10 November 1999 under the Swiss Civil Code. On 2 June 2002, the Head Office of WADA was officially moved to Montréal, Canada, in accordance with the vote of the Foundation Board on 21 August 2001 in Tallinn, Estonia, the office in Lausanne therefore becoming a branch office. However, WADA remains a Swiss foundation with its registered office in Lausanne, Switzerland.

The mission of WADA is to promote and coordinate, at an international level, the fight against doping in sports in all its forms. The Agency cooperates with intergovernmental organizations and governments (hereafter “Public Authorities”) and other public and private organizations devoted to fighting against doping in sports, including the International Olympic Committee, the International Sports Federations, the National Olympic Committees and athletes.

The financing of WADA is provided equally by the International Olympic Committee and the Public Authorities involved in the mission of WADA.

2 BASIS OF PRESENTATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A) BASIS OF PRESENTATION

These financial statements have been approved by the Foundation Board of WADA on 12 May 2016 and cannot be amended after issuance. The financial statements of WADA for the year ended 31 December 2015 have been prepared in accordance with International Financial Reporting Standards (“IFRS”). WADA’s financial statements are prepared in accordance with Swiss legal requirements.

The financial statements have been prepared under the historical cost principle, except for available-for-sale investments which are shown at fair value. The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying

WADA’s accounting policies. In particular, areas involving a higher degree of judgment or complexity are the definition of the Agency’s functional currency and the research grant recognition described below.

The functional currency of the Agency is the US Dollar, as the majority of its activities (income and expenses) are based in US Dollars. The presentation currency of the Agency is the Swiss Franc to fulfill Swiss legal requirements. Assets and liabilities are converted from US Dollars to Swiss Francs at the closing rate. The Agency’s capital in Swiss Francs is kept at historical exchange rates. The statement of activities is translated into Swiss Francs at the transaction rate. Any resulting exchange difference is recorded in the cumulative translation adjustment on the balance sheet. The statement of cash flows is translated into Swiss Francs at the transaction rate. Any resulting exchange difference is shown separately on the statement of cash flows.

US Dollar figures are included as complementary information.

B) FOREIGN CURRENCIES

Foreign currency income and expenses are accounted for at the exchange rates prevailing at the date of the transactions. Gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies are recognized in the statement of activities. Non-monetary items that are carried at historical cost and denominated in a foreign currency are reported using the historical exchange rate at the date of the transaction.

C) CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise cash on hand and unrestricted deposits held with banks with original maturity of three months or less.

NOTES TO FINANCIAL STATEMENTS

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D) FINANCIAL ASSETS

The Agency classifies its financial assets in the following categories: loans and receivables and available-for-sale assets. The classification depends on the purpose for which the financial assets are acquired. Management determines the classification of its financial assets at initial recognition and re-evaluates this designation at every reporting date.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market nor intended for trading. They are included in current assets, except for assets with maturities greater than 12 months after the balance sheet date, which are classified as non-current assets. Loans and receivables are classified as receivables on the balance sheet.

Loans and receivables are originally recognized at fair value and are subsequently measured at amortized cost, less a provision for bad debts or impairment losses, as appropriate.

Available-for-sale assets

Available-for-sale assets are non-derivative financial assets that are either designated in this category or not classified in the other category. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the balance sheet date. Available-for-sale assets are classified as available-for-sale investments on the balance sheet.

Available-for-sale assets are recognized at fair value plus transaction fees. Gains or losses arising from changes in the fair value are presented in equity in Cumulative fair value gain (loss) on available-for-sale investments.

When assets classified as available for sale are sold or impaired, the accumulated fair value adjustments recognized in equity are included in the statement of activities as gains (losses) from disposal of available-for-sale investments. Interest on available-for-sale investments calculated using the effective interest rate method is recognized in the statement of activities as part of financial income (expenses).

WADA discloses the fair value measurements by level as per the following hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);
- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (prices) or indirectly (derived from prices) (Level 2); and
- Inputs for the asset or liability that are not based on observable market data (unobservable inputs) (Level 3).

Substantially all available-for-sale assets held by WADA are valued using quoted prices (unadjusted) in active markets (Level 1) at the balance sheet date.

WADA assesses at each balance sheet date whether there is objective evidence that a financial asset or group of financial assets is impaired. If any such evidence exists for available for sale assets, the cumulative loss — measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognized in profit or loss—is removed from equity and recognized in the statement of activities.

Regular purchases and sales of available-for-sale investments are recognized on the settlement date. Available-for-sale investments are derecognized when the rights to receive cash flows from the investments have expired or have been transferred and WADA has transferred substantially all risks and rewards of ownership.

E) FINANCIAL LIABILITIES AT AMORTIZED COST

Financial liabilities at amortized cost comprise accounts payable and accrued expenses.

F) FIXED ASSETS

Fixed assets are stated at cost less accumulated depreciation. Depreciation is calculated on a straight-line basis over the estimated useful life of the assets as follows:

Computer equipment	2.5 years
Office equipment	4 years
Leasehold improvements	Over the lower of the life of the lease and its useful life

G) INTANGIBLE ASSETS

Intangible assets comprise the Anti-Doping Administration & Management System software ("ADAMS") and other software, which are stated at cost less accumulated amortization. Amortization is calculated on a straight-line basis over four years, which is the estimated useful life of the assets.

Acquired computer software licences are capitalized on the basis of the costs incurred to acquire and bring to use the specific software.

H) IMPAIRMENT OF NON-FINANCIAL ASSETS

Fixed assets and intangible assets are tested for impairment when events or changes in circumstances indicate that the carrying amount may not be recoverable. For the purpose of measuring recoverable amounts, assets are grouped at the lowest levels for which there are separately identifiable cash flows. Recoverable amount is the higher of an asset's fair value less costs to sell and value in use (being the present value of the expected future cash flows of the relevant asset as determined by management).

I) LEASES

The leasing of computer equipment and software where the Agency has substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalized at the inception of the lease at the lower of the fair value of the leased property and the present value of the minimum lease payments. Each lease payment is allocated between the liability and finance charges so as to achieve a constant rate on the finance balance outstanding. The interest element of the finance cost is charged to the statement of activities over the lease period. Leases where a significant portion of the risks and rewards of ownership is retained by the lessor are classified as operating leases, and such payments are charged to the statement of activities on a straight-line basis over the term of the lease. WADA does not currently hold any finance leases.

J) REVENUE RECOGNITION

Annual contributions and advance contributions

The annual contributions due from Public Authorities involved in the fight against doping in sports and the International Olympic Committee are recognized as income in the period for which they are due. However, annual contributions which have not been paid by year-end when due are only recognized when they are received.

Advance contributions are composed of annual contributions received in the current year for the following years' income and grants received for special projects such as Research Fund, Olympic Solidarity and ADAMS.

Grants

Grants are recorded as income when there is reasonable assurance that the grants will be received and WADA will comply with all attached conditions.

Other

Laboratory accreditation and re-accreditation fees are recognized on the date of payment, which is the date giving full effect to the accreditation.

Financial income

Interest income is recognized on an effective yield basis.

K) INCOME TAXES

WADA is exempt from paying income taxes.

L) RESEARCH GRANTS

Research grants are provided for specific research projects and paid by WADA on a yearly basis by an upfront payment of 80% of the granted amount and 20% payment upon completion of the yearly research project report. These grants cover a 12 month research period. They are expensed on a straight-line basis from the date the amount is granted as per the contractual agreement.

M) CHANGES IN ACCOUNTING POLICY AND DISCLOSURES

New standards, amendments and interpretations adopted by the Agency

There are no standards, amendments and interpretations which are effective for the financial year beginning on 1 January 2015 that are material to the Agency’s financial statements.

New standards, amendments and interpretations not yet adopted by the Agency

A number of new standards and amendments and interpretations are effective for annual periods beginning after 1 January 2015, and have not been applied in preparing these financial statements. None of these is expected to have, significant effect on the financial statements of the Agency, except for following set out below.

- IFRS 9, Financial Instruments, addresses the classification, measurement and recognition of financial assets and financial liabilities. The complete version of IFRS 9 was issued in July 2014. It replaces the guidance in International Accounting Standard (“IAS”) 39, Financial Instruments: Recognition and Measurement, that relates to the classification and measurement of financial instruments. IFRS 9 retains but simplifies the mixed measurement model and establishes three primary measurement categories for financial assets: amortized cost, fair value through other comprehensive income and fair value through the statement of activities. The basis of classification depends on the entity’s business model and the contractual cash flow characteristics of the financial asset. Investments in equity instruments are required to be measured at fair value through profit or loss with the irrevocable option at inception to present changes in fair value in other comprehensive income. There is now a new expected credit losses model that replaces the incurred loss impairment model used in IAS 39. IFRS 9 relaxes the requirements for hedge effectiveness by replacing the bright-line hedge effectiveness tests. The standard is effective for accounting periods beginning on or after 1 January 2018. Early adoption is permitted. The Agency is currently assessing the impact of IFRS 9 on its financial statements.

- IFRS 15, Revenue from Contracts with Customers, deals with revenue recognition and establishes principles for reporting useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from an entity’s contracts with customers. Revenue is recognized when a customer obtains control of a good or service and thus has the ability to direct the use and obtain the benefits from the good or service. The standard replaces IAS 18, Revenue, and IAS 11, Construction Contracts, and related interpretations. The standard is effective for annual periods beginning on or after 1 January 2018. Early adoption is permitted. The Agency is currently assessing the impact of IFRS 15 on its financial statements.

- IFRS 16, Leases, sets out the principles for the recognition, measurement, presentation and disclosure of leases for both parties to a contract, which is the customer (“lessee”) and the supplier (“lessor”). IFRS 16 replaces IAS 17, Leases and related interpretations. All leases result in the lessee obtaining the right to use an asset at the start of the lease and, if lease payments are made over time, also obtaining financing. Accordingly, IFRS 16 eliminates the classification of leases as either operating leases or finance leases as is required by IAS 17 and, instead, introduces a single lessee accounting model. Applying that model, a lessee is required to recognize:

- (a) assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value; and
- (b) amortization of lease assets separately from interest on lease liabilities in the statement of income.

The new standard is effective for annual periods beginning on or after January 1, 2019. Early adoption is permitted if IFRS 15 is also applied. Management has not yet evaluated the impact that this standard will have on its financial statements.

There are no other IFRS or IAS interpretations that are not yet effective that would be expected to have a material impact on the Agency.

3 FINANCIAL RISK MANAGEMENT

A) FINANCIAL RISK FACTORS

Because of the international nature of its activities, WADA is exposed to the following financial risks: foreign currency exchange risk, interest rate risk, liquidity risk, credit risk and capital risk.

Risk management is carried out by management under policies approved by the Foundation Board. Management identifies, evaluates and hedges financial risks.

i) Foreign currency exchange risk

WADA is exposed to foreign currency exchange risk mainly because most of its revenues are generated in US Dollars, whereas its operating expenses are essentially in Canadian Dollars. During the year ended 31 December 2015, WADA used price collars and bank deposits in Canadian Dollars, Swiss Francs and Euros to partly cover its currency exposure.

As at 31 December 2015, had the Canadian Dollar weakened by 5% against the US Dollar, with all other variables held constant, excess of expenses over income for the year would have been CHF246,694 (USD344,726) higher (2014 – excess of expenses over income would have been CHF390,457 (USD394,640) higher) mainly as a result of foreign exchange loss on translation of cash and cash equivalents denominated in Canadian Dollars.

As at 31 December 2015, had the Swiss Franc weakened by 2% against the US Dollar, with all other variables held constant, excess of expenses over income for the year would have been CHF2,221 (USD2,238) higher (2014 – excess of expenses over income would have been CHF16,706 (USD16,885) higher) mainly as a result of foreign exchange loss on translation of cash and cash equivalents denominated in Swiss Francs.

As at 31 December 2015, the following accounts are shown in Canadian Dollars, Swiss Francs, Euros, South African Rands and Japanese Yen, and have been converted to the functional currency in the balance sheet.

	2015				
	CAD	CHF	EUR	ZAR	YEN
Denominated in					
Cash and cash equivalents	5,851,133	413,762	1,673,787	1,198,623	9,997,644
Available-for-sale investments	1,304,460	–	203,550	–	–
Receivables	563,424	2,250	3,236	–	–
Accounts payable and accrued expenses	1,950,924	336,812	101,155	17,591	153,648

	2014				
	CAD	CHF	EUR	ZAR	YEN
Denominated in					
Cash and cash equivalents	8,414,442	874,382	1,258,101	859,294	2,766,341
Available-for-sale investments	306,285	–	508,160	–	–
Receivables	372,534	3,811	4,972	93,990	276,848
Accounts payable and accrued expenses	1,461,040	285,443	34,713	71,972	179,538

NOTES TO FINANCIAL STATEMENTS

31 December 2015

ii) Interest rate risk

WADA is exposed to interest rate risk through the impact of rate changes on interest-bearing assets. As at 31 December 2015, WADA's interest-bearing assets were cash and cash equivalents and available-for-sale investments.

As at 31 December 2015, had interest rates been 0.25% lower, with all other variables held constant, equity would have been CHF62,736 (USD63,210) higher (2014 – CHF51,972 (USD52,529) higher) as a result of an increase in the fair value of bonds classified as available for sale.

iii) Liquidity risk

WADA needs to maintain sufficient levels of cash and cash equivalents to finance its ongoing activities. In the absence of bank financing facilities, it is dependent on the receipt of contributions on a timely basis from stakeholders to meet its cash needs.

iv) Credit risk

Substantially all of WADA's revenues are generated from contributions, which are recognized in the statement of activities at their payment date. Revenues generated from grants are considered to be fully collectible by WADA. WADA has policies which limit the amount of credit and investment exposures. WADA is exposed to minimal credit risk on receivables, as a large portion is due from the Quebec government for sales taxes (Quebec sales tax). Cash and cash equivalents and available-for-sale investments are placed with major banks. The table below shows the balance held at the three major banks at the balance sheet date in the form of cash and term deposits.

	Balance 2015			Balance 2014		
	Rating	USD	CHF	Rating	USD	CHF
Banks						
UBS	A	17,557,638	16,862,649	A	10,015,282	9,909,120
Lombard Odier Darier Hentsch	AA-	3,405,508	3,270,707	AA-	3,635,635	3,597,097
The Bank of Nova Scotia	AA-	3,634,714	3,490,840	AA-	2,818,032	2,788,161
		24,597,860	23,624,196		16,468,949	16,294,378

Available-for-sale investments represent mainly bonds issued by major corporations and Public Authorities government entities.

v) Capital risk

WADA's objective when managing capital is to maintain an appropriate level to develop new programs and participate in new activities. Foundation capital, litigation reserve and operation reserve are considered for capital risk management.

B) FAIR VALUE ESTIMATION

As at 31 December 2015, the fair value of cash and cash equivalents, receivables, accounts payable and accrued expenses was not significantly different from their book value because of their maturity being close to the balance sheet date. As at 31 December 2015, no financial assets were impaired or past due.

4 CASH AND CASH EQUIVALENTS

	2015 USD	2014 USD	2015 CHF	2014 CHF
Cash	18,719,989	10,920,127	18,579,589	10,804,374
Term deposits	5,926,336	5,600,515	5,881,889	5,541,149
	24,646,325	16,520,642	24,461,478	16,345,523

Cash and term deposits are subject to current interest rates.

5 FINANCIAL INSTRUMENTS

A) FINANCIAL INSTRUMENTS BY CATEGORY

As at 31 December 2015	Loans and receivables		Available-for-sale assets		Total	
	USD	CHF	USD	CHF	USD	CHF
Current assets						
Cash and cash equivalents (note 4)	24,646,325	24,461,478	–	–	24,646,325	24,461,478
Available-for-sale investments (note 5b)	–	–	1,438,280	1,427,493	1,438,280	1,427,493
Receivables (note 6)	739,035	733,492	–	–	739,035	733,492
Non-current assets						
Available-for-sale investments (note 5b)	–	–	7,863,846	7,804,867	7,863,846	7,804,867
Total	25,385,360	25,194,970	9,302,126	9,232,360	34,687,486	34,427,330

As at 31 December 2014	Loans and receivables		Available-for-sale assets		Total	
	USD	CHF	USD	CHF	USD	CHF
Current assets						
Cash and cash equivalents (note 4)	16,520,642	16,345,523	–	–	16,520,642	16,345,523
Available-for-sale investments (note 5b)	–	–	3,869,052	3,828,040	3,869,052	3,828,040
Receivables (note 6)	405,224	400,929	–	–	405,224	400,929
Non-current assets						
Available-for-sale investments (note 5b)	–	–	6,072,141	6,007,776	6,072,141	6,007,776
Total	16,925,866	16,746,452	9,941,193	9,835,816	26,867,059	26,582,268

NOTES TO FINANCIAL STATEMENTS

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B) AVAILABLE-FOR-SALE INVESTMENTS

	2015 USD	2014 USD	2015 CHF	2014 CHF
Bonds in US Dollars	8,139,464	8,557,662	8,078,418	8,466,951
Structured products in US Dollars	–	501,945	–	496,624
Bonds in Euros	221,961	618,011	220,296	611,460
Bonds in Canadian Dollars	940,701	263,575	933,646	260,781
	9,302,126	9,941,193	9,232,360	9,835,816

Bonds bear interest at rates ranging from 1.05% to 3.30% and mature from April 2016 to February 2022. Available-for-sale investments comprise corporate bonds in the amount of CHF8,342,876 (USD8,405,921) (2014 – CHF8,181,824

(USD8,269,481)), banking institution bonds CHF889,484 (USD896,205) (2014 – CHF1,256,360 (USD1,269,820)), and no amounts of government bonds (2014 – CHF397,632 (USD401,892)).

6 RECEIVABLES

	2015 USD	2014 USD	2015 CHF	2014 CHF
Quebec sales tax receivable	423,408	309,083	420,232	305,808
Other receivables	292,668	72,143	290,472	71,378
Recoverable withholding taxes	359	1,398	357	1,383
Rental deposit and guarantees	22,600	22,600	22,431	22,360
	739,035	405,224	733,492	400,929

The rental deposit is for the Uruguay office and amounts to CHF22,431 (USD22,600) (2014 – CHF22,360 (USD22,600)).

NOTES TO FINANCIAL STATEMENTS

31 December 2015

7 OTHER CURRENT ASSETS

	2015 USD	2014 USD	2015 CHF	2014 CHF
Prepaid expenses	941,846	975,875	934,782	965,531
Accrued interest	61,325	77,235	60,865	76,416
Prepaid scientific research grants 2009	5,743	–	5,700	–
Prepaid scientific research grants 2010	–	30,000	–	29,682
Prepaid scientific research grants 2012	2,167	155,093	2,150	153,449
Prepaid scientific research grants 2013	203,311	642,446	201,787	635,636
Prepaid scientific research grants 2014	437,051	388,976	433,774	384,853
Prepaid scientific research grants 2015	417,647	–	414,515	–
Prepaid social science research grants 2009	2,552	816	2,533	807
Prepaid social science research grants 2012	–	11,212	–	11,093
Prepaid social science research grants 2013	–	17,377	–	17,194
Prepaid social science research grants 2014	24,868	106,378	24,681	105,250
Prepaid social science research grants 2015	35,914	–	35,644	–
	2,132,424	2,405,408	2,116,431	2,379,911

NOTES TO FINANCIAL STATEMENTS

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8 FIXED ASSETS

	Computer equipment		Office equipment		Leasehold improvements		Total	
	USD	CHF	USD	CHF	USD	CHF	USD	CHF
Year ended 31 December 2014								
Opening net book amount	422,938	376,614	73,518	65,466	278,068	247,612	774,524	689,692
Additions	156,023	141,675	20,523	18,636	–	–	176,546	160,311
Depreciation charge	(218,116)	(198,058)	(41,752)	(37,913)	(105,457)	(95,759)	(365,325)	(331,730)
Exchange effect	–	36,789	–	5,545	–	18,929	–	61,263
Closing net book amount	360,845	357,020	52,289	51,734	172,611	170,782	585,745	579,536
As at 31 December 2014								
Cost	817,843	827,187	1,222,378	1,135,170	522,441	553,445	2,562,662	2,515,802
Accumulated depreciation	(456,998)	(490,657)	(1,170,089)	(1,086,148)	(349,830)	(390,876)	(1,976,917)	(1,967,681)
Exchange effect	–	20,490	–	2,712	–	8,213	–	31,415
Net book amount	360,845	357,020	52,289	51,734	172,611	170,782	585,745	579,536
Year ended 31 December 2015								
Opening net book amount	360,845	357,020	52,289	51,734	172,611	170,782	585,745	579,536
Additions	468,137	425,089	99,570	90,414	229,314	208,227	797,021	723,730
Depreciation charge	(241,149)	(231,604)	(28,377)	(27,254)	(104,488)	(100,352)	(374,014)	(359,210)
Exchange effect	–	32,920	–	7,661	–	16,549	–	57,130
Closing net book amount	587,833	583,425	123,482	122,555	297,437	295,206	1,008,752	1,001,186
As at 31 December 2015								
Cost	1,283,018	1,252,276	1,240,989	1,225,584	751,755	761,672	3,275,762	3,239,532
Accumulated depreciation	(695,185)	(722,261)	(1,117,507)	(1,113,402)	(454,318)	(491,228)	(2,267,010)	(2,326,891)
Exchange effect	–	53,410	–	10,373	–	24,762	–	88,545
Net book amount	587,833	583,425	123,482	122,555	297,437	295,206	1,008,752	1,001,186

As at 31 December 2015, the amount of leasehold improvements included in accounts payable was USD363,063 (CHF360,340) (2014 – USD30,342 (CHF30,020)).

9 INTANGIBLE ASSETS

	Software	
	USD	CHF
Year ended 31 December 2014		
Opening net book amount	4,558,411	4,059,138
Additions	1,508,647	1,369,914
Amortization charge	(1,824,568)	(1,656,784)
Exchange effect	–	425,252
Closing net book amount	4,242,490	4,197,520
As at 31 December 2014		
Cost	12,940,470	12,203,432
Accumulated amortization	(8,697,980)	(8,255,500)
Exchange effect	–	249,588
Net book amount	4,242,490	4,197,520
Year ended 31 December 2015		
Opening net book amount	4,242,490	4,197,520
Additions	2,781,451	2,671,352
Amortization charge	(1,703,386)	(1,635,960)
Writedown	(121,080)	(116,287)
Exchange effect	–	43,854
Closing net book amount	5,199,475	5,160,479
As at 31 December 2015		
Cost	15,403,792	14,758,497
Accumulated amortization	(10,204,317)	(9,891,460)
Exchange effect	–	293,442
Net book amount	5,199,475	5,160,479

Intangible assets comprise the ADAMS project and other software mainly developed internally. The amount related to the ADAMS project represents the core software necessary to fulfill the requirements of the World Anti-Doping Code regarding tracking and management of testing activity. This software enables more efficient tracking and management of the testing results.

As at 31 December 2015, the amount of intangible assets included in accounts payable was USD414,014 (CHF410,909) (2014 – USD134,358 (CHF132,934)).

NOTES TO FINANCIAL STATEMENTS

31 December 2015

10 ACCRUED EXPENSES

	2015 USD	2014 USD	2015 CHF	2014 CHF
Accruals	885,256	771,938	878,616	763,755
Accrued scientific research grants 2005	20,000	20,000	19,850	19,788
Accrued scientific research grants 2006	2,469	2,469	2,450	2,443
Accrued scientific research grants 2007	37,030	78,250	36,753	77,421
Accrued scientific research grants 2008	90,934	101,601	90,252	100,524
Accrued scientific research grants 2009	41,494	79,494	41,183	78,651
Accrued scientific research grants 2010	130,358	184,827	129,381	182,868
Accrued scientific research grants 2011	238,971	477,236	237,179	472,177
Accrued scientific research grants 2012	263,450	338,372	261,474	334,785
Accrued scientific research grants 2013	377,860	106,020	375,026	104,896
Accrued scientific research grants 2014	154,350	–	153,193	–
Accrued social science grants 2010	6,767	6,767	6,716	6,695
Accrued social science grants 2011	11,098	15,000	11,015	14,841
Accrued social science grants 2012	14,929	8,998	14,817	8,905
Accrued social science grants 2013	15,138	13,679	15,025	13,534
Accrued social science grants 2014	30,126	–	29,900	–
	2,320,230	2,204,651	2,302,830	2,181,283

11 FOUNDATION CAPITAL

Foundation capital is defined in the statutes as a fixed amount of CHF5,000,000 (2015 – USD4,006,500).

12 RESERVES

A) LITIGATION

In 2007, the Foundation Board agreed to a reserve of USD1,500,000 dedicated to litigation. This will allow the Agency to engage in any case where it is required.

B) OPERATIONS

In 2009, the Foundation Board agreed to a reserve of USD2,400,000 dedicated to operations.

NOTES TO FINANCIAL STATEMENTS

31 December 2015

13 ANNUAL CONTRIBUTIONS

	2015 USD	2014 USD	2015 CHF	2014 CHF
2002 Public Authorities and governments	104	–	100	–
2002 International Olympic Committee	104	–	100	–
2005 Public Authorities and governments	–	18	–	16
2005 International Olympic Committee	18	–	17	–
2006 Public Authorities and governments	25	–	24	–
2006 International Olympic Committee	25	–	24	–
2007 Public Authorities and governments	22	–	21	–
2007 International Olympic Committee	22	–	21	–
2008 Public Authorities and governments	5	–	5	–
2009 Public Authorities and governments	25	8,411	24	7,638
2010 Public Authorities and governments	114	788	110	716
2011 Public Authorities and governments	1,781	1,041	1,710	945
2012 Public Authorities and governments	5,545	2,991	5,326	2,716
2013 Public Authorities and governments	3,216	136,479	3,089	123,929
2014 Public Authorities and governments	125,979	13,193,420	120,992	11,980,175
2014 International Olympic Committee	–	13,342,149	–	12,115,227
2015 Public Authorities and governments	13,564,133	–	13,027,219	–
2015 International Olympic Committee	13,742,414	–	13,198,443	–
	27,443,532	26,685,297	26,357,225	24,231,362

14 GRANTS

	2015 USD	2014 USD	2015 CHF	2014 CHF
Montréal International	1,418,142	1,596,170	1,362,006	1,449,390
Government of Australia	60,000	61,152	57,625	55,529
Government of Japan	145,259	132,348	139,509	120,177
Government of Uruguay	6,750	7,000	6,483	6,356
Government of the Russian Federation	339,417	408,957	325,982	371,350
Government of United Kingdom	49,995	–	48,017	–
Government of Seychelles	227	–	218	–
Government of Kuwait	56,938	–	54,684	–
Canton de Vaud / City of Lausanne	31,826	22,495	30,566	20,426
Asia Anti-Doping Foundation	20,000	–	19,208	–
Fondation Sport Santé (France)	6,024	–	5,786	–
Olympic Solidarity	112,283	–	107,839	–
	2,246,861	2,228,122	2,157,923	2,023,228

NOTES TO FINANCIAL STATEMENTS

31 December 2015

WADA benefits from two major government supports in Canada. The Government of Canada provides WADA with a total cash contribution of CAD10,000,000, indexed over a 10-year period (2002–2011), and exempts WADA from any income tax. The Government of Quebec also provides WADA with a total cash contribution of CAD5,000,000, indexed over a 10-year period (2002–2011). The governments of Canada and Quebec amended the agreement in order to extend the financial contributions for the initial period by an additional 10-year period. Under this amended agreement, WADA will receive an additional total cash contribution of CAD10,000,000, indexed over a 10-year period (2012–2021), from the Government of Canada and an additional total cash

contribution of CAD5,000,000, indexed over a 10-year period (2012–2021), from the Government of Quebec. The grants are paid as one combined amount from a corporation, Montréal International, formed by the aforementioned governments. The grants are subject to the following conditions: WADA must maintain its permanent operational headquarters in Montréal, maintain a minimum staff of 17 to 25 employees, supply quarterly unaudited and annual audited accounts, budgets and activity reports, and continue its original mission. The aim of these government supports is to encourage and maintain WADA's activities on a long-term basis.

WADA also receives additional grants from Public Authorities (governments) to support specific activities.

15 OTHER INCOME

	2015 USD	2014 USD	2015 CHF	2014 CHF
Laboratory accreditation and re-accreditation fees	159,957	297,758	153,625	270,377
Code monitoring	30,937	46,805	29,713	42,501
Tenant inducements	18,092	64,254	17,376	58,345
	208,986	408,817	200,714	371,223

16 SALARIES AND OTHER PERSONNEL COSTS

	2015 USD	2014 USD	2015 CHF	2014 CHF
Salaries	5,946,152	6,321,579	5,710,783	5,740,257
Social charges and other benefits	4,199,877	4,585,639	4,033,632	4,163,951
Defined benefit pension plan contributions	143,516	106,189	137,835	96,424
Temporary staff	822	96,644	790	87,757
	10,290,367	11,110,051	9,883,040	10,088,389

The number of people employed was 81 as at 31 December 2015 (2014 – 75).

NOTES TO FINANCIAL STATEMENTS

31 December 2015

Retirement benefit obligation

Most of WADA's employees are located at its Montréal headquarters. WADA grants all of its employees a pre-defined proportion of their salary as a contribution to their pension plan. Considering that WADA has no further obligation once payments are made, these costs are considered as fringe benefits and are included in salaries and other personnel costs in the statement of activities in the period they are incurred. The retirement obligations for WADA's employees in Tokyo

are met by the Japanese government. For its South African office employees, WADA only contributes with the employees into the state pension scheme. For WADA's employees in Switzerland, the retirement obligations qualify as a defined benefit plan. It is funded by contributions from WADA and the employees to a financially independent trust. Because of the limited number of employees under this plan, no actuarial calculations have been performed for reasons of materiality.

17 RESEARCH GRANTS

	2015 USD	2014 USD	2015 CHF	2014 CHF
Research grants expensed				
Scientific research grants expensed	4,212,426	4,022,367	4,045,684	3,652,477
Social science research grants expensed	251,943	193,997	241,970	176,157
Refunds received on cancellation of project	(62,388)	(91,279)	(59,918)	(82,885)
Total research grants expensed	4,401,981	4,125,085	4,227,736	3,745,749
Research grants paid out				
Research grants expensed	4,401,981	4,125,085	4,227,736	3,745,749
Prepaid expenses (movement)	(182,500)	354,848	(175,276)	322,217
Accruals (movement)	(2,277)	105,892	(2,187)	96,154
Total research grants paid out	4,217,204	4,585,825	4,050,273	4,164,120

18 RELATED PARTY TRANSACTIONS

Transactions with Public Authorities and other organizations including the Olympic Movement are disclosed separately in these financial statements. The Foundation Board members, the President and the Executive Committee of WADA are not remunerated by the Agency. However, WADA covers

all expenses related to the execution of their functions, in particular, travel, hotel and meal expenses and a daily allowance for out-of-pocket expenses. These costs are included in travel and accommodation in the statement of activities.

	2015 USD	2014 USD	2015 CHF	2014 CHF
Compensation of key management				
Salaries	2,014,180	2,597,294	1,934,452	2,358,451
Benefits and social charges	973,556	1,152,055	935,019	1,046,114
Defined benefit pension plan contributions	64,331	48,265	61,783	43,827
	3,052,067	3,797,614	2,931,254	3,448,392

Key management of WADA is defined as all the directors of the Agency. Compensation is for 11 directors as at 31 December 2015 (2014 — 11 directors).

NOTES TO FINANCIAL STATEMENTS

31 December 2015

19 COMMITMENTS

A) OPERATING LEASE COMMITMENTS

The future minimum lease payments payable under non-cancellable operating leases are as follows:

	2015 USD	2014 USD	2015 CHF	2014 CHF
Less than one year	461,721	480,450	458,258	475,357
More than one year and less than five years	1,591,990	1,750,542	1,580,050	1,731,986
More than five years	398,686	860,501	395,696	851,380
	2,452,397	3,091,493	2,434,004	3,058,723

The operating lease commitments are for the following:

- Montréal, Canada office lease to February 2021
- Lausanne, Switzerland office lease to April 2017
- Tokyo, Japan office lease to March 2017
- Montevideo, Uruguay office lease to June 2017

B) COMMITMENTS FOR NON-LEASE ELEMENTS

	2015 USD	2014 USD	2015 CHF	2014 CHF
Less than one year	2,076,259	2,127,804	2,060,688	2,105,249
More than one year and less than five years	1,297,802	1,238,989	1,288,068	1,225,856
More than five years	–	–	–	–
	3,374,061	3,366,793	3,348,756	3,331,105

The commitments for non-lease elements are related mainly to the IT management service contract from 2013 to 2016, the R3D — Conseil Inc. contract from 2016 to 2017, and various other contracts.

C) SCIENTIFIC AND SOCIAL SCIENCE RESEARCH COMMITMENTS

Scientific research grants and social science research grants may be committed over several years by the signing of research grant contracts, including upcoming years of research for certain projects. The related amounts at the end of the year are as follows:

	2015 USD	2014 USD	2015 CHF	2014 CHF
Less than one year	4,341,727	4,739,218	4,309,164	4,303,407
More than one year and less than five years	304,643	478,241	302,358	434,263
More than five years	–	–	–	–
	4,646,370	5,217,459	4,611,522	4,737,670

20 CONTINGENT LIABILITIES

At the end of 2015, WADA has contingent commitments in the amount of CHF2,913,450 (USD2,935,467) (2014 – CHF2,639,735 (USD2,668,017)). This amount is for all research grants that have been granted by WADA but are contingent upon one or more of the following approvals: ethical approval from the government of the country of the laboratory which is to conduct the research or the signing of the research contract by the laboratory. Eighty percent of the amount would be due upon these approvals and would probably be disbursed in 2016.

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