



2018 Annual Report

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**The Right Way Together**

## Vision and Mission

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Formed in 1999, the World Anti-Doping Agency (WADA) is an international independent agency composed and funded equally by the Sports Movement and Governments of the world. As the global regulatory body, WADA's primary role is to develop, harmonize and coordinate anti-doping rules and policies across all sports and countries.

Its key activities include: ensuring and monitoring effective implementation of the World Anti-Doping Code and its related International Standards; scientific and social science research; education; intelligence and investigations; and, building anti-doping capacity with anti-doping organizations worldwide.

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### **Our Vision...**

is a world where all athletes can compete in a doping-free sporting environment.

### **Our Mission...**

is to lead a collaborative worldwide movement for doping-free sport.

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# Message from the President and the Director General

**While 2018 was another challenging year for WADA, we are proud to say that it was a year that broke a long-standing impasse regarding the Russian doping crisis; one that significantly strengthened the Agency's governance structure; and, one that resulted in greater financial means to pursue our evolving mission as the global regulator of clean sport. Working with and listening to all our stakeholders in every aspect of the Agency's mandate remains the defining constant that leads to so much progress. This Report is a snapshot of WADA's collaborative achievements alongside its partners to strengthen clean sport around the world.**

Since 2015, much of WADA's time and energy has been consumed by the Russian doping crisis, which was first brought to light by whistleblowers and then fully exposed via the Agency's Pound and McLaren Investigations. Many months into 2019, we can see that, while we still have a distance to travel, 2018 is likely to be remembered as the breakthrough year for WADA's response. After a lengthy impasse with Russian authorities, in September 2018, WADA's Executive Committee (ExCo) took the bold decision to reinstate the Russian Anti-Doping Agency (RUSADA) as compliant with the World Anti-Doping Code (Code) under strict conditions that, if met, would allow the Agency to gain access to the Moscow Laboratory.

Since that ExCo decision, WADA Intelligence and Investigations (I&I) carried out two successful missions to Russia in January and April 2019 to retrieve a copy of the Laboratory Information Management System (LIMS), associated raw data and samples from the Laboratory. While WADA I&I continues to validate the data, it has also begun compiling strong evidence against those who are believed to have cheated; and, has started providing batches of cases to International Federations (IFs). This significant progress would not have been made without the ExCo decision – time has shown it was the right one for the good of athletes and clean sport. See pages 34-35.

In addition to Russia, there was plenty of other priority activity carried out in 2018. Of particular note, some of the achievements that the WADA team and its bodies proudly delivered are outlined below and are expanded upon within the Report:

- In November, the Foundation Board (Board) approved wide-ranging reforms of WADA's governance model that will lead to more independence, including for the roles of President and Vice-President as well as through the addition of two independent members of the ExCo, and more representation on the Agency's Standing Committees for athletes and National Anti-Doping Organizations (NADOs). The reforms also include the introduction of a Nominations Committee, a term limit for members of the Board, ExCo and Standing Committees, and the formation of an independent Ethics Board. See page 9.





- We further reinforced our capability for intelligence gathering and investigations through development of partnerships and strong networks with Anti-Doping Organizations (ADOs) and law enforcement around the world. As the successful whistleblower program 'Speak Up!' grows in importance and influence, we appointed a full-time Confidential Information Manager and carried out numerous fruitful investigations, including with respect to the International Biathlon Union and of doping in Kenyan athletics. See pages 60-65.
- We strengthened our Code Compliance Monitoring Program that includes a new International Standard for Code Compliance by Signatories, which came into effect on 1 April 2018. See pages 48-53.
- We progressed the 2021 Code Review Process, which involved simultaneous review of the International Standards; and which, will culminate in approval at the Fifth World Conference on Doping in Sport in November 2019 in Katowice, Poland with entry into force on 1 January 2021. Included as part of the review process was the drafting of the new International Standard for Education and International Standard for Results Management. See pages 22-26.
- We supported WADA's Athlete Committee in advancing the Anti-Doping Charter of Athlete Rights, which it initiated in 2017 and that was included as part of the review process. See pages 36-41.
- We completed the roll-out of our new eLearning platform (ADeL) that launched in January, which attracted more than 20,000 registered users during the year, 71% of whom were athletes. ADeL has also been embraced by ADOs, with more and more of them making courses on the platform mandatory for their athletes and coaches. See page 58.
- In October, we convened our second Global Education Conference in Beijing, China, which was hailed as a significant success by athletes, educators, researchers, anti-doping practitioners and government representatives. See page 57.
- In May, the Laboratory Working Group's conclusions to further strengthen WADA's accredited laboratory network were adopted by the ExCo/Board. See page 71.
- We made significant progress with the Anti-Doping Administration and Management System (ADAMS) 'Next Gen' project, which aims at ensuring a system at the highest technical and security levels to support the global anti-doping program. See page 80.
- We conducted successful Independent Observer and/or Athlete Outreach programs for several major events, including: the Olympic and Paralympic Games in PyeongChang, South Korea; the Commonwealth Games on the Gold Coast, Australia; the Asian Games in Jakarta and Palembang, Indonesia; and, the Summer Youth Olympic Games in Buenos Aires, Argentina. See pages 39 and 53.
- And, we made significant progress regarding the implementation of UNESCO's International Convention Against Doping in Sport with steps having been taken to provide better assistance to State Parties in meeting the requirements of the Convention; and to develop a framework of consequences for those that do not. See page 33.



Helping to fund our activities, in November 2017 and May 2018 the Board approved 8% annual increases for the WADA budget for 2018-22, demonstrating the importance of WADA's mission and the faith that the Board maintains in its management. Armed with these additional resources, the WADA team looks forward to working with stakeholders to strengthen existing activities and initiate new ones this year and beyond.

There is no question that, due to the Russian doping crisis, WADA has been navigating challenging times; however, we believe it is important to also consider the achievements that have been delivered by WADA's 117 hugely committed and capable staff members. The Agency is made up of scientists, physicians, legal experts, educators, investigators and others that are playing a huge part, every day, in protecting clean sport; and, we are pleased

to present a few of them within the pages of this Report.

We also wish to acknowledge and thank the 150+ volunteers, which make up WADA's Board, ExCo, Standing Committees, Ethics Panel, and Expert and Advisory Groups. Like most sporting bodies, our talented and dedicated volunteers are the backbone of the Agency. Without their engagement, the Agency and clean sport would simply not advance.

At the World Conference in November, WADA will celebrate its 20th anniversary alongside its stakeholders. As has been the case for two decades, until then and thereafter, our team will partner and deliver on the Agency's priorities – shaping an anti-doping system that ensures that the clean athlete prevails. We truly believe that we are heading **the Right Way Together!**



**Sir Craig Reedie**  
President



**Olivier Niggli**  
Director General

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Montreal, 12 September 2019





# Our Strategic Priorities

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In November 2016, the Foundation Board agreed a series of strategy recommendations that would form the framework for the Agency's strategic priorities for 2017 and beyond. While these priorities have largely stood the test of time since they were first developed, they have been updated to reflect the significant progress made and to chart a stronger path forward as all clean sport stakeholders seek to navigate the right way together.

1. Develop and implement the 2021 World Anti-Doping Code and International Standard review framework.
2. Engage all stakeholders in building clean sport for the future.
3. Manage the outcomes of the various WADA investigations related to Russia (McLaren, LIMS).
4. Work with International Federations, Major Event Organizations, National Anti-Doping Organizations and Regional Anti-Doping Organizations to enhance anti-doping capacity, including through the organization of WADA's Annual Symposium.
5. Further develop and maintain a strong WADA-led Compliance Monitoring Program following the terms of the International Standard for Code Compliance by Signatories.
6. Increase and enhance research-led anti-doping education including through the development of an International Standard for Education.
7. Further strengthen WADA's capability for intelligence and investigations by, for example, enhancing the Anti-Doping Intelligence and Investigations Network and growing the whistleblower program, 'Speak Up!'.  
[View more](#)
8. Strengthen scientific-based knowledge in all areas of anti-doping, including the Prohibited List, the Athlete Biological Passport program and the prevalence of doping.  
[View more](#)
9. Strengthen WADA-accredited laboratory performance.  
[View more](#)
10. Ensure that the Anti-Doping Administration and Management System 'Next Gen' works technically and securely to support the global anti-doping program.  
[View more](#)
11. Increase commitments and financial support from Governments, sport and other sources to ensure ongoing sustainability of WADA in light of its expanded role.  
[View more](#)

# Governance

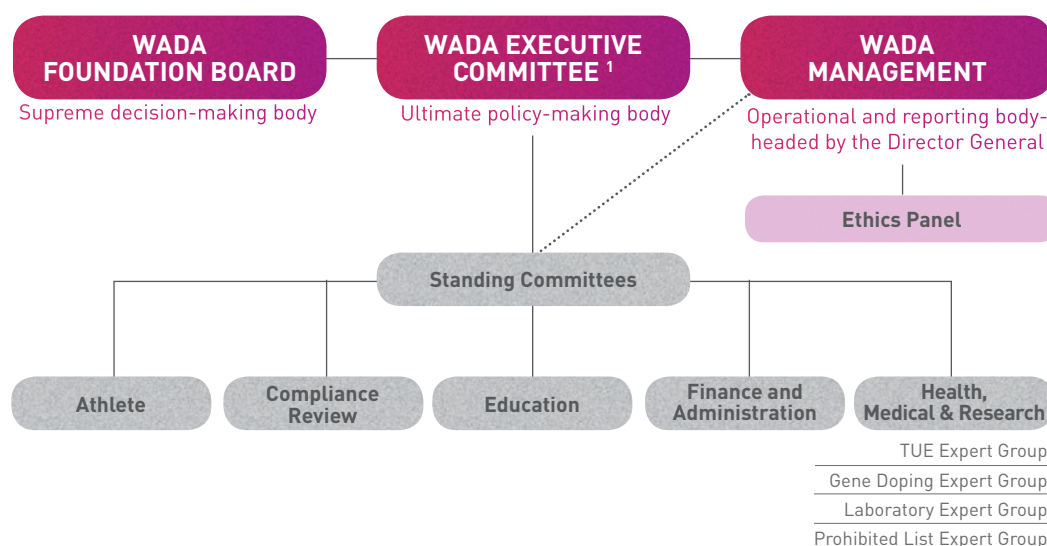
In an ever-changing world, WADA's role has grown since its governance model was first formed. As with all well-run organizations, WADA wants to ensure that its model evolves with best practice over time. Accordingly, in November 2016, the Foundation Board (Board) recommended formation of a Governance Working Group – comprised of two athletes, two representatives from National Anti-Doping Organizations (NADOs), five representatives from the Sports Movement, five representatives from Governments of the world and two independent governance experts – to study WADA's governance model and recommend reforms that would ensure the independence of the anti-doping program from sports organizations and national Governments.

In November 2018, after almost two years of work, the Board approved the following series of reforms that will make a significant difference as to how the Agency is run.

- An independent President and Vice-President, with a remuneration associated with the role of the President.
- The addition of two independent seats on the Executive Committee (ExCo).
- Formation of a Nominations Committee to ensure the right people in terms of skills and independence serve in senior governance roles within WADA.
- One seat each at a minimum for both athlete and NADO representation on all Standing Committees.
- A limit of three three-year terms (nine years in total) for all members of the Board, ExCo and the Standing Committees.
- Formation of an independent Ethics Board to ensure compliance with the standards of conduct required for good governance.

In May 2019, the ExCo approved a detailed timeline for the implementation of the reforms, most of which will come into effect in January 2020. These reforms mark the beginning of an ongoing process of governance review within WADA to ensure that it remains a model of good governance.

## Reporting Structure



(1) The TDSSA Expert Group reports to the ExCo

# Executive Committee

## President

SIR CRAIG REEDIE  
IOC Member  
United Kingdom

## Vice-President

MS. LINDA HOFSTAD HELLELAND  
Minister of Children and Equality  
Norway

## Olympic Movement

### International Olympic Committee (IOC) Representative

MR. UGUR ERDENER  
IOC Vice-President; President, World Archery (WA)  
Turkey

### Association of National Olympic Committees (ANOC) Representative

MR. JIRI KEJVAL  
President, Czech Republic National Olympic Committee; IOC Member  
Czech Republic

### Association of Summer Olympic International Federations (ASOIF) Representative

MR. FRANCESCO RICCI BITTI  
President, ASOIF  
Italy

### Global Association of International Sports Federations (GAISF) Representative

MR. PATRICK BAUMANN  
President, GAISF; Secretary General, International Basketball Federation (FIBA); IOC Member  
Switzerland | (January – October)

MR. NENAD LALOVIC  
President, United World Wrestling (UWW); IOC Member  
Serbia | (November – December)

### IOC Athletes' Commission Representative

MS. DANKA BARTEKOVA  
Vice-Chair, IOC Athletes' Commission; IOC Member  
Slovakia



## Public Authorities

### Africa Representative

MS. AMIRA EL FADIL  
Commissioner for Social Affairs, African Union  
Sudan

### Americas Representative

MR. MARCOS DIAZ  
President, Americas Sports Council (CADE)  
Dominican Republic

### Asia Representative

MR. TOSHIEI MIZUOCHI  
State Minister of Education, Culture, Sports, Science and Technology  
Japan | (January – September)

MS. TOMOKO UKISHIMA  
State Minister of Education, Culture, Sports, Science and Technology  
Japan | (October – December)

### Europe Representative

MR. WITOLD BAŃKA  
Minister of Sport and Tourism  
Poland

### Oceania Representative

MR. GRANT ROBERTSON  
Minister for Sport and Recreation  
New Zealand



## TRIBUTE TO PATRICK BAUMANN



On 13 October 2018, WADA was deeply saddened to learn of the passing of its Executive Committee and Foundation Board Member, Patrick Baumann, at the age of 51. Mr. Baumann died suddenly during the Youth Olympic Games in Buenos Aires, Argentina.

WADA President Sir Craig Reedie, a long-time colleague and friend of Mr. Baumann, said: "Patrick was a man of great integrity and an outstanding young sports administrator with a bright future. He was much admired

and respected by all, including by his fellow members on WADA's Executive Committee and Foundation Board. WADA wishes to recognize his immense contribution to sport and commitment to anti-doping. It is, without question, a great loss to these global communities."

Mr. Baumann had been an Olympic Movement Member of WADA's Foundation Board since 2013 and Executive Committee since 2017.

# Foundation Board

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## President

SIR CRAIG REEDIE  
IOC Member  
United Kingdom

## Vice-President

MS. LINDA HOFSTAD HELLELAND  
Minister of Children and Equality  
Norway

## Olympic Movement

### IOC Representatives

MR. UGUR ERDENER  
IOC Vice-President; President, World Archery (WA)  
Turkey

MR. NENAD LALOVIC<sup>1</sup>  
IOC Member; President, United World Wrestling (UWW)  
Serbia | (January – October)

MR. JIRI KEJVAL<sup>1</sup>  
IOC Member; President, Czech Republic National Olympic Committee  
Czech Republic | (November – December)

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

MR. RICHARD POUND  
IOC Member  
Canada

### ANOC Representatives

MS. RANIA ELWANI  
Representative of ANOC  
Egypt

MR. ANDREY KRYUKOV  
Vice-President, Kazakhstan National Olympic Committee  
Republic of Kazakhstan

MR. ZLATKO MATEŠA  
President, Croatian Olympic Committee  
Croatia

MR. FABIO PIGOZZI  
President, International Federation of Sports Medicine  
Italy

### ASOIF Representatives

MR. TAMÁS AJÁN  
Honorary IOC Member; President, International Weightlifting Federation (IWF)  
Hungary



**MR. JEAN-CHRISTOPHE ROLLAND**  
IOC Member; President, World Rowing Federation (FISA)  
France

**MR. FRANCESCO RICCI BITTI**  
President, ASOIF  
Italy

### GAISF Representative

**MR. PATRICK BAUMANN**<sup>1</sup>  
President, GAISF; Secretary General, International Basketball Federation (FIBA); IOC Member  
Switzerland | (January – October)

**MR. NENAD LALOVIC**  
President, United World Wrestling (UWW); IOC Member  
Serbia | (November – December)

### Association of International Olympic Winter Sports Federations (AIOWF) Representative

**MR. ANDERS BESSEBERG**  
President, International Biathlon Union (IBU)  
Norway | (January – April)

**MR. JAN DIJKEMA**  
President, International Skating Union (ISU)  
The Netherlands | (April – December)

### International Paralympic Committee (IPC) Representative

**MR. ANDREW PARSONS**  
President, International Paralympic Committee (IPC)  
Brazil

### IOC Athletes' Commission Representatives

**MS. KIRSTY COVENTRY**  
Chair, IOC Athletes' Commission; IOC Member  
Zimbabwe

**MR. TONY ESTANGUET**  
Vice-Chair, IOC Athletes' Commission; IOC Member  
France | (January – February)

**MS. DANKA BARTEKOVA**  
Vice-Chair, IOC Athletes' Commission; IOC Member  
Slovakia | (March – December)

**MR. ADAM PENGILLY**  
Member, IOC Athletes' Commission; IOC Member  
United Kingdom | (January – February)

**MS. EMMA TERHO**  
Member, IOC Athletes' Commission; IOC Member  
Finland | (March – December)

**MS. ANGELA RUGGIERO**  
Chair, IOC Athletes' Commission; IOC Member  
USA | (January – February)

**MR. SEUNG-MIN RYU**  
Member, IOC Athletes' Commission; IOC Member  
Republic of Korea | (March – December)

<sup>1</sup> Due to the passing of Patrick Baumann, the Sport Movement temporarily re-allocated its membership for the period November-December



## Public Authorities

### Member States of the European Union Representatives

**MR. PHILIPPE MUYTERS**

Flemish Minister for Work, Economy, Innovation and Sport  
Belgium

**MR. KRASEN KRALEV**

Minister of Youth and Sports  
Bulgaria

**MR. MARIUS DUNCA**

Minister of Youth and Sports  
Romania | (January – April)

**MS. IOANA BRAN**

Minister of Youth and Sports  
Romania | (April – December)

### Council of Europe Representatives

**MS. GABRIELLA BATTAINI-DRAGONI**

Deputy Secretary General, Council of Europe  
Italy

**MR. AKIF ÇAGATAY KILIÇ**

Member of Parliament  
Turkey

### Africa Representatives

**MR. HASSAN WARIO ARERO**

Cabinet Secretary, Ministry of Sports, Culture and Arts  
Kenya | (January)

**MR. RACHID MOHAMMED**

Cabinet Secretary, Ministry of Sports and Heritage  
Kenya  
(February – December)

**MR. JERRY EKANDJO**

Minister of Sport, Youth and National Service  
Namibia | (January)

**MR. ERASTUS UUTONI**

Minister of Youth, National Service, Sports & Culture  
Namibia | (February – December)

**MS. MITCY LARUE**

Minister of Youth, Sports and Culture  
Seychelles | (January – April)

**MS. MACSUZY MONDON**

Minister of Home Affairs, Local Government, Youth, Sports,  
Culture, and Risk & Disaster Management  
Seychelles | (May – December)

## Americas Representatives

**MS. CLARA LUZ ROLDAN GONZALEZ**

President, South-American Sport Council (CONSUDE)  
Colombia | (January – August)

**MR. ERNESTO LUCENA**

President, South-American Sport Council (CONSUDE)  
Colombia  
(September – December)

**MR. MARCOS DIAZ**

President, Americas Sports Council (CADE)  
Dominican Republic

**MR. MICHAEL K. GOTTLIEB**

Assistant Deputy Director, White House Drug Policy Office, Executive Office of the President  
USA

**MR. PEDRO INFANTE**

President, Central American and Caribbean Council of Sport (CONCECADE)  
Venezuela | (January – April)

**MR. GERARDO FAJARDO**

President, Central American and Caribbean Council of Sport (CONCECADE)  
Honduras | (May – December)

## Asia Representatives

**MR. YINGCHUAN LI**

Vice-Minister, General Administration of Sport  
China

**MR. TAEKANG ROH**

Vice-Minister, Ministry of Culture, Sports and Tourism  
Republic of Korea

**MR. TOSHIEI MIZUOCHI**

State Minister of Education, Culture, Sports, Science and Technology  
Japan | (January – September)

**MS. TOMOKO UKISHIMA**

State Minister of Education, Culture, Sports, Science and Technology  
Japan | (October – December)

**MR. MOHAMMED SALEH AL KONBAZ**

President, Saudi Arabian Anti-Doping Committee  
Saudi Arabia

## Oceania Representatives

**MS. BRIDGET MCKENZIE**

Minister for Sport  
Australia

**MR. GRANT ROBERTSON**

Minister for Sport and Recreation  
New Zealand



# Management Team



**OLIVIER NIGGLI**  
Director General



**RENÉ BOUCHARD**  
Advisor, Government Relations



**DAO CHUNG**  
Chief Financial Officer



**MARÍA JOSÉ PESCE CUTRI**  
Director, Latin America Office



**FRÉDÉRIC DONZÉ**  
Chief Operating Officer



**SÉBASTIEN GILLOT<sup>1</sup>**  
Director, European Office and International  
Federation Relations  
(August – December)



**KAZUHIRO HAYASHI**  
Director, Asia/Oceania Office



**TOM MAY<sup>2</sup>**  
Director, Program Development and  
NADO/RADO Relations



**CATHERINE MACLEAN<sup>2</sup>**  
Director, Communications and  
Acting Director, Education



**DR. OLIVIER RABIN**  
Senior Executive Director, Sciences  
and International Partnerships



**TIM RICKETTS**  
Director, Standards and Harmonization



**JULIEN SIEVEKING**  
Director, Legal Affairs



**RODNEY SWIGELAAR**  
Director, Africa Office



**DR. ALAN VERNEĆ**  
Director, Medical



**GÜNTER YOUNGER**  
Director, Intelligence and Investigations

<sup>1</sup> Sébastien Gillot assumed the role in August 2018 from Benjamin Cohen

<sup>2</sup> Following the end-July 2018 departure of Rob Koehler (Deputy Director General and Senior Director, Education and NADO/RADO Relations); in August, Catherine MacLean assumed the role as Acting Director, Education; and, in January 2019, Tom May assumed his current role.



## Ethics Panel

**The WADA Ethics Panel is appointed annually and provides independent expert ethical opinion through the review of urgent or contentious issues that may arise in the protection of clean sport. It develops and/or recommends ethically sound policies or proposals to WADA Management.**

**In 2018, the panel, which is chaired by Canadian lawyer Prof. Bartha Maria Knoppers, at the request of WADA Management, worked on several matters, including the following two in particular:**

### **Disclosure of Athlete Biological Passport (ABP) data to athletes**

Should ABP data be disclosed to athletes? The panel recommended that paramount to the safeguarding of the integrity of the anti-doping system would be the introduction of an appropriate data disclosure system pertaining to the ABP. The panel suggested that data access rights were harmonized for all athletes but that legal advice should be sought as to how the European Commission's General Data Protection Regulations (GDPR) might impact the treatment of data. From an ethical standpoint, delayed access to data that entitles individuals access rights without undermining the integrity of the anti-doping system should be considered. Such access rights might be determined by the

type of data (e.g. data of the hematological module could be accessed after a period of some months whereas data of the steroidal module could be accessed after a much longer period). Experts should define time periods that do not undermine the integrity of the system.

### **Secondary use of doping control samples**

Samples collected in the context of doping control are an invaluable resource for anti-doping research. The panel identified some areas of current WADA practice that required improvement. These included the need for the International Standard for Laboratories (ISL) to provide more detailed guidance on what was meant by quality assurance and quality improvement, and what was meant by research. Currently, the consent of the individual athlete is recorded on each doping control form. The panel recommended documenting one consent to cover all samples collected over time from an athlete and that the Anti-Doping Administration & Management System (ADAMS) be used to record such consent or refusal. More information should be provided to athletes on the types of research that may be performed; the privacy and security protections in place; who has access to the samples; and, the length of storage.

WADA Management is looking at how feasibly to implement the recommendations into practice.



**Shannan Withers**  
Senior Manager, Executive Office

Year joined: 2001  
Home town: Canberra, Australia



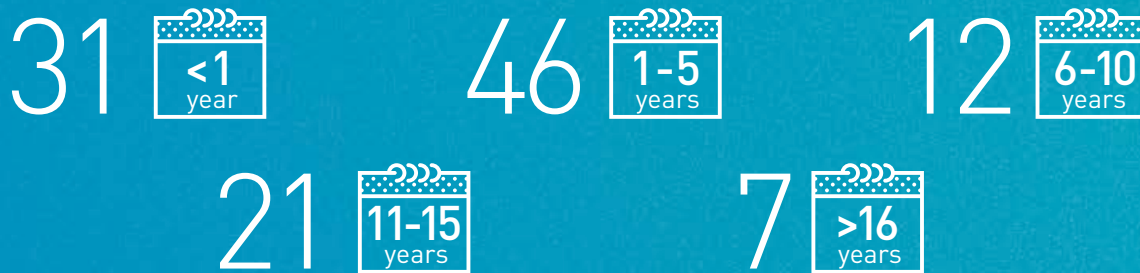
I grew up in Australia where sport is such a huge part of our lives – basketball was my thing. I worked in anti-doping at the Sydney Organizing Committee for the Olympic and Paralympic Games (1997-2000). The following year, I joined WADA when there were only six of us, so I've seen the evolution of the Agency since then and it is amazing to see what has been achieved in that time. Like most non-profit organizations with

a sports focus, WADA relies heavily on volunteers. My role brings me in contact with our Executive Committee and Board members, as well as many members of our various other committees and working groups. These are people from all over the world who give freely of their time and expertise for the good of clean sport and do not get paid for it. It is inspiring to work with them and to feed off their enthusiasm and passion.

# Organizational Overview

At the end of 2018, WADA employed 117 dedicated and capable individuals. Day-in, day-out, they collaborate with our global partners to preserve the integrity of sport and uphold the values of fair play.

## Seniority of Staff



## Agency Departments





## 48 Nationalities

Algeria  
Argentina  
Armenia  
Australia  
Brazil  
Cambodia  
Canada  
Cape Verde  
China  
Colombia

Cuba  
D.R. Congo  
Egypt  
England  
France  
Germany  
Greece  
Guatemala  
Guinea-Bissau  
Guyana

Iran  
Ireland  
Israel  
Italy  
Japan  
Lithuania  
Mauritius  
Mexico  
Morocco  
Netherlands

New Zealand  
Peru  
Philippines  
Portugal  
Qatar  
Russia  
Scotland  
Senegal  
South Africa  
South Korea

Sri Lanka  
Surinam  
Switzerland  
Ukraine  
United States of America  
Uruguay  
Venezuela  
Vietnam



**3** Montevideo RO  
**Uruguay**



**10** Lausanne RO  
**Switzerland**



**99** Montreal HQ  
**Canada**



**2** Cape Town RO  
**South Africa**



**3** Tokyo RO  
**Japan**





## WADA's Headquarters in Montreal

In September, WADA and Montreal International signed the formal hosting agreement extending the presence of the international organization's headquarters in Montreal, Canada, until the end of 2031 at least. WADA will continue to strengthen its presence in the city, having already increased its total workforce more than tenfold since first setting up in Montreal in 2002.

In signing the agreement, WADA President Sir Craig Reddie said: "WADA is very pleased with this clear commitment of long-term support

from the Governments of Canada, Quebec and the City of Montreal, through its partnership with Montreal International. Montreal has proved to be a successful headquarters location for us and we are happy to continue it for at least another 10 years beyond 2021. Our staff members, who are a truly international group, coming from 48 different countries in every corner of the world, enjoy Montreal's unique characteristics as a bilingual, cosmopolitan, welcoming and dynamic place to work and to live, boasting several prestigious universities and a highly skilled workforce."

## WADA's Regional Offices

WADA's regional offices in Cape Town, Lausanne, Montevideo and Tokyo play a key role for WADA in stakeholder engagement in these distinct regions of the world. The regional offices' activities are driven by the organization's strategic priorities as outlined on page 8. Primarily, they focus their efforts on collaborating with and providing assistance to stakeholders. In particular, they liaise with public authorities and regional sports organizations; support regional stakeholders in developing their anti-doping programs and reaching and maintaining compliance with the World Anti-Doping Code;

support capacity-building through the Regional Anti-Doping Organization programs; assist with the implementation of education programs; and, facilitate the collection of WADA's contributions within each region.

The office in Lausanne also fulfils the role of being the first point of contact for, and integrated support to, International Federations and other stakeholders from the Sports Movement, in addition to other regional stakeholders.

### PEOPLE OF WADA

**Juan Lauria**  
Manager, Latin America Office

Year joined: 2018  
Home town: Buenos Aires, Argentina



A lawyer by training, my job at WADA is to assist with the strengthening of the National and Regional Anti-Doping Organizations from Central and South America, as well as the Caribbean. A large proportion of my time is spent engaging with our stakeholders with the common aim of improving the anti-doping system in this part of the world. That's what we all want – an environment for athletes to compete on a level playing field. There

are always challenges and sometimes it's tricky to strike the right balance between enforcing strict compliance regulations within the context of the various realities of life in different countries. I've played rugby all my life and I think the values I learned participating in sport really help me now day to day. Discipline, respect, resilience and team work are so important if any sports person – or organization – is to be successful.







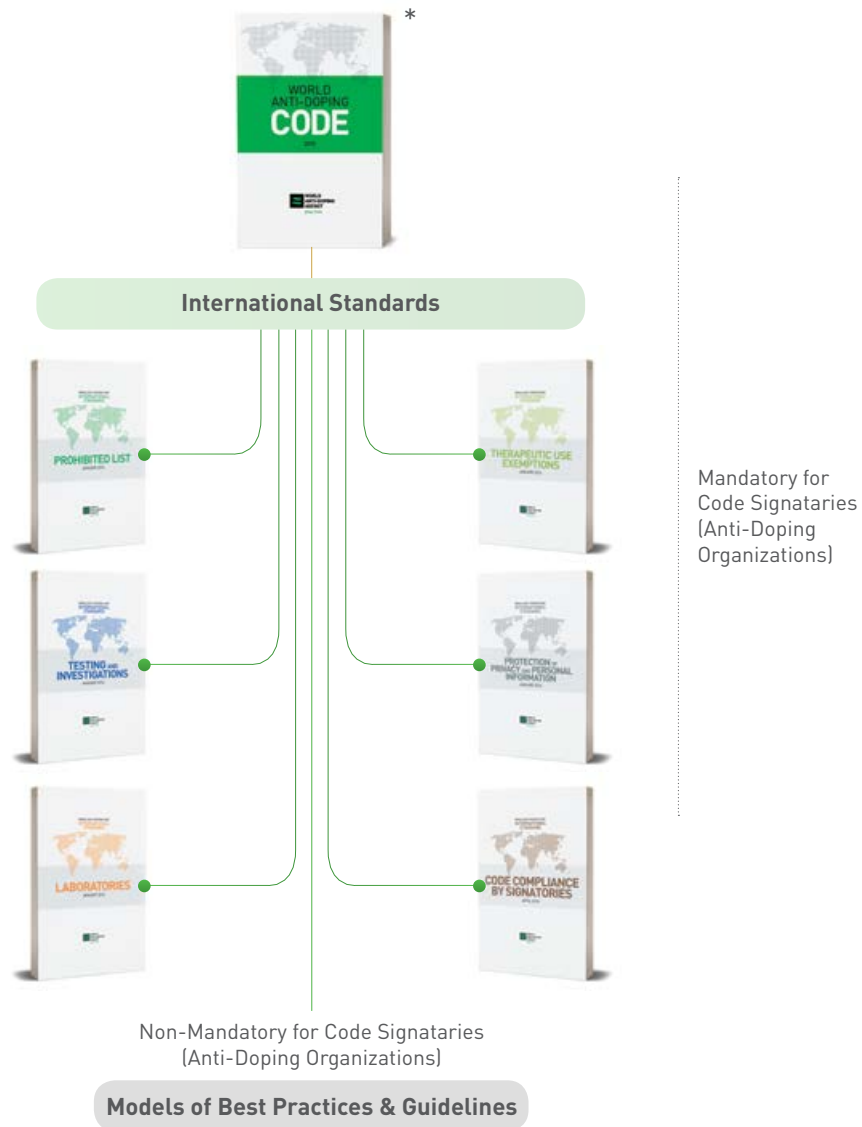


# The World Anti-Doping Code and the World Anti-Doping Program

The purpose of the World Anti-Doping Code (Code) and the World Anti-Doping Program that supports it are:

- To protect athletes’ fundamental right to participate in doping-free sport and promote health, fairness and equality for athletes worldwide.
- To ensure harmonized, coordinated and effective anti-doping programs at the international and national level with regard to detection, deterrence and prevention of doping.

The main elements of the World Anti-Doping Program, and how they interconnect, are outlined below:



\* As the Code is a non-government document that applies only to members of sports organizations, the UNESCO International Convention Against Doping in Sport provides the legal framework under which Governments can address specific areas of the doping problem that are outside the domain of the Sports Movement.



The Code is at the heart of WADA's mission. It is the core document that harmonizes anti-doping policies, rules and regulations within sporting organizations and among public authorities around the world. It works in conjunction with six current International Standards to harmonize anti-doping practices among Anti-Doping Organizations (ADOs) in various areas: testing; laboratories; Therapeutic

Use Exemptions; the List of Prohibited Substances and Methods (List); the protection of privacy and personal information; and compliance.

In a spirit of collaboration, all WADA departments guide and assist ADOs with various aspects of their anti-doping programs on a daily basis.

## PRIORITY

### Develop and implement the 2021 Code and International Standard review framework

In December 2017, WADA initiated a three-phase 2021 Code Review Process, which also involved extensive stakeholder consultation regarding the International Standards and the Anti-Doping Charter of Athlete Rights (see page 38).

The whole review process culminates with approval at WADA's fifth World Conference on Doping in Sport, which is to be held in Katowice, Poland in November 2019. The revised 2021 Code and Standards will then take effect on 1 January 2021.

As it relates to the Standards, the Agency solicited feedback on the above noted except for the List, which is reviewed annually via a separate stakeholder consultation process. The Agency also solicited feedback on two new Standards (for education and for results management), which were presented to WADA's Executive Committee (ExCo) and Foundation Board (Board) in May 2018.

As with past iterations, the Code and Standard Review Process was driven by small drafting teams comprised of senior WADA staff and external experts. Their goal was to solicit stakeholder feedback and incorporate the feedback into successive working drafts of the Code and the Standards.

As it relates to planning for the 2019 World Conference, in November 2017, WADA entered into an agreement with Polish authorities confirming the responsibilities of each party concerning the financing, organization and running of the conference. In 2018, the Agency formed an organizing team, made up of representatives from Poland and WADA staff, which has been very active in planning for a successful event.

## Anti-Doping Rule Violations

In April 2018, WADA published its 2016 Anti-Doping Rule Violations (ADRVs) Report, which is a set of ADRV statistics that illustrates doping offences committed in global sport during 2016. It highlights:

- 1,595 ADRV in 2016, involving individuals from 117 nationalities across 112 sports.

- 1,326 ADRV came from adverse analytical findings.
- 269 ADRV came from 'evidence-based intelligence' non-analytical findings.
- Of these 269 non-analytical ADRV, 248 were committed by athletes and 21 by athlete support personnel.

## Results Management

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As outlined in the Code, WADA exercises its right of appeal whenever sanctions imposed by ADOs are not compliant with the Code. In 2018, WADA was notified of and reviewed 2,328 decisions. The Agency appealed 18 of these.

Of the 18 decisions appealed by WADA:

- Four were upheld by the Court of Arbitration for Sport (CAS).
- Four were withdrawn before CAS.
- Two CAS cases were settled out of court.
- Seven were still pending with CAS.
- One was still pending before a national level appeal body.

In addition, several cases appealed by WADA before 2018 resulted in the following in 2018:

- 19 were upheld by CAS.
- Two were upheld by a national level appeal body.
- One was dismissed by CAS.
- Two were withdrawn before CAS.
- Three were withdrawn before a national level appeal body.
- One was still pending before a national level appeal body.

## International Standard for Results Management

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The first draft of the new International Standard for Results Management (ISRM) was presented to the ExCo and Board in November 2018 and was then circulated for two phases of stakeholder consultation as part of the 2021 Code and Standard Review process, which will culminate with approval during the World Conference. The Standard will then take effect on 1 January 2021.

Once implemented, the ISRM will be a mandatory Standard setting out the core responsibilities of ADOs with respect to results management. In addition to describing certain general principles, this Standard will also indicate ADOs' obligations in relation to the various phases of results management from the initial review and notification of potential ADRVs, through provisional suspensions, the assertion of ADRVs and proposal of consequences and the hearing process up to the issuance and notification of the decision and appeal.















# Our Partners

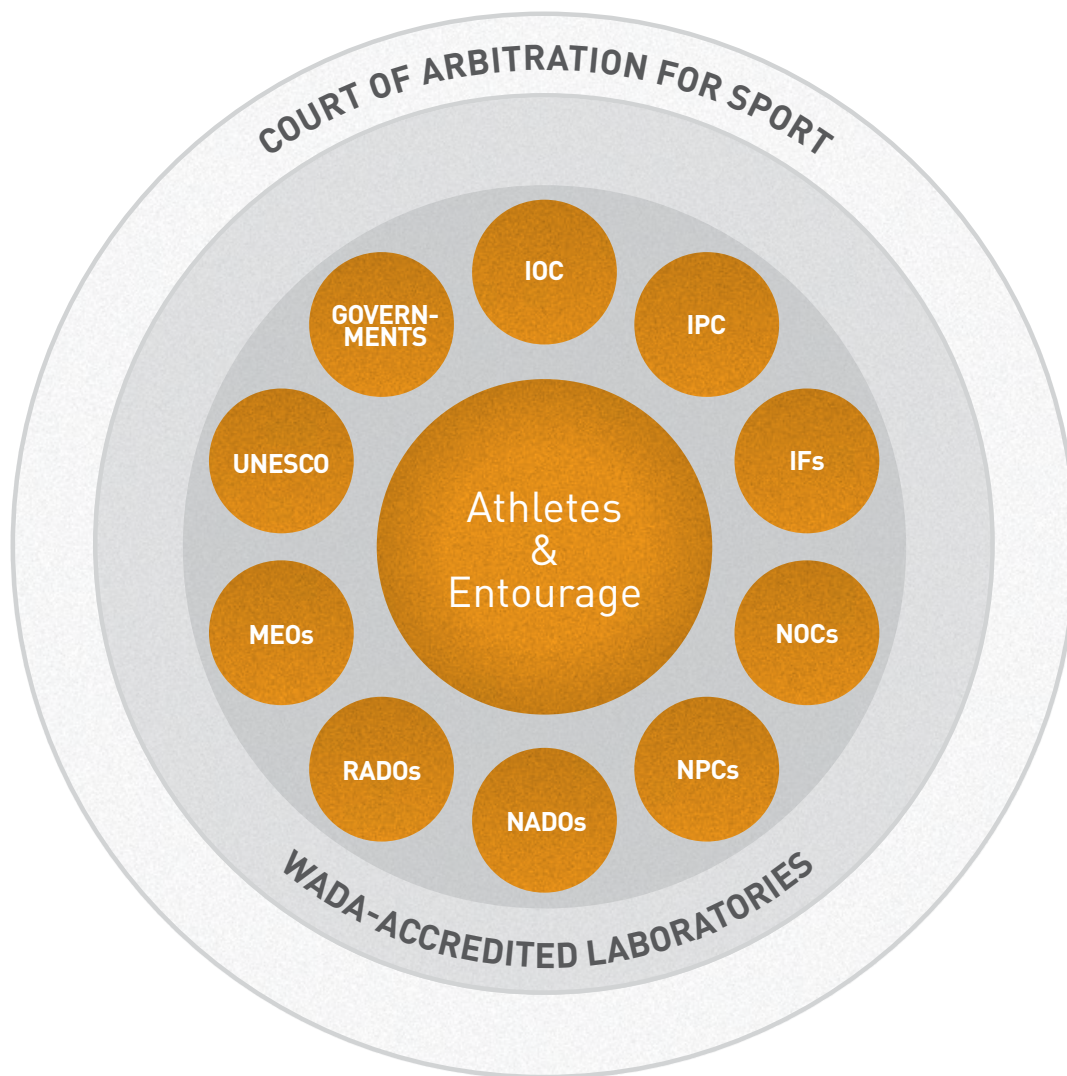
**PRIORITY**

## Engage all stakeholders in building clean sport for the future

The fight against doping involves rallying a global network of partners as outlined below. All have a role to play in eliminating doping from sports. Together, we must ensure harmonized anti-doping rules and regulations with – and compliance by – Anti-Doping Organizations (ADOs) worldwide with these rules and regulations. We do it for one reason: to protect an athlete’s right to clean sport and thus to promote health, fairness and equality.

While WADA achieves its goals by working collaboratively with ADOs worldwide, our funding is sourced equally from Governments of the world and the Sports Movement. We highlight achievements below from 2018 with these key stakeholders.

As it relates to National Anti-Doping Organizations (NADOs), and Regional Anti-Doping Organizations (RADOs), please refer to the Capacity Building section on page 42.





### **Athletes**

Under the World Anti-Doping Code (Code), an athlete is any person that competes in sport at the international or national level. Athletes are the focal point of WADA's mission. The Agency strives to establish a level playing field so that athletes can pursue excellence through their natural talent.

### **Entourage**

Any coach, trainer, manager, agent, team staff, official, medical, paramedical personnel, parent or any other person working with, treating or assisting an athlete.

### **Governments**

The public authorities provide 50% of WADA's budget. In addition, by introducing legislation, developing policies, rules, regulations and administrative practices, Governments take action regarding anti-doping where WADA and/or the Sports Movement cannot.

### **The International Olympic Committee (IOC)**

The IOC, on behalf of the Sports Movement, provides the other half of WADA's budget. It is the governing body of the Sports Movement, which makes the Code mandatory. During the Olympic Games, the IOC is responsible for overseeing the anti-doping program, which is observed by WADA Independent Observer (IO) programs.

### **United Nations Educational, Scientific and Cultural Organization (UNESCO)**

In 2005, the government commitment to recognising the Code came in the form of the UNESCO International Convention against Doping in Sport. WADA works with UNESCO to promote fair play and clean sport through a strategy of international cooperation, education and capacity building.

### **The International Paralympic Committee (IPC)**

The governing body of the Paralympic Sports Movement, which makes the Code mandatory. During the Paralympic Games, the IPC is responsible for overseeing the anti-doping program, which is observed by WADA IO programs.

### **International Federations (IFs)**

IFs are required to carry out a variety of anti-doping activities as stipulated by the Code, such as: conducting testing at their competitions and out of competition; providing education; and sanctioning those who commit Anti-Doping Rule Violations (ADRVs).

### **National Anti-Doping Organizations (NADOs)**

NADOs are mainly government-funded organizations responsible for testing national athletes in and out of competition, as well as athletes from other countries competing within that nation's borders, providing education and sanctioning those who commit ADRVs under their jurisdiction.

### **Regional Anti-Doping Organizations (RADOs)**

RADOs bring together several smaller and/or less-developed countries, where no significant anti-doping programs exist, to develop regional anti-doping programs that are compliant with the Code.

### **National Olympic Committees (NOCs)**

IOC rules require that NOCs agree to implement the Code. NOCs are also responsible for implementing the Code in nations where no NADOs exist.

### **National Paralympic Committees (NPCs)**

The IPC rules require that NPCs agree to implement the Code.

### **Major Event Organizations (MEOs)**

MEOs are organizations that function as the ruling body under the Code for any continental, regional or international event (such as the IOC and the IPC).

### **WADA-accredited Laboratories**

The global doping control system is serviced by a network of WADA-accredited laboratories that analyze samples and report test results into WADA's Anti-Doping Administration and Management System (ADAMS).

### **Court of Arbitration for Sport (CAS)**

CAS is an institution that provides services to facilitate the settlement of sport-related disputes, through arbitration or mediation, by means of procedural rules adapted to the specific needs of the sport world. WADA has a right of appeal to CAS for doping cases under the jurisdiction of organizations that have implemented the Code.



## Governments

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Through legislation, policies, regulations, administrative practices and funding, Governments can take actions that are unavailable to other stakeholders. These can include restricting the supply of doping substances in society, increasing border controls, implementing national anti-doping programs or equipping ADOs with the tools and support needed to address the issue of doping in sport. As such, Governments of the world are essential partners in the protection of clean sport.

WADA greatly appreciates the public authorities' leadership in organizing ministerial meetings in the Americas, Asia/Oceania, Africa and Europe. These meetings are extremely important. They allow WADA to share its priorities and discuss the challenges and opportunities concerning the global anti-doping system. Additionally, they give WADA the opportunity to learn and hear more about the specific challenges encountered in different parts of the world.

WADA is grateful for the funding provided by Governments. In 2018, they contributed a total of USD17.6 million to WADA and, in addition, a further 8% increase for each of the next four years, from 2019 through 2022 was also approved by the Foundation Board (Board).

Over and above their usual annual contribution, Governments provided an extra USD1.3 million to WADA in 2018. The additional contributions came mainly from the Governments of China (USD994 thousand) and Japan (USD164 thousand for RADOs in Asia), Australia (USD60 thousand to the Oceania RADO).

In June, WADA co-hosted – along with the Government of Sri Lanka – the 15th **Asia/Oceania** Region Intergovernmental Ministerial Meeting on Anti-Doping in Sport, which was held in Colombo, Sri Lanka. Participants from 27 countries reiterated their strong support for:

1. WADA's activities in the two regions.
2. The enhancement of RADOs and the further development of the NADOs.
3. Knowledge-sharing, capacity-building and strengthening the anti-doping system.
4. Promotion of international partnerships and cooperation.

In **Africa**, engagement in anti-doping was strengthened in 2018 through the African Union Commission (AUC) and various anti-doping forums. In September, the second Think Tank Forum on Anti-Doping was held in the Seychelles. This event brought together a number of African Governments and representatives from the Sports Movement on the continent. The meeting, which was organized by the AUC and the Government of the Seychelles, with the support of WADA, allowed participants to consider among other things, priorities for the region in 2018-19 and ways to enhance cooperation between the Sports Movement and Governments.

In the **Americas**, WADA attended the General Assemblies of the Ibero-American Council of Sport, the Americas Council of Sport, the South American Council of Sport, and the Central American and Caribbean Council of Sport held in Cali, Colombia in April. The meetings gathered ministers and Government representatives from South, Central and North America, and the Caribbean. These meetings enabled WADA to explain its role and priorities and to exchange views and concerns with participants from the region.

Also of note, in June 2018, the National Assembly of Quebec unanimously approved a Private Bill designed to help safeguard the activities of WADA by respecting certain legal immunities granted to the Agency. Private Bill 238, which was passed by the legislative body of the Canadian province where WADA has its global headquarters, provides civil jurisdiction immunity for decisions taken by the organization. This will help defend WADA should it be targeted by third parties who want to disrupt or intimidate it from carrying out its mission.

In **Europe**, WADA continued to be an active and regular participant at meetings of the CAHAMA, the Council of Europe's Ad-Hoc Committee for WADA, which is held in advance of the WADA Board and Executive Committee (ExCo) meetings, as well as meetings of the Monitoring Group of the Anti-Doping Convention of the Council of Europe and other ad-hoc groups. Engagement in these meetings, offers a good opportunity for WADA to provide additional information to, and exchange views with, those responsible for anti-doping matters in Europe. Issues brought forward and discussed by WADA and the other participants in 2018 included the review of

the Code and International Standards (Standards), the review of WADA's governance, the accreditation of laboratories, the status of anti-doping in Russia and other compliance issues.

In October 2018, WADA also participated in the 15th Council of Europe Conference of Sports Ministers, held in Tbilisi, Georgia, which focused on protecting human rights and fighting corruption in sport.

## Intergovernmental Organizations

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WADA continues to work closely with a number of intergovernmental organizations. Specifically, the Agency has developed operational collaboration with the United Nations Office of Drugs and Crime, the World Health Organization and INTERPOL. WADA is also participating in the 'Partnership of International Organizations for Effective International Rulemaking' initiative led by the Organization for Economic Co-operation and Development.

However, WADA's most significant partnership with an intergovernmental organization remains with UNESCO. Throughout 2018, WADA continued to collaborate with and support the UNESCO Secretariat in its task of encouraging Governments

to ratify and implement the UNESCO International Convention Against Doping in Sport (the Convention).

As regards ratification, WADA continues to work with the seven countries that have not yet ratified, while with respect to implementation, WADA has provided advice on the monitoring of compliance with the Convention and the development of a framework of consequences for non-compliance. WADA has also provided assistance to UNESCO in other priority areas including the provision of values-based education and the assessment of the Voluntary Fund for the elimination of doping in sport.

## Sports Movement

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The IOC, on behalf of the Sports Movement, provides 50% of WADA's budget, with the other half coming from Governments of the world. Based on the Code, the IOC and the IPC are responsible for the anti-doping program of the Olympic and Paralympic Games, respectively.

In 2018, further to invitations by the IOC and the IPC, WADA sent Independent Observer (IO) teams to the 2018 PyeongChang Olympic and Paralympic

Winter Games, and the 2018 Buenos Aires Youth Olympic Games. Teams were also sent to the 2018 Gold Coast Commonwealth Games and 2018 Jakarta-Palembang Asian Games. WADA's IO teams monitor and report on all aspects of the anti-doping programs, including: test distribution planning; the selection of competitors for testing; notification of doping control; the Therapeutic Use Exemption procedure; chain of custody; sample analysis; and results management.

## International Federations

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IFs are required to carry out a variety of anti-doping activities as stipulated by the Code. These activities include conducting testing at their competitions as well as out of competition, providing education programs, and sanctioning those who commit Anti-Doping Rule Violations (ADRVs).

WADA supports IFs in their anti-doping work. The more than 100 IFs (Olympic, Paralympic, IOC-

recognized, etc.) have diverse sets of experience and expertise in anti-doping, as well as varying levels of resources. To achieve its mandate, WADA strives to establish and maintain good communications and mutually beneficial relationships with the leadership and operational contacts responsible for anti-doping within the IFs.

### Code and International Standard Review

In 2018, WADA dedicated a significant part of its IF activities to continuing to support the implementation and practice by IFs of the 2015 Code and Standards, as well as the development of quality anti-doping programs, by way of ensuring liaison and coordination with individual IFs and IF umbrella organizations, including through the consultation process for the ongoing review of the Code and Standards.

### Code Compliance

When it comes to ensuring IFs remain compliant with the Code, WADA supports them as they seek to make corrective actions (CAs) related to their respective Code Compliance Questionnaires (CCQs) or following individual compliance audits. In 2018, all 103 IFs that are members of the Global Association of International Sports Federations

(GAISF) received individualized Corrective Action Reports (CARs) and, by the end of the year, 33 had satisfactorily addressed all their CAs – this equated to 32% of IFs that had successfully completed the CCQ program. Seven IFs were audited and the remaining 63 still benefited from continuous WADA support while they worked on their outstanding CAs.

On 1 February 2019, the CCQ program was extended to a further 17 IFs outside the Olympic Movement, which had until May 2019 to submit details on their anti-doping programs and receive initial CARs. In early 2019, WADA also launched a Continuous Monitoring Program that will bridge the gap between the CCQ issued in 2017 and the next release planned in early 2022, the year after the 2021 Code comes into force. This is to ensure compliance of anti-doping programs worldwide and to maintain athlete confidence in the global anti-doping system.

## PRIORITY

### Manage the outcomes of the various WADA investigations related to Russia (McLaren, LIMS)

Another major piece of work in the area of IF relations is around the support given to the sports bodies in managing the outcomes of the McLaren Investigation and related probes.

In December 2017, WADA Intelligence and Investigations (I&I) provided all relevant IFs with data relevant to their sports from a copy of the Laboratory Information Management System (LIMS) database that had been provided to WADA I&I by a whistleblower.

Soon thereafter, it became apparent that many IFs were facing difficulties with respect to the analysis and processing of the data. In light of this, in August 2018, the I&I department notified IFs that it was trying to establish the best way to help them assess the information as well as the evidence in the related McLaren Investigation Evidentiary Disclosure Packages in order to determine whether ADRVs could or should be asserted.

In September 2018, in a major step forward in the long-running investigation, the Russian Anti-Doping

Agency was reinstated by WADA's ExCo, subject to some strict and game-changing conditions, in particular that the Russian authorities, having accepted responsibility for the institutionalized doping program, provide unfettered access for WADA's investigators to the Moscow Laboratory. That decision led directly to WADA I&I successfully retrieving the all-important underlying analytical data in January 2019 and samples from the laboratory in April.

These developments in the case during 2018 led WADA I&I to change the strategy regarding this process. Once they retrieved the data and samples from Moscow, I&I prepared evidentiary packages for the relevant IFs rather than expecting them to process the data and build their own cases entirely.

On 2 July 2019, WADA announced that it had provided a first batch of cases to IFs. From the data, WADA I&I has identified a target pool of 298 athletes (representing 578 samples) with the most suspicious data. IFs are expected to assess the evidence with a view to identifying cases to take

forward as ADRVs. Assessment will include review of the raw data by laboratory experts, which will take some time; however, it is estimated that by the end of 2019, all priority cases will have been investigated by WADA and handed off to IFs for follow up. In cases where an IF chooses not to act,

WADA will review and discuss the facts with the IF. WADA reserves the right to bring cases forward to the CAS, as appropriate, and will also monitor the decisions rendered by the respective IFs and CAS to adjust its strategy. For more information see pages 52 and 63.









# Athlete Engagement



**Athletes are at the core of WADA’s mission. Our athlete engagement strategy engages and empowers athletes at all levels by educating them on the World Anti-Doping Code (Code) and associated International Standards (Standards), the rules that apply to them and how to help protect clean sport.**

## Athlete Committee

Guided by the core values of integrity, authenticity and fairness, the role of WADA’s Athlete Committee is to promote the integrity of clean sport by providing advice to the Agency in all areas affecting athletes globally.

In 2018, the Committee contributed significantly to the ongoing review of the Code and Standards that will come into effect in 2021; and, to the WADA governance review, which resulted in a range of reforms to how the Agency operates. As regards athlete representation on WADA’s Executive Committee (ExCo), at the November Foundation Board (Board), it was agreed that the voices of athletes should be strengthened beyond the existing means when there is a mechanism to ensure sufficient representation. To that end, the Committee created a working group to look at the global representation of athletes worldwide.

At WADA’s Annual Symposium in March 2018, the committee was well represented as were various International Federation athlete commissions, through their chairs, reinforcing the importance of athletes playing an active and collaborative role in clean sport initiatives. Using that forum, committee members Beckie Scott and Ben Sandford updated the meeting on the development of the Anti-Doping Charter of Athlete Rights (Charter) and its importance for athletes around the world.

The goal of the Charter, a project that the Committee launched in 2017, is to clearly outline athlete rights with respect to the fight against doping in sport. While athletes’ responsibilities towards clean sport are set out in the Code, the Charter aims to further support athletes worldwide in their right to compete in clean, ethical and fair sport. The Charter is a standalone document with a section containing ‘actual’ rights and a section containing ‘recommended’ rights, with the ‘actual rights’ being referenced to the relevant sections of the Code or the International Standards.

### Athlete Committee Membership 2018 \*

**Beckie Scott, Chair**  
Canada  
Cross-Country Skiing

**Angela Ruggiero\*\***  
United States  
Ice Hockey

**Victoria Aggar**  
United Kingdom  
Para-Rowing

**Seung-Min Ryu**  
Republic of Korea  
Table Tennis

**Danka Bartekova**  
Slovakia  
Shooting

**Ben Sandford**  
New Zealand  
Skeleton

**Kirsty Coventry**  
Zimbabwe  
Swimming

**Richard Schmidt**  
Germany  
Rowing

**Tony Estanguet\*\***  
France  
Canoeing

**Emma Terho**  
Finland  
Ice Hockey

**Jeong-Ho Hong**  
Republic of Korea  
Handball

**Chiel Warners**  
Netherlands  
Athletics

**Petr Koukal**  
Czech Republic  
Badminton

**Hayley Wickenheiser**  
Canada  
Ice Hockey

**Tegla Loroupe**  
Kenya  
Athletics

**Lauryn Williams\*\*\***  
United States  
Athletics / Bobsled

**Koji Murofushi**  
Japan  
Athletics

**Greta Neimanas**  
United States  
Para-Cycling

**Adam Pengilly**  
United Kingdom  
Skeleton

\*The sports listed are those that the member competes – or competed – in at the elite level

\*\*Held position representing IOC Athlete Commission (AC); term on IOC AC ended in February 2018

\*\*\*Resigned in December 2018

From 3-5 June 2018, the Committee convened its first ever Global Athlete Forum in Calgary, Canada, to discuss key developments in anti-doping. The forum brought together 104 athlete leaders from 54 countries across five continents. Under the theme 'The Sport We Want', the forum saw athlete leaders and leading anti-doping experts discuss the current

anti-doping system and stress the importance of the athletes' voices being further engaged in the decision-making process. Protecting the rights of clean athletes is the Committee's highest priority. To that end, the forum enabled further development of the Charter. The forum's outcomes can be found on WADA's website.

## Outreach Activities

WADA's Athlete Outreach program was created in 2001 as an avenue to raise awareness and promote clean sport at major multi-sport events worldwide. The program activities, which are staffed by WADA representatives, anti-doping experts and athlete leaders from around the world, are visible and active in the athlete villages during major events. These programs build awareness among athletes, support personnel and others as to the dangers and consequences of doping, and as it relates to athletes' rights and responsibilities under the Code. Visitors are encouraged to complete the Play True Quiz, which is now available in 39 languages, to sign the Clean Sport Pledge and to share their experiences on social media using the hashtag #PlayTrue.

In 2018, WADA delivered the Athlete Outreach program during the following events:

- 9-25 February: Olympic Games in PyeongChang, South Korea
- 8-18 March: Paralympic Games in PyeongChang, South Korea
- 18-28 July: African Youth Games, in Algiers, Algeria
- 18 August – 2 September: Asian Games in Jakarta and Palembang, Indonesia
- 6-18 October: Summer Youth Olympic Games in Buenos Aires, Argentina





## Outreach Model

WADA has developed a turn-key solution for Anti-Doping Organizations (ADOs) to use in their own outreach initiatives. The free starter kit of materials includes Play True banners, anti-doping pamphlets, videos, partnership logos, and the Play True Quiz and Youth Quiz. More than 169 ADOs have signed up to the new model since 2010. The following joined in 2018:

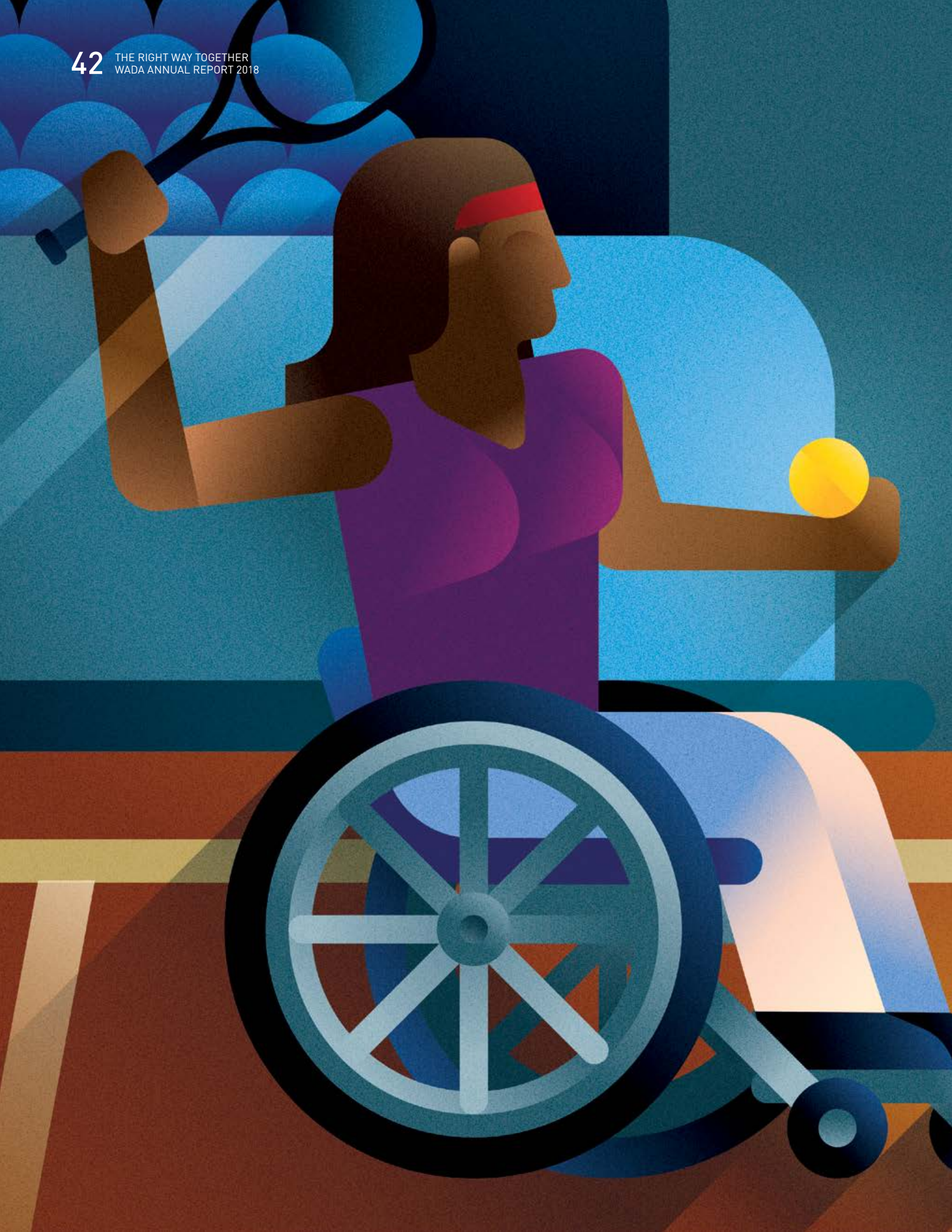
- International Fencing Federation
- National Anti-Doping Commission of Barbados
- International Boxing Federation
- Asian Para Games Organizing Committee
- International Floorball Federation
- International Federation of Sleddog Sports
- International Korfball Federation
- NADO Italia
- Athlete Forum in Namibia
- Africa Zone VI Regional Anti-Doping Organization
- Russian Anti-Doping Agency
- World ParaVolley













# Capacity Building

**PRIORITY**

**Work with International Federations (IFs), Major Event Organizations (MEOs), National Anti-Doping Organizations (NADOs) and Regional Anti-Doping Organizations (RADOs) to enhance anti-doping capacity, including through the organization of WADA’s Annual Symposium**

The global anti-doping community is made up of NADOs, RADOs, IFs, MEOs and other stakeholders that are integral to clean sport. These organizations may have different roles and responsibilities but the common goal is to protect clean sport and maintain the integrity of competitions.

As these various partners seek to navigate the future of clean sport together, WADA is a collaborative partner to Anti-Doping Organizations (ADOs), assisting them in meeting the requirements of the World Anti-Doping Code (Code). WADA works with ADOs on a daily basis to facilitate collaboration, leverage resources, build capacity and maximize opportunities to advance clean sport.

**International Federations**

See the Sports Movement section on page 33.

**National Anti-Doping Organizations**

NADOs play a critical role in the protection of clean sport. Throughout 2018, WADA continued to work towards facilitating constructive and collaborative relationships with NADOs. On an ongoing basis, WADA identifies NADOs that need specific assistance and works with them to develop a plan to strengthen their anti-doping activities. This assistance can be both formal (through a collaboration agreement) or informal (on an ad-hoc basis).

In 2018, WADA continued to promote and facilitate NADO-to-NADO partnerships. These partnerships promote collaboration by pairing a NADO requiring assistance with another more experienced NADO. In 2018, several formal NADO-NADO partnerships were progressed and, in some cases, successfully completed. Specifically, WADA provided formal assistance to the following NADOs, either through such a partnership or to the NADO directly:

- Argentina: partnership with the Canadian Centre for Ethics in Sport
- Azerbaijan: partnership with the Polish Anti-Doping Agency (POLADA)
- Belarus: partnership with UK Anti-Doping (UKAD)
- Egypt: partnership with the South African Institute for Drug-Free Sport (SAIDS)
- Ethiopia: partnership with SAIDS
- Greece: partnership with the Cyprus Anti-Doping Authority
- India: partnership with the Australian Sports Anti-Doping Authority
- Kenya: partnership with Anti-Doping Norway (ADNO)
- Nigeria
- Russia: partnership with UKAD (POLADA and the Finnish Center for Integrity in Sports also provided specific technical training)
- Thailand
- Ukraine: partnership with POLADA
- Uzbekistan



WADA also continued to work with its NADO Ad-Hoc Working Group in 2018. This group, composed of leading NADO experts who are appointed on an annual basis, met twice – in April and October

– to discuss relevant anti-doping issues and provide feedback and recommendations to WADA Management.

## Regional Anti-Doping Organizations

During 2018, the RADO program continued to provide an effective mechanism for WADA to assist smaller and less developed countries in developing anti-doping programs. Since its inception in 2004, the RADO program has resulted in significant progress globally, assisting NADOs and National Olympic Committees (NOCs) in fulfilling their responsibilities under the Code. At the end of 2018, there were 16 RADOs involving 132 countries worldwide, including:

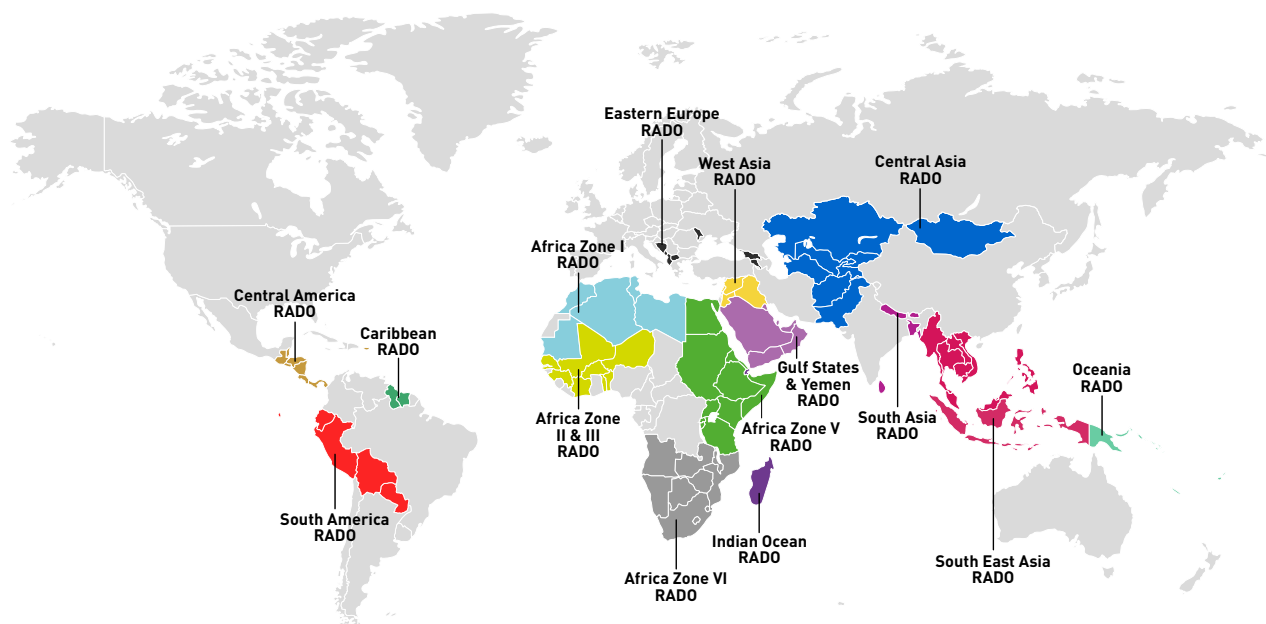
- Africa: six RADOs (46 countries)
- Asia: five RADOs (36 countries)
- Americas: three RADOs (27 countries)
- Europe: one RADO (eight countries)
- Oceania: one RADO (15 countries)

The 16 RADO offices are provided by the Government and/or NOC of the host country. These offices are staffed by leading regional anti-doping experts who provide overall anti-doping program management to their member countries. This support has been critical in assisting their member countries progress towards quality anti-doping programs that are in compliance with the Code.

WADA continues to provide a staffing grant for the employment of full-time RADO staff in eight of the RADOs. The Agency is also providing a supplementary grant to two RADOs to assist with their staffing needs and is providing a testing grant to all RADOs to support out-of-competition testing in their member countries.

Capacity building continues to be a focus of the RADO program. Training sessions for Doping Control Officers, Education Officers, Results Management and Therapeutic Use Exemptions Committees were held throughout 2018. These trainings were conducted by experienced NADOs and IFs, demonstrating the importance of ADO collaboration and the commitment of the anti-doping community to support each other in protecting clean sport.

The fifth RADO Conference was held in April 2018 in Bangkok, Thailand. With the support of the Olympic Council of Asia and the Thai authorities, more than 50 participants from WADA and the RADOs attended the conference with the outcomes now contributing to the development of a revised RADO strategy.



## Annual Anti-Doping Symposium

Compliance, funding and capturing the athlete's voice were among the main themes at the 14th WADA Annual Symposium held in Lausanne, Switzerland, in March 2018. The Symposium, which is generally recognized as the leading fixture on the anti-doping calendar, gathered a record 900 delegates from the global anti-doping community for three days of presentations, interviews, panel

discussions, practical workshops and networking sessions. Athlete representatives, IFs, government representatives, NADOs/RADOs, MEOs, WADA-accredited laboratories and Athlete Passport Management units, as well as more than 50 international media and other stakeholders, gathered under the theme 'Shaping the Future of Clean Sport'.



PEOPLE  
OF WADA

**Ying Cui**  
Manager, Program Development and  
NADO/RADO Relations

Year joined: 2005  
Home town: Tianjin, China



When it comes to running a robust clean sport program, there are a lot of smaller nations that don't have the resources to set up their own NADO. That's where the RADO initiative comes in. The RADOs are so important – they fill a big gap in the global clean sport environment by bringing together different countries so that they can mobilize and pool resources, expertise and intelligence to make a real

difference. My job is to provide support and assistance to some of the RADOs so that they can help their member countries develop anti-doping programs that are compliant with the Code. For me, it's about ensuring sport is fair for everyone, wherever you live and wherever you compete. In many parts of the world, it's vital that we all work together in order to make that a reality.











# Code Compliance

**PRIORITY**

## Further develop and maintain a strong WADA-led Compliance Monitoring Program following the terms of the International Standard for Code Compliance by Signatories

**As the global anti-doping program moves forward in a spirit of collaboration and cooperation, World Anti-Doping Code (Code) Signatories commit to complying with a number of legal, technical and operational requirements that are set out in the Code and the International Standards (Standards). Such compliance is necessary to deliver harmonized, coordinated and effective anti-doping programs at the international and national levels, so that athletes and other stakeholders can benefit from the same anti-doping protections wherever sport is played.**

The Code makes WADA responsible for monitoring and enforcing Signatories' compliance with the Code and the Standards. It also requires Signatories to report on their compliance to WADA.

Immediately after the latest version of the Code came into effect on 1 January 2015, the anti-doping community, with WADA's guidance and assistance, devoted much effort towards its implementation into their rules, regulations, legislation and programs.

### Code Compliance Monitoring Program

To be ready for future challenges, in 2016, WADA shifted its focus to ensure that Signatories were implementing quality anti-doping programs and, in keeping with a strong demand from stakeholders, that their compliance was being monitored rigorously. To do so, in 2016, WADA introduced an ISO9001:2015-certified Code Compliance Monitoring Program that was expanded in 2017. The program, which represents the most thorough review of anti-doping rules and programs that has ever taken place, aims to reinforce athlete and public confidence in the standard of the work of Anti-Doping Organizations (ADOs) worldwide.

The program's governance includes an external, independent Compliance Review Committee (CRC) and an internal Compliance Taskforce (Taskforce). The CRC provides expert advice, recommendations and guidance to WADA's Executive Committee (ExCo), Foundation Board (Board) and Taskforce on individual cases and compliance activities. The Taskforce consists of an internal working group of WADA staff from different departments whose activities are centralized and coordinated. If any non-conformity is identified, the Taskforce 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 before any outstanding issue gets escalated to the CRC.

The program is made up of the following five components:

- 1. Review of anti-doping rules** to ensure that they are fully in line with the relevant mandatory provisions of the Code and Standards.
- 2. Code Compliance Questionnaire (CCQ):** The CCQ is a self-assessment tool developed by WADA, in collaboration with stakeholders, to measure compliance of Signatories with the mandatory requirements of the Code and Standards.

In February 2017, WADA sent the online CCQ to 307 Code Signatories (International Federations (IFs) and National Anti-Doping Organizations (NADOs)) for completion and return. Signatories were asked to provide responses and data, within a three-month deadline, to a series of questions related to



their use of the Anti-Doping Administration and Management System (ADAMS); budgeting and reporting; testing and investigations; results management; Therapeutic Use Exemptions (TUE); education; and data privacy.

Upon receipt of the CCQs, WADA conducted a thorough review and generated Corrective Action Reports (CARs) that are designed to assist Signatories in enhancing and prioritizing their anti-doping programs through timelines provided for the implementation of corrective actions. The Signatory's corrective actions are reviewed and, where appropriate, signed off by the Taskforce.

By July 2018, WADA issued the CAR for all Signatories that had completed the CCQ. More than 10,000 corrective actions were identified through the CAR. By the end of 2018, a total of 2,800 corrective actions were implemented by the Signatories.

In late 2018, WADA began the development of a CCQ specifically tailored for Major Event Organizations (MEOs) that would be sent to the MEO approximately 12 months in advance of their event to ensure that compliant anti-doping programs would be implemented during the event. The MEO CCQ is planned to be rolled out in 2019 in preparation for the 2020 Summer Olympic and Paralympic Games in Tokyo.

**3. Audit Program:** WADA is also conducting in-person audits of Signatories.

The audits are being conducted by trained individuals from WADA and external experts in anti-doping, who have been trained for WADA compliance audits, in a collaborative nature with the Signatory and review in detail all aspects of the Signatory's anti-doping program over a two- to three-day period. A key component of the audits is the corrective action process, through which the Signatory is given adequate timelines to implement (where required) improvements to their anti-doping program. As with the CCQ, the Signatory's corrective actions are then reviewed by WADA's Taskforce before further follow-up, if needed.

In 2018, a total of 17 audits were conducted, specifically 10 NADOs (Portugal, Cuba, Bulgaria, France, Kazakhstan, South Korea, Japan, South Africa, Belarus and Russia)

and seven IFs (gymnastics, judo, luge, ice hockey, wrestling, skating and rowing), which identified a total of 417 corrective actions. By the end of 2018, 196 corrective actions had already been implemented. A total of 19 audits are planned for 2019.

**4. Other Sources:** While the CCQ and audits are the two main tools being used by WADA to monitor and assess the quality of anti-doping programs and their subsequent compliance with the Code and Standards, WADA has developed a Continuous Monitoring Program that monitors a number of critical program areas on an ongoing basis using data from a variety of sources, including: ADAMS, the Agency's results management database; investigations; information requests; and any other intelligence collected or received to ensure Signatories' compliance with the Code. One example of continuous monitoring is the entry of doping control forms (DCFs) into ADAMS within 15 business days. This is important for the following reasons:

- The DCF matches the analytical result report by WADA-accredited laboratories and updates the athlete's biological passport profiles in ADAMS, which may prompt time-sensitive investigations including further analysis, target testing or may result in an adverse passport finding.
- It updates the athlete's test history in ADAMS so other Signatories with jurisdiction to test the athlete are aware of recent tests conducted.
- It enables WADA to perform its monitoring role and oversight of the level and type of testing being conducted by Signatories.

In May 2016, the Board adopted the 15-business day requirement for entry of DCFs and the monitoring of DCF entry. Prior to that, the level of entry for Signatories was 58%. By the end of 2018, this had risen to 98%, which demonstrates the improved cooperation now in place.

**5. Ongoing WADA Support:** WADA continually provides Signatories with assistance and guidance in implementing and complying with the Code and Standards, particularly as the Compliance Monitoring Program identifies areas for improvement.

## International Standard for Code Compliance by Signatories

After an exhaustive and productive consultation process with all stakeholders, the International Standard for Code Compliance by Signatories (ISCCS) came into effect on 1 April 2018.

The ISCCS reinforces the Agency's Compliance Monitoring Program and outlines:

- Code Signatories' rights and responsibilities.
- The ways WADA supports Signatories in achieving, maintaining and, where applicable, regaining Code compliance.
- A process for determining non-compliance and consequences, as well as a range of graded, predictable and proportionate sanctions for cases of non-compliance by Signatories.

With this Standard, Signatories worldwide are held to the same high standards under the Code as are expected of athletes.

While the development of the ISCCS was strongly supported by all stakeholders, WADA took the initiative to ensure that any lessons drawn from the application of this new Standard would be taken into account by submitting the ISCCS to stakeholder consultation along with the review of the Code and the other Standards. The final draft of the revised ISCCS will be submitted for ExCo approval in November 2019 to come into force on 1 January 2021.

## Non-compliant Signatories in 2018

In November 2015, the Russian **Anti-Doping Agency (RUSADA)** was declared non-compliant further to the findings of WADA's Pound Commission, which exposed widespread doping in Russian athletics. From the beginning, WADA, United Kingdom Anti-Doping (UKAD) and the WADA independent experts have been working tirelessly with RUSADA to help rebuild a credible and robust anti-doping program and help it return to compliance.

In September 2018, upon completion by RUSADA and the Russian authorities of all but one of the 31 requirements contained in the "RUSADA Roadmap to Compliance" – which outlined the reinstatement criteria that RUSADA had to fulfill before the CRC would recommend to the ExCo that they be declared compliant again with the Code – the ExCo, following recommendation from the CRC, decided to reinstate RUSADA as Code-compliant subject to a follow-up WADA audit and two other strict conditions:

- That RUSADA and the Russian Ministry of Sport must procure that the authentic Laboratory Information Management System (LIMS) data and raw underlying analytical data of the former Moscow Laboratory are received by WADA by no later than 31 December 2018.

- That RUSADA and the Russian Ministry of Sport must procure that any re-analysis of samples required by WADA following review of such data is completed by no later than 30 June 2019.

As a result of this decision, WADA accessed the 24 terabytes of data (representing around 24 million documents) from the Moscow Laboratory in mid-January 2019, after initiating a fast-track non-compliance procedure on 1 January 2019 due to the missed deadline. The Agency also successfully retrieved 2,262 stored samples by late April 2019, well in advance of the 30 June deadline. WADA is now identifying all available evidence and supporting the various IFs and other ADOs to bring cases against cheats.

The significant progress that has been made in relation to the retrieving by WADA of the data and samples from the Moscow Laboratory would not have happened without the September 2018 ExCo decision. Time has shown it was the right decision for the good of athletes and clean sport.

Meanwhile, the support provided by WADA and other partners has helped rebuild a RUSADA that is robust and credible.

Aside from RUSADA, upon recommendation by the CRC, in:

- May 2018, the ExCo reinstated the **Kuwait Anti-Doping Committee** to the list of compliant organizations. The Kuwait Anti-Doping Committee, which had been non-compliant since September 2017 for not providing WADA with requested information related to its compliance, had met the conditions for reinstatement.
- September, the ExCo granted four months to the **Democratic People's Republic of Korea's (DPRK) Anti-Doping Committee** to correct non-conformities related to the implementation of its testing program. The DPRK Anti-Doping Committee did not correct these non-

conformities within the four months and did not subsequently dispute WADA's assertion of non-compliance. It therefore became formally non-compliant on 13 February 2019 (and was reinstated on 26 July 2019).

- November, the ExCo asserted the **Nigerian National Anti-Doping Committee** as non-compliant due to non-conformities related to the implementation of its testing program. The Signatory did not dispute WADA's assertion of non-compliance and formally became non-compliant on 11 December 2018. It subsequently implemented the corrective measures required to address its non-compliance and was removed from the list of non-compliant Signatories by the ExCo on 21 February 2019.

## Independent Observer Program

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WADA's Independent Observer (IO) program ensures the monitoring of MEOs and their implementation of the Code and Standards. Since 2000, the IO program has helped enhance athlete and public confidence at major sporting events by monitoring and reporting on all phases of the doping control and results management processes.

The IO program focuses on ensuring optimized testing programs are implemented during major events and supports collaborative efforts between the respective organizing committees and MEOs. Starting in 2019, the IO program will be further integrated within WADA's global Compliance Monitoring Program.

In 2018, WADA's IO program was present at four major events:

1. Winter Olympic Games held in PyeongChang, South Korea.
2. Winter Paralympic Games held in PyeongChang, South Korea.
3. Commonwealth Games held on the Gold Coast, Australia.
4. Asian Games held in Jakarta/Palembang, Indonesia.

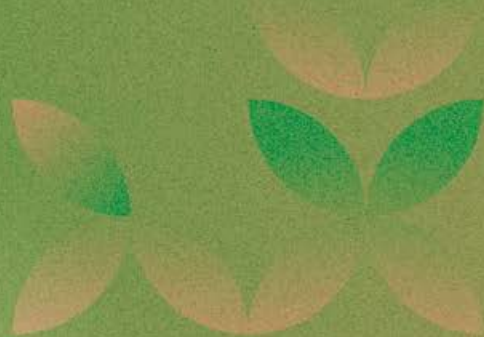
The resulting IO Team reports are published on WADA's website.







# Education



**PRIORITY**

## **Increase and enhance research-led anti-doping education including through the development of an International Standard for Education**

**Under the World Anti-Doping Code (Code), education programs are designed to protect the spirit of sport from being undermined, with the objective of preventing intentional or inadvertent use of prohibited substances and methods. WADA's Education department has been successful in the development and implementation of new programs and in fostering an increased interest in existing education programs worldwide.**

### **International Standard for Education**

The new International Standard for Education (ISE), which the Foundation Board approved for development in November 2017, continues to be refined through ongoing engagement with stakeholders in connection with the 2021 Code and Standards review process. The ISE will help elevate the status of education within anti-doping and ultimately lead to more effective prevention. New guidelines for education have also been initiated while Article 18 of the Code will be updated to reflect changes in the area.

Through extensive research, all available evidence tells us that to be more successful in the fight against doping and in the promotion of clean sport, there is a need to increase the profile and availability of effective education around the world. No longer is education a worthy but optional extra. Increasingly, it is an essential and central pillar of the global anti-doping program.

The overall approach taken to the development of the Standard is principles-based. It was recognized that a strictly technical approach, as is the case with other Standards, was not appropriate given the diverse range of cultural and educational approaches throughout the world and within the sport community.

Rather than prescribing content, the decision was made to focus on four key areas that will facilitate an effective approach to education:

1. Standardizing language to aid clarity.
2. Focusing on principles and the processes of planning, implementation, monitoring and evaluation.
3. Defining roles and responsibilities for Signatories and stakeholders.
4. Prescribing a specific program for the athletes who are subject to testing.

A first draft of the Standard was prepared by a working group and published in June 2018 for public consultation as part of the 2021 Code Review process following guidance from the WADA Education Committee. Further consultations also took place with stakeholders, including at the 2018 Global Education Conference in Beijing. The second draft was subsequently published in December 2018 for further public consultation. All feedback is being factored into the final iteration, which will be presented to the Executive Committee (ExCo) for endorsement during the November 2019 World Conference on Doping in Sport.



## Global Education Conference

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In what was another example of WADA collaborating with its stakeholders and reaching out to athletes and others for ideas and support, WADA's 2018 Global Education Conference took place in Beijing, China, in October 2018 with almost 200 participants in attendance representing more than 70 countries. It was hosted by the China Anti-Doping Agency with the support of the United States Anti-Doping Agency and included athletes as well as attendees from National Anti-Doping Organizations (NADOs), Regional Anti-Doping Organizations (RADOs), National and International Federations, National Olympic Committees, research institutions and service providers.

Under the theme 'Innovation, Harmonization and Cooperation', the conference's main outcome was the 10-point 'Beijing Declaration'.

### Athletes

1. Athletes will remain at the center of education programs, with educators seeking ways to engage them in the planning and implementation of such programs.
2. Stakeholders will continue to elevate and promote athletes' voices and help them engage in the clean sport conversation.
3. The Anti-Doping Charter of Athlete Rights be acknowledged and supported, in particular that it is the athlete's right to be educated.

### Clean Sport Education

4. The ISE is an important step forward for clean sport and that, the development and implementation of this will be supported by ADOs.
5. The vital role that education – particularly values-based education – plays in anti-doping and clean sport will be promoted and advocated.
6. A more positive approach to anti-doping will be taken, which focuses on using more positive language and acknowledging that the vast majority of athletes want to compete clean.
7. ADOs will work together to provide easy access to education tools.
8. ADOs will ensure that education initiatives are evidence-based and include monitoring and evaluation.

### Innovation, Harmonization and Cooperation

9. ADOs will continue to collaborate on best practices to further resources and goals, and advance education.
10. Partnerships with other organizations (both within and outside of the clean sport movement) will be sought in order to advance common goals.

Following the conference, a survey was sent to participants, the results from which indicated that the event was a massive overall success. 93% said they were very likely or certainly going to attend a similar event in the future.

## Social Science Research Grants

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In April 2018, WADA issued a call for proposals for its 2019 Social Science Research Grant Program that specifically 'measures the effectiveness of existing anti-doping strategies and interventions'.

In all, WADA received 47 proposals from 21 countries; and, following a rigorous process

of validation by the Program Review Panel, the Education Committee recommended six open research projects be funded for a total of USD209,039. This recommendation was approved by the Executive Committee in November 2018 and a list of all approved projects can be found on WADA's website.

## Anti-Doping e-Learning Platform (ADeL)

In January 2018, WADA officially launched ADeL, the Agency's online platform that consolidates all of its e-Learning resources onto one platform:

1. Sport Physician's Tool Kit (SPTK)
2. CoachTrue
3. Athlete Learning Program about Health and Anti-Doping (ALPHA)
4. Parents' Guide
5. Anti-Doping Organization (ADO) Kickstart
6. University Textbook
7. Information Security Awareness for Everyone (iSAFE)
8. Athlete Biological Passport (ABP) Expert Guide

There were more than 20,000 user accounts registered in 2018, 71% of which were athletes. More and more ADOs made some of these courses, including ALPHA and CoachTrue, mandatory for their athletes and coaches in 2018.

In November 2018, the organizing committee of the Lima 2019 Pan American and Parapan American Games (COPAL) engaged in translating the SPTK and ADO Kickstart courses into Spanish, as part of their legacy project in contributing to clean sport. The intention is to encourage and recommend that all staff members of COPAL take the relevant courses on ADeL before taking part in the Games.

In order for ADeL and its courses to be more accessible for those with special needs, WADA has evaluated the current ADeL platform by involving an external accessibility expert. The Agency will implement the changes suggested by the expert and continue efforts to have the platform and courses rendered compatible with the Web Content Accessibility Guidelines 2.0.

## Education Partnership – Sport Values in Every Classroom

The Education Partnership Group consisting of WADA, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the IOC, the Agitos Foundation, the International Council for Sport Science and Physical Education and the International Fair Play Committee have continued to make progress with the objective of providing a cross-curricular education tool to support the teaching of sport values (respect, equity and inclusion) with eight to 12-year old students.

A quick guide and 12 activity cards were piloted in 2018 by 215 teachers in 13 countries (Bangladesh, Brazil, Bulgaria, Cuba, Laos, Lebanon, Mexico, Nigeria, Spain, Ukraine, Equatorial Guinea, Greece and France) through UNESCO's Associated Schools Network. The outcomes were excellent with 93% of teachers saying they would recommend the resources to a peer. Once finalized, the resource will ultimately be made available online for free, on each of the partners' websites. The official launch is set for October 2019, at the UNESCO Conference of Parties in Paris, France.



**Kangeun Lee**  
Manager, Education

Year joined: 2016  
Home town: Seoul, Korea

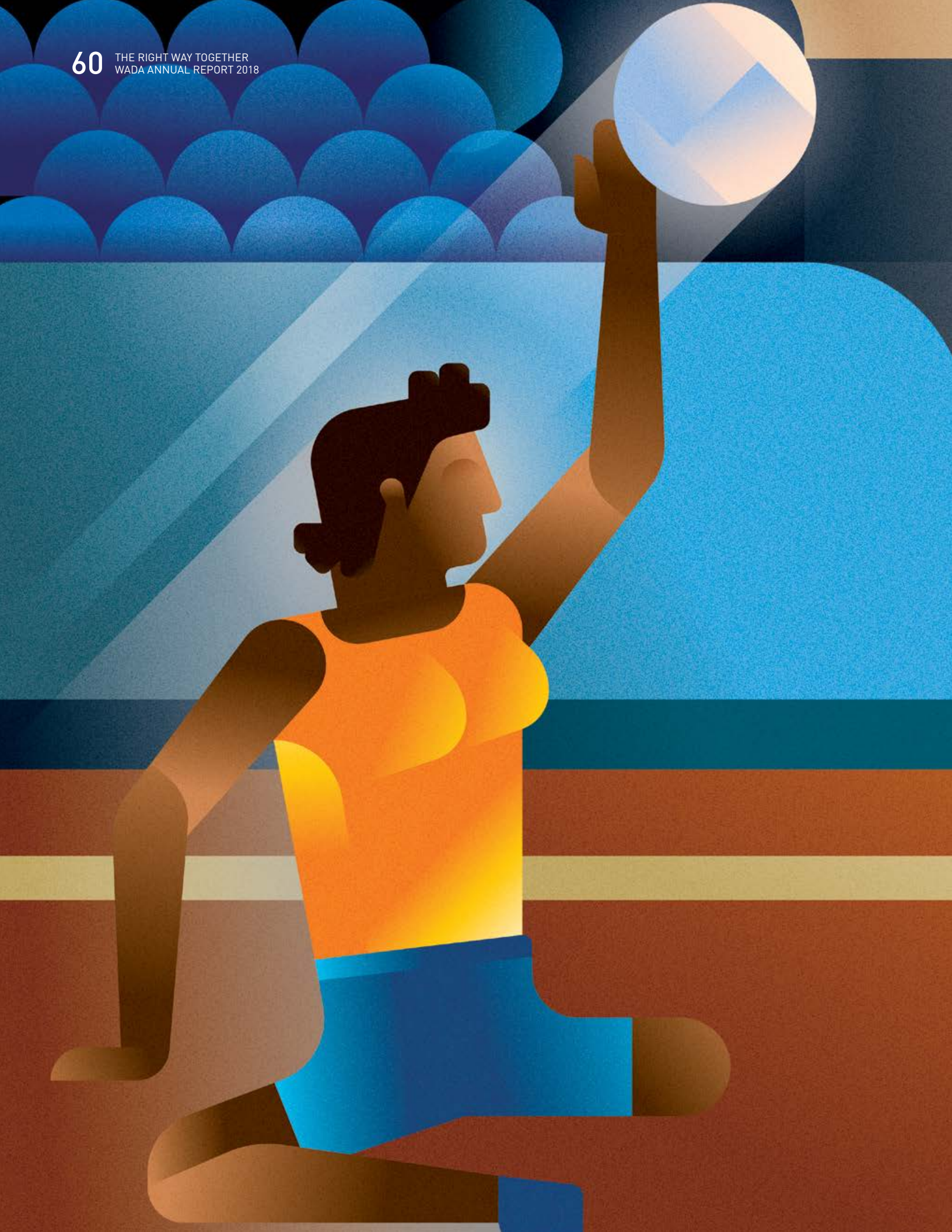


I manage WADA's online education platform called ADeL, which helps to ensure we meet every athlete's right to information. We want to make clean sport education accessible at all times for everyone involved in sport, no matter their location or language. As a global agency, supporting ADOs to translate the resources that then help reach more target groups is essential. Nobody started playing sport because they wanted to

cheat. Clean sport education is about equipping athletes with the information they need to make good, ethical decisions while asking them questions that resonate. Why do you play sport? Why did you pick up a racquet or kick a ball in the first place? For me growing up, my passion was playing football and then I studied international relations at university. This is a dream job that brings both of those together.









# Intelligence and Investigations

**PRIORITY**

## **Further strengthen WADA's capability for intelligence and investigations by, for example, enhancing the Anti-Doping Intelligence and Investigations Network and growing the whistleblower program, 'Speak Up!'**

Increasingly, the way clean sport is being protected around the world is diversifying. No longer is the fight against doping being carried out through testing alone. Improvements in intelligence gathering and investigations have brought a number of key breakthroughs with WADA Intelligence and Investigations (I&I) having been empowered to conduct efficient and effective probes into suspected Anti-Doping Rule Violations (ADRVs) of various kinds and in many different jurisdictions.

The first such mechanism to be put in place was the inclusion and adoption of new provisions into the 2015 World Anti-Doping Code providing WADA with the authority to initiate and conduct its own investigations. Since then, WADA I&I has been at the forefront of a number of unilateral and cooperative investigations that have yielded excellent results. As the department looks to the future, its ongoing and enhanced collaboration with Anti-Doping Organizations (ADOs) and law enforcement agencies will be crucial to maintain that success.

### **WADA I&I**

WADA's I&I team plays a critical role in the fight against doping.

It is now fully recognized that gathering insights, intelligence and information followed by a rigorous investigative approach is one way the Agency and its partners will catch more of those who attempt to undermine the values of fair play and sportsmanship.

Since its creation in October 2016, WADA I&I increased the amount of staff from three to 11 members (one director, three investigators, three data analysts, one confidential information manager (CIM) two coordinators and one assistant).

In order to provide the utmost security and care for whistleblowers, who wish to remain anonymous, and the information provided by them, WADA I&I has been separated into two units, namely the Confidential Information Unit (CIU) dealing with the 'Speak Up!' program including the various whistleblowers, and the Investigation Unit (IU), which runs the in-house investigations.

WADA I&I has implemented a complex and comprehensive system that includes databases for IU and CIU, a case management system and different analytical software.

To give I&I a further level of independence, in May 2017, the Foundation Board (Board) established an external independent process of review and annual audit to ensure the high quality of conduct and performance of the department.

#### **Confidential Information Unit (CIU) and 'Speak Up!'**

The CIM's responsibilities include managing and recruiting whistleblowers, in accordance with WADA's Whistleblower Policy, and creating a global network of CIMs from ADOs and law enforcement agencies.

'Speak Up!' is I&I's principle platform for the reception of anti-doping allegations. Every allegation that is reported through the platform is assessed, analyzed and registered in our own management system. If I&I decides not to take on the case, the allegations will be shared with



our internal and external partners, provided the informant gives consent to do so. In 2018 the CIU registered 118 cases. Most of them (68) have been shared with internal and external partners for further follow-up.

The CIU, which was created in 2018, is responsible for whistleblower management and has already

been instrumental in the seizure of performance-enhancing substances, the arrest of a top-level coach, and the identification of a doping network implicating four countries. It has also initiated an accountability process that will ensure all cases that have been sent to ADOs will be followed up.

## Anti-Doping Intelligence and Investigations Network (ADIIN)

During 2018, WADA I&I continued its work on the development of an ADIIN and, in early 2019, it attended the third annual meeting of the ADIIN Expert Group, hosted by the German National Anti-Doping Organization (NADO) in Bonn. As well as WADA, the meeting was attended by representatives of two International Federations (IFs) and six NADOs with members discussing a range of ways

this collaborative network can help protect clean sport. By way of an example, a representative from the Austrian NADO highlighted the excellent cooperation between WADA, NADOs and law enforcement agencies in Germany and Austria during the 'Operation Aderlass' investigation. The next ADIIN meeting is planned for spring 2020.

## Investigations Update

In 2018, the IU ran a number of investigations, which included:

### Operation LIMS



In November 2017, WADA I&I secured Moscow's Laboratory Information Management System (LIMS) from a whistleblower. It contains testing data from January 2012 to August 2015 on over 63,000 individual samples, including results of the Initial Testing Procedure (ITP) conducted on the samples by the Moscow Laboratory and the associated steroid profiles. Over 9,000 samples of Russian Athletes were identified as having produced a positive ITP result (i.e. possible presence of a prohibited substance) yet were subsequently reported 'negative' in ADAMS. The department forensically reconstructed the database; determined its authenticity; uncovered and analyzed its hidden content; and, in December and March 2018, shared valuable intelligence with ADOs to complement their results management process (first initiated in December 2016).

2018 was a busy year for Operation LIMS. The reinstatement as compliant of the Russian Anti-

Doping Agency (RUSADA) under a number of strict conditions in September was a breakthrough moment. It managed to break an impasse with the Russian authorities and led to WADA I&I's successful missions to Russia in January and April 2019 to retrieve a copy of the LIMS, associated raw data and samples from the Laboratory. And ultimately it enabled WADA I&I in mid-2019 to provide a first batch of strong cases to IFs.

For more information relating to Operation LIMS and the Russia investigations, see pages 34, 35 and 52.

### Guatemala



WADA I&I completed an investigation into the Agencia Nacional Antidopaje de Guatemala (NADO-GUA). The investigation centered on allegations that staff had manipulated the sample of an athlete in order to produce an Adverse Analytical Finding (AAF) and then provided false evidence to the hearing panel. While identifying a number of non-conformities with the International Standards, the investigation did not identify any evidence of sample manipulation. To the contrary, the investigation established the likely presence

of a prohibited substance in the athlete's sample. A number of recommendations and a Corrective Action Plan was implemented, following which the NADO-GUA addressed the shortfalls identified by the investigation.

**Bucharest Laboratory**



In February 2018, WADA formalized the provisional suspension of the WADA-accredited laboratory in Bucharest, Romania that had been imposed in November 2017. This followed an in-depth and successful investigation into activities at the laboratory that contravened a number of terms of the International Standard for Laboratories (ISL).

Throughout the remainder of 2018 and in 2019, WADA I&I continued its investigation into the identification of outside entities who possibly instructed the former director of the laboratory to cover up samples. By the conclusion of the second phase of the investigation, WADA I&I was comfortably satisfied to have identified the main actors and reported its results to the Board.

After all non-conformities and deficiencies were addressed, the laboratory's accreditation was restored in April 2019. WADA's Laboratory Expert Group will continue to monitor the laboratory's performance to ensure that it operates to the high standards required by WADA.

**Operation Puerto**



Having started in 2006, the Puerto investigation was concluded in August 2019. In that time, a total of

215 samples of possible athletes of Dr. Eufemiano Fuentes were compared with the DNA extracted from the blood bags and serum vials seized by Spanish authorities. In total, 11 athletes (10 male and one female) have been identified through this process as clients of Dr. Fuentes. However, due to the 10-year statute of limitations having elapsed, names can no longer be made public.

**Kenyan Project**



WADA I&I delivered a report from its Kenya Project taskforce in collaboration with the Anti-Doping Agency of Kenya (ADAK) and the Athletics Integrity Unit (AIU). The project examined widespread doping among Kenyan distance runners, with the view to developing a multi-stakeholder network equipped to tackle the problem. On 27 September 2018, in a meeting in Nairobi, WADA I&I shared the project's findings with representatives from Athletics Kenya, the Kenyan Ministry of Sports, the Kenyan Pharmacy and Poisons Board, the Kenyan Sports Disputes Tribunal, local law enforcement, INTERPOL, the Africa Zone V Regional Anti-Doping Organization and a number of interested NADOs. The NADOs present included those from Norway and the United Kingdom, who have been helping ADAK build its infrastructure and have previous experience dealing with cases involving Kenyan athletes. This was the first time these groups had ever met in one place to discuss doping in Kenya. In addition, a platform was provided where stakeholders could discuss ongoing investigations and decide the way forward. WADA I&I undertook a supportive role in these discussions.



**PEOPLE OF WADA**

**Lovena Pavaday**  
Assistant, Intelligence and Investigations

Year joined: 2019  
Home town: Albion, Mauritius



The I&I department is always busy with numerous investigations going on and whistleblowers providing information. My role is to assist the members of the team so that together we can make a difference. I'm fresh to WADA and it has been an exciting place to work – one day I could be helping to register cases on the 'Speak Up!' platform, another day I could be following up with some research for

one of our investigators. I enjoy sport, having played badminton when I was younger. For me to be part of a cause like protecting clean sport is special. I think the work WADA does is so important and it makes me happy to be doing something that supports the vision of a world where all athletes can compete in a doping-free environment.

## Partnerships

Cooperation with law enforcement agencies has been a feature of WADA I&I throughout 2018. Given the success that approach has yielded, it looks set to continue in the future. In addition to 'Operation Aderlass', mentioned above, below are some more investigations that benefited from a coordinated approach between WADA I&I and law enforcement.

### Kazakhstan Biathlon Team

In the beginning of 2017, Austrian Police executed a search warrant on the hotel rooms of the national biathlon team of Kazakhstan in Waidring, Austria. The police seized an array of equipment from the rooms and luggage of the national team. Due to excellent cooperation, the Austrian Police shared this information with WADA I&I which led in 2018 to the provisional suspension of nine athletes and one support personnel of the national team.

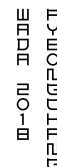
### International Biathlon Union (IBU)

In November 2016, WADA I&I began receiving confidential information about the IBU and its alleged relation to the program to protect Russian athletes from doping detection.

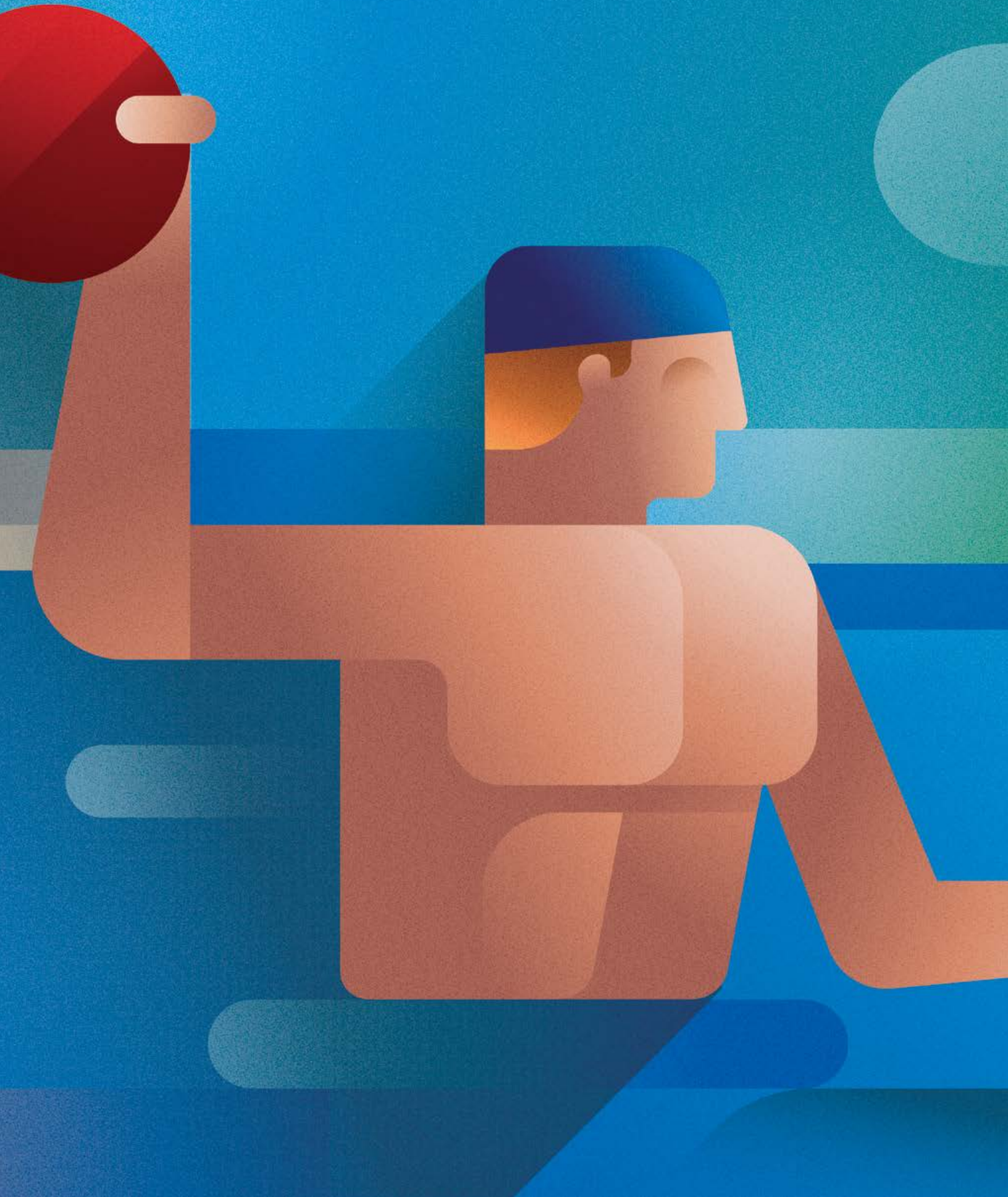
In October 2017, the I&I team reported its findings through an operational meeting at the headquarters of INTERPOL in Lyon, France, with the police from Norway and Austria. The Austrian Police decided to open a criminal investigation that culminated in raids on 10 April 2018 in Norway and Austria. The investigation is still ongoing and WADA I&I continues to support the relevant law enforcement agencies.

### Olympic Athletes from Russia (OAR) Invitation Review Panel

WADA I&I supported the OAR Invitation Review Panel to make sure that only athletes from Russia who were considered not to have been involved in the Moscow Laboratory doping scheme were invited by the IOC to participate in the PyeongChang Olympic Winter Games 2018. WADA I&I compiled all available intelligence from a range of sources to provide a strong evidence-led basis for the panel to make its decisions.









# Science and Medical



## PRIORITY

## Strengthen scientific-based knowledge in all areas of anti-doping, including the Prohibited List, the Athlete Biological Passport program and the prevalence of doping

### WADA RESEARCH PROGRAM

**One of the clearest and most important ways WADA is collaborating with the broader anti-doping community around the world is in the areas of science and medicine. By 2018, WADA had committed more than USD76 million to help researchers develop breakthroughs in anti-doping science. These grants are essential to the anti-doping community as they increase the volume of research dedicated to developing new and improved detection techniques for prohibited substances and methods; defining thresholds to distinguish allowed routes of administration for in-competition intake or to determine non-physiological levels of endogenous substances; refining the Athlete Biological Passport (ABP); as well as, attracting top research teams to these areas. It is crucial for scientific research to keep heading in the right direction.**

After several years of budget constraints, WADA is once again seeking to bring additional investment into critical sectors of anti-doping research so it can have the most impact on the protection of clean sport.

In December 2017, WADA issued a call for proposals for 2018 scientific research grants from which 81 project applications were received by the February 2018 deadline. These were peer-reviewed by independent external experts (three for each grant), followed by a review by a panel of external and internal reviewers (including selected members of WADA's Health, Medical and Research (HMR) Committee and Science and Medicine Department) and finally the HMR Committee in late August. In all, 29 grants were recommended to WADA's Executive Committee (ExCo) in September 2018, all of which were approved.

Fruitful partnerships are crucial in all areas of anti-doping and this is particularly true for scientific research. In May 2018, WADA and the Fonds de Recherche du Québec signed a Memorandum of

Understanding to commit approximately USD1.6 million (CAD2 million) over five years to fund important projects related to anti-doping, beginning with a joint call for research projects in the field of artificial intelligence. This special request for applications was launched in May 2018 and is expected to support up to three projects, with a total value of approximately USD725 thousand. These funds complement WADA's annual research allocation, which for 2018 was USD1.5 million.

In addition, WADA recognized the interest to support the development of dry-blood-spot testing for routine anti-doping applications and advanced a collaboration in this exciting area with the International Olympic Committee, the International Testing Agency, the National Anti-Doping Organizations (NADOs) of China, Japan and the USA as well as other ADOs. Major investments continue in the development of -omic (e.g. genomics, proteomics) approaches for biomarker discovery, with the purpose of applying such biomarkers to reveal doping directly or to be embedded into the different modules of the ABP.



## The List of Prohibited Substances and Methods (List)

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The List identifies the substances and methods that are prohibited in and out of competition, and in certain sports. It is divided into substances that are prohibited at all times and those prohibited only during the in-competition period. The List is revised annually in a process led by WADA, beginning with an initial meeting in January and concluding with the publication of the List on or before 1 October. It is an extensive consultation process that includes WADA's List Expert Group gathering information, circulating a draft List among stakeholders, taking their submissions into consideration and revising the draft, followed by review by the Agency's HMR Committee.

The HMR Committee then makes its recommendation to the ExCo, which approves the List during its September meeting. WADA released the 2019 List in September 2018 and it came into effect on 1 January 2019. This was accompanied by explanatory notes summarizing the key changes to the 2018 List and Monitoring Program. The List, a summary of modifications and explanatory notes, and the 2019 Monitoring Program are available on WADA's website in multiple languages.

## Prevalence of Doping

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Prevalence of doping in various sport disciplines, as well as in some countries, has been the subject of much speculation in scientific literature and in the media. Determining the prevalence of doping in sport is an important element in defining future anti-doping strategies and measuring the impact of anti-doping policies. WADA's Ad-hoc Working Group on Prevalence targeted the April 2018 Commonwealth Games on Australia's Gold

Coast as a first event to refine and validate its survey methodology, which in combination with other tools, can be used for periodic assessment of doping prevalence in a cost-effective, simple and non-intrusive manner. This work continues and several other major events in 2019 will host data collection teams in order to advance the development of prevalence assessment tools.

## Therapeutic Use Exemptions (TUEs)

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The TUE process is a means by which an athlete can obtain approval to use a prohibited substance or method for the treatment of a legitimate medical condition. It is a necessary part of elite sport and has overwhelming acceptance from athletes, physicians and anti-doping stakeholders worldwide. The International Standard for TUEs (ISTUE) provides a rigorous framework for the evaluation and potential granting of TUEs. A revision of the ISTUE began in 2018 as part of the overall World Anti-Doping Code and International Standard revision process.

In 2018, a total of 2,891 approved new TUEs were registered in the Anti-Doping Administration and Management System (ADAMS) (as compared to 3,563 in 2017). There had been a steady increase in TUEs being entered in ADAMS in recent years due to increased compliance efforts by WADA. The downturn is likely an adjustment to the higher

administrative efforts of the past years. NADOs remain the most active ADOs, entering 79% of all TUEs. International Federations (IFs) registered 19%, Major Event Organizations (MEOs) registered 1.3%, Regional Anti-Doping Organizations (RADOs) registered 0.1% and others (such as confederations) registered 0.6%. WADA screens all TUEs based on risk prioritization. WADA TUE Committees conducted a total of seven TUE reviews in 2018, five on its own initiative and two upon request from athletes.

In order to ensure a harmonized and high-quality TUE evaluation process, the WADA Science and Medical department, in conjunction with world experts, regularly updates guidelines that are published on our website. These documents assist TUE committees in evaluating TUEs for specific medical conditions and outline the requirements of a proper TUE application.

## The Athlete Biological Passport (ABP) Program

The fundamental principle of the ABP is to monitor selected biological variables (‘biomarkers of doping’) over time that indirectly reveal the effect of doping, as opposed to the traditional direct detection of doping substances and methods by analytical doping controls.

In 2018, the ABP was used by 119 IFs and NADOs to develop strategic anti-doping programs. WADA is committed to leading development and harnessing the vast potential of this tool.

In November 2018, WADA and the Italian Federation of Sports Medicine (FMSI) jointly convened a major symposium in Rome, Italy for the anti-doping community to harmonize practices and exchange knowledge in support of the ABP. The symposium confirmed the importance of the ABP as an efficient measure against doping in sport and reinforced the need for efficient follow-up on suspicious passports, integration with facets of anti-doping programs, and more effective communications between stakeholders.

The development of new biomarkers continues in support of the various ABP modules. An ad-hoc Endocrine Module Working Group recommended to continue development of insulin-like growth factor-I (IGF-I) as a longitudinal biomarker of human growth hormone (hGH) use, in conjunction with longitudinal measurement of another hGH-sensitive biomarker, the N-terminal pro-peptide of type III collagen (P-III-NP).

Building on the 2017 recommendations of the ABP Expert and Biomarkers of Doping Ad-hoc Working Groups, a project was launched in early 2018 with the aim of identifying biomarkers to discriminate the effects of altitude from the effects of Erythropoiesis Stimulating Agent (ESA) use. Several other research projects for the development of the ABP were approved or launched in 2018, including the validation of markers of plasma volume, and the use of machine learning tools to better identify EPO doping from ABP blood data.

New criteria for evaluation of a compliant ABP program were approved in November 2018, which now require ADOs to plan, at a minimum, an average of three blood ABP tests annually across all athletes from those sports/disciplines with an ESA Minimum Level of Analysis (MLA) of 30% or greater, who are part of the ADO’s Registered Testing Pool. These new criteria will support more effective use of the ABP by ADOs and facilitate compliance monitoring.

A new Technical Document (TD) on Athlete Passport Management Unit (APMU) requirements and procedures was developed and approved in 2018, coming into effect in March 2019. The TD aims to ensure that APMU practices are harmonized worldwide through the introduction of a WADA APMU approval process, which will facilitate continuous monitoring of passport management by approved APMUs.



### PEOPLE OF WADA

#### Osquel Barroso

Senior Deputy Director, Science and Medical

Year joined: 2007

Home town: Havana, Cuba



I oversee all laboratory-related activities for WADA, including drafting of the relevant regulatory documents, implementation of the lab accreditation process and then monitoring of their performance. There are more than 30 accredited labs all over the world and each of them is different. The diversity of cultures, languages, economic and political environments means it is always interesting. On the one hand, we are the global anti-doping regulator, developing and enforcing rules to ensure high laboratory

standards, including sanctioning them if appropriate; and, on the other hand, both WADA and the labs have common interests and goals, such as high-quality and cutting-edge analytical work. Therefore, we work in collaboration with, not against, the labs. The rules apply to all but you have to be aware that each lab is unique and has its own set of challenges. Good communication and collaboration are the key – we don’t want to be seen as an adversary but as a partner and that’s the attitude I try to bring.



## PRIORITY

## Strengthen WADA-accredited laboratory performance

The global anti-doping testing system is serviced by a network of WADA-accredited laboratories that analyze samples and report test results (negative results, Adverse Analytical Findings, Atypical Findings, and ABP data) and enter the information into ADAMS. A solid and reliable testing system allows the anti-doping community to identify trends in doping and testing activity and better assist ADOs in the implementation of more effective testing programs. By constantly strengthening its laboratory accreditation process, WADA is ensuring high-quality results.

In November 2017 and May 2018, the Laboratory Accreditation Working Group, mandated to review the status of WADA's accreditation of anti-doping laboratories, delivered its conclusions and recommendations to the Foundation Board. In summary, the working group concluded that ensuring that all WADA-accredited laboratories perform to the highest level of quality is an absolute requirement. As difficult as denial of accreditation or revocation might be to a laboratory and its stakeholders, laboratories that cannot meet those high standards do not belong in the elite group of WADA-accredited laboratories. At the same time, WADA's accreditation and quality assessment process must be fair and transparent.

Finding the best way forward in this area requires both WADA and the community of accredited laboratories to work closely together, giving every accredited laboratory the best chance of success.

The ongoing revision process of the International Standard for Laboratories (ISL) continued through 2018 and, following multiple meetings and two rounds of consultation with the laboratories and other WADA stakeholders, the revised ISL (v.10.0) was presented to the ExCo in November. An additional consultation phase then took place from December 2018 to March 2019 with the revised Standard approved by the ExCo in May 2019 and set to become effective on 1 November 2019.

In 2018, the:

- **Bloemfontein** laboratory (South Africa) was reinstated in September into the network of WADA-accredited laboratories.
- **Cairo** (Egypt) and **Nairobi** (Kenya) laboratories were approved in March and August, respectively, for blood analysis in support of the ABP.
- **Bucharest** (Romania) laboratory was suspended in February and the **Stockholm** laboratory in Sweden was partially suspended in November for the Isotope-ratio mass spectrometry (IRMS) method.
- **Lisbon** (Portugal) and **Bogotá** (Colombia) laboratories had their accreditations revoked in October and November respectively.







# Testing



**Under the World Anti-Doping Code (Code), testing is undertaken by Anti-Doping Organizations (ADOs) – including National Anti-Doping Agencies (NADOs), International Federations (IFs) and Major Event Organizations (MEOs) – to check athletes’ urine and blood samples against the List of Prohibited Substances and Methods (List).**

**Athletes may be required to provide a sample at any time and any place by any ADO with testing authority over them. While WADA is not a testing agency, it does have authority under the Code to conduct testing under exceptional circumstances, e.g. to facilitate intelligence gathering, investigations and compliance.**

## Anti-Doping Statistics

On an annual basis, WADA publishes two statistical reports that summarize the information that it receives from ADOs and WADA-accredited laboratories.

The 2017 Testing Figures Report, which was published in July 2018, summarizes the results of all the samples WADA-accredited laboratories

analyzed and reported in the Anti-Doping Administration and Management System (ADAMS) in 2017. The report includes in- and out-of-competition urine samples; blood and Athlete Biological Passport (ABP) blood data; and, the resulting Adverse Analytical Findings (AAFs) and Atypical Findings (ATFs). Key data is listed in the table below, including comparisons to 2016.

	Total Samples*	Urine (U)	Blood (B)	ABP	IC (U+B)	OOC (U+B)	AAF
2016	328,738	277,267	23,298	28,173	138,872	161,693	4,822
2017	351,180	294,291	27,759	29,130	151,380	170,670	4,596
Increase %	6.8%	6.1%	19.1%	3.4%	9.0%	5.6%	-4.7%

\* According to results that were both reported and not reported in ADAMS.

These non-ADAMS figures are primarily comprised of professional and university testing programs conducted by organizations in North America (e.g. the National Collegiate Athletic Association and some sports’ professional leagues), which are not Code Signatories but do use WADA-accredited laboratories in North America. Due to confidentiality provisions within their service contracts, individual athlete data from those programs are not reported in ADAMS. This allows a continuous year-to-year comparison of the overall tests conducted by the accredited laboratories.

As a complement to the annual testing figures report, in April 2018, WADA published its 2016 Anti-Doping Rule Violations (ADRVs) report, which illustrates doping offences committed in global sport during that year. The report highlighted a total of 1,595 ADRVs recorded in 2016, involving individuals from 117 nationalities and across 112 sports. 1,326 of the ADRVs were derived from AAFs (83%). The remainder were derived from

investigations and evidence-based intelligence into 248 violations committed by athletes and 21 by athlete support personnel.

Together, the annual testing figures and ADRV reports represent a comprehensive set of anti-doping statistics, which are of great value to the anti-doping community’s efforts to protect athletes around the world.

## Technical Document for Sport Specific Analysis (TDSSA)

WADA's TDSSA came into effect in January 2015. It sets Minimum Levels of Analysis (MLAs) for specific prohibited substances that are not included within the standard urine analysis menu but that are essential substances for which to screen. 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 prescribed by the International Standard for Testing and Investigations (ISTI).

## 2015-2018 Comparison

A comparison of data between 2018 and each year since the technical document came into effect in 2015, taken from ADAMS shows a significant

increase in the number of ADOs testing for ESAs, GH and GHRFs as outlined below.

### ESAs Analysis

ESAs	ESAs Urine	ESAs Blood	AAFs Urine	AAFs Blood	AAFs Total	# of Sports	# of TAs
2018	47,955	4,792	61	16	77	118	229
2017	44,322	4,531	56	29	85	116	220
2016	43,246	3,464	44	22	66	108	212
2015	32,999	3,219	45	1	46	94	183

### GH Analysis

GH Analysis	GH Isoforms	GH Biomarkers	AAF	# of Sports	# of TAs
2018	15,487	8,755	2	99	137
2017	13,474	7,008	0	90	124
2016	11,555	5,983	6	68	111
2015	11,082	2,182	4	74	103



## GHRFs Analysis

GHRFs (GHRH/GHS/GHRP)	GHRFs Urine	AAF	# of Sports	# of TAs
2018	60,964	21	124	231
2017	57,869	19	119	218
2016	42,730	15	111	207
2015	21,654	14	88	145

From 1 January 2019, it became mandatory to implement a hematological module of the ABP

for the TDSSA sports/disciplines with an ESAs' MLA of 30% or greater.

## Greater Collaboration Between NADOs and IFs

Through WADA's Compliance Monitoring Program and the auditing of IFs and NADOs, it is encouraging to note that there is an increasing level of collaboration occurring between IFs and NADOs in the implementation of testing programs across athletes for whom they share testing jurisdiction.

This includes:

- Sharing of ABP data.
- Coordinating which athletes will be in their Registered Testing Pool (RTP).
- Sharing resources regarding out-of-competition testing and agreement of at-risk windows.
- Ensuring top-ranked athletes are subject to an appropriate level of out-of-competition testing prior to major events.

## Pre-PyeongChang 2018 Olympic Winter Games Intelligence Gathering and Testing Taskforce

In the lead-up to the PyeongChang 2018 Olympic Winter Games, the IOC, in partnership with WADA, established a Pre-Games Anti-Doping Taskforce (Taskforce). The goal of this initiative was to reinforce the importance of intelligent and intensive testing on prospective, higher-risk athletes through a coordinated effort among all relevant ADOs at the national and international level ahead of the Games.

The Taskforce consisted of the Doping-Free Sport Unit of the Global Association of International Sports Federations that acted as the Taskforce secretariat; Anti-Doping Denmark; the Canadian Centre for Ethics in Sport; the Japan Anti-Doping Agency; UK

Anti-Doping; the US Anti-Doping Agency; and the Association of International Olympic Winter Sports Federations, which participated as an observer.

There were several key outcomes, including the issuance of 2,882 testing recommendations for 1,062 athletes from 36 countries, of which 80% were implemented by IFs and NADOs. In addition, the Taskforce reviewed all Russian athletes included on the IOC's long list, which contains all athletes that have met the qualification requirements to participate in the Games, and provided specific testing recommendations to the Russian Anti-Doping Agency, all of which were implemented.

The recommendations resulted in nine AAFs, distributed across five different sports and six different nationalities. While some of the AAFs may have been the result of an IF or NADO implementing testing, the outcomes show that the work of the Taskforce was successful in identifying higher-risk athletes.

A similar taskforce is planned for the Tokyo 2020 Olympic Summer Games, which WADA will support, while other organizations, such as the Commonwealth Games Federation, have also set up pre-Games taskforces.

## Sample Collection Bottles

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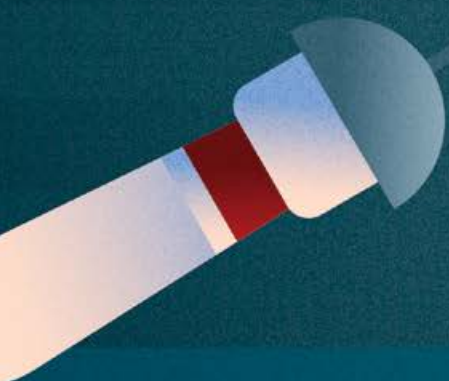
In early 2018, WADA learned that some security sample collection bottles from the Swiss manufacturer, Berlinger Special AG, were susceptible to manual opening without evidence and that some cracked under certain conditions. Following an inquiry, WADA recommended to ADOs and laboratories appropriate measures required to maintain the integrity of the doping control process. In addition, WADA subsequently made an amendment to the ISTI to strengthen the process further.

Manufacturers of security bottles are responsible for the development, testing, distribution and monitoring of the equipment they produce. It is up to each ADO to decide which sample collection equipment they use provided they meet the requirements of the ISTI. The strengthening of the criteria within the ISTI will further enhance the quality requirements for sample collection equipment.









# Information and Data Management

## PRIORITY

## Ensure that the Anti-Doping Administration and Management System (ADAMS) 'Next Gen' works technically and securely to support the global anti-doping program

**WADA is responsible for coordinating and monitoring anti-doping activities worldwide and for providing a mechanism to assist stakeholders with their implementation of the World Anti-Doping Code (Code). To that end, through a rigorous and ongoing process of collaboration and partnership, WADA pioneered the introduction and upgrading of ADAMS.**

ADAMS is a secure and cost-free, web-based system that centralizes doping control-related information such as athlete whereabouts, testing history, laboratory results, the Athlete Biological Passport, Therapeutic Use Exemptions (TUEs) and information on Anti-Doping Rule Violations. By centralizing this information, as well as providing a means for Anti-Doping Organizations (ADOs) to plan and manage their activities, ADAMS connects the anti-doping community and allows for data sharing among ADOs with the proper level of authorization.

Significant upgrades to ADAMS' underlying infrastructure in 2017 laid the foundation for the complete rebuild of ADAMS which will serve all athletes and anti-doping stakeholders better going forward. Referred to as the 'Next Gen' ADAMS, the rebuild prioritizes mobility of ADAMS use, enhanced connectivity, reliability and performance, as well as general usability. All of ADAMS' new features are also designed with privacy, information security, and transparency for end users as a priority. In 2018, planning and development of this new system focused on an all-new whereabouts application for athletes called 'Athlete Central', as well as designs and specifications for a new paperless doping control system and the development of new, enhanced doping control planning tools for ADO administrators.

Feedback solicited from athletes in 2018 clearly identified the need for a more intuitive application that would make it easier for athletes to comply with whereabouts requirements accurately and promptly. Prior to initiating development of the app, athlete input was sought and nearly 2,500 unique athlete submissions guided the

specifications for the new system. Most of the development was completed in 2018 and, upon release, the application will include functionality in 20 languages, incorporate smart technology such as location-based address recommendations, and provide improved performance to athletes as well as improved whereabouts data for ADOs to support effective out of competition testing.

Like 'Athlete Central', WADA's new paperless doping control system was envisioned and began production in 2018. A paperless doping control solution to be made available to ADOs at no cost, has the potential not only to enhance athlete confidence in the doping control process, but also improve the integrity and accuracy of data entered into ADAMS, reduce human error, provide a faster and increasingly standardized process for athletes, and enhance the security of athlete personal information. 2018 also saw the development of specifications and requirements for a new 'Testing Center', which provides ADOs with a dashboard of key metrics concerning both their testing program as well as adherence with the Technical Document for Sport Specific Analysis.

Finally, 2018 saw the introduction of enhanced security features and protocols for ADAMS, including automated notifications to ADAMS users in the event of atypical account activity, encryption at rest (in addition to existing in-transit encryption), enhanced intrusion detection logging and monitoring, and strengthened ADAMS access and authentication controls such as improved user oversight and management, two-factor user authentication, and automated session timeouts or lockouts.



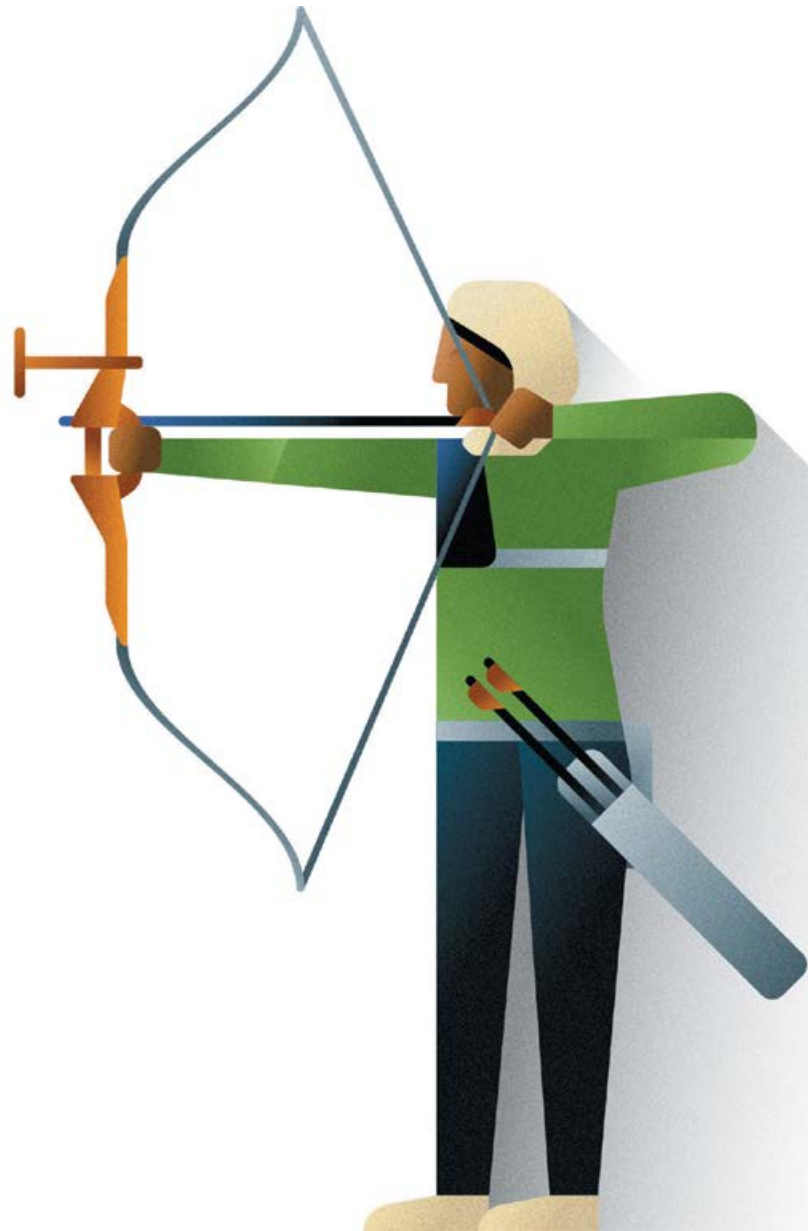
## Data Privacy

The potential for data breaches is a real and present threat to most organizations and WADA is no exception. In everything it does, WADA takes the issue of privacy and information security extremely seriously. Following the publication of the revised International Standard for the Protection of Privacy and Personal Information (ISPPPI) in June 2018 and, in response to stakeholder requests for assistance, WADA has been developing and enhancing several tools to help ADOs understand and comply with new and enhanced privacy-related requirements.

For example, WADA has developed privacy guidelines to accompany the ISPPPI, which include several templates for use by ADOs. Existing templates such as the doping control form, TUE application, athlete information notice and athlete consent form have also been updated to bring them in line with the revised ISPPPI.

In parallel, WADA has led the way to develop new training resources, available on the Anti-Doping e-Learning platform, aimed at promoting privacy and information security awareness among all members of the anti-doping community.

Also in 2018, WADA conducted a complete review, update and enhancement of its internal privacy and information security policies and procedures, to ensure the Agency keeps up-to-date in this ever-changing landscape, ready to face the latest threats that come its way.



### Fatimata Ndiaye

Manager, Anti-Doping Administration and Management System (ADAMS)

Year joined: 2013

Home town: Saint Louis, Senegal



ADAMS is the online database and warehouse for information related to athletes within the anti-doping system. Currently my main project, Athlete Central, consists of the revamping of our classic athlete whereabouts app to a more modern, easy-to-use and athlete-friendly app. It is currently in a beta-testing phase by a select group of ADOs and athletes and will be released later in 2019. The management of ADAMS requires significant collaboration

amongst WADA departments such as Legal, IT, Education and Science; as well as external stakeholders such as, the International Federations and National Anti-Doping Organizations. ADAMS is all about the athletes and protecting them from those who would choose to cheat the system. I take pride in my work as I try to align what I do with WADA's wider mission – helping athletes play true and reach their potential, fairly and honestly.





# 2018 Finance Overview





## Funding

### PRIORITY

## Increase commitments and financial support from Governments, sport and other sources to ensure ongoing sustainability of WADA in light of its expanded role

For an organization like WADA, navigating the right way requires many things – the right vision, the right expertise, the right partnerships with a range of interested parties, and of course it requires the right amount of funding.

From 2012-16, WADA's budget increased only slightly to USD28.3 million, growing an average of 1.4% per year during that time. Meanwhile, WADA's scope of activities, commitments and responsibilities increased significantly and some of those activities, such as intelligence and investigations, had started pulling resources from other key activities, e.g. scientific research's budget reached a record high in 2006 of USD6.6 million and by 2017 it had fallen to USD1.9 million.

In November 2016, WADA's Foundation Board (Board) reached consensus to the effect that the Agency must be strengthened as the global regulator for anti-doping worldwide. Effectively, it was determined that, at the core, WADA must ensure harmonized anti-doping rules and regulations (as it relates to the World Anti-Doping Code, International Standards and policies); and also, must be much better equipped to monitor compliance with these rules and regulations of all Anti-Doping Organizations (ADOs) worldwide. As a consequence, in 2017, WADA management developed a Budget Plan (Plan) that articulated the resources – financial and human – that would be required to enhance and initiate new efforts (as outlined below) in line with the Board's expectations. In November 2017, the Board approved an increased 2018 budget of 8%; and in May 2018, the Board approved further 8% increases for each of the following four years, 2019-22. For WADA Management, it was very encouraging to receive this financial commitment from Governments and

the Sports Movement, which was an endorsement of the work being done and a vote of confidence in the Agency's ability to carry out its mission to protect clean sport.

### Enhanced efforts on the following activities

- Ensuring harmonized anti-doping rules and regulations.
- Carrying out capacity-building activities with ADOs.
- Enhancing social science research, developing and proposing education programs and developing an International Standard for Education.
- Strengthening laboratory accreditation and monitoring.
- Further developing scientific-based knowledge in key areas, in particular as it relates to the Athlete Biological Passport and prevalence.
- Ensuring a robust and technically secure Anti-Doping Administration and Management System (ADAMS).

### New efforts on the following activities

- Strengthening monitoring of ADOs' compliance, including through the implementation of the International Standard for Code Compliance by Signatories.
- Enhancing the capacity of WADA's Intelligence and Investigations department.
- Further developing and managing the Agency's robust whistleblower program.

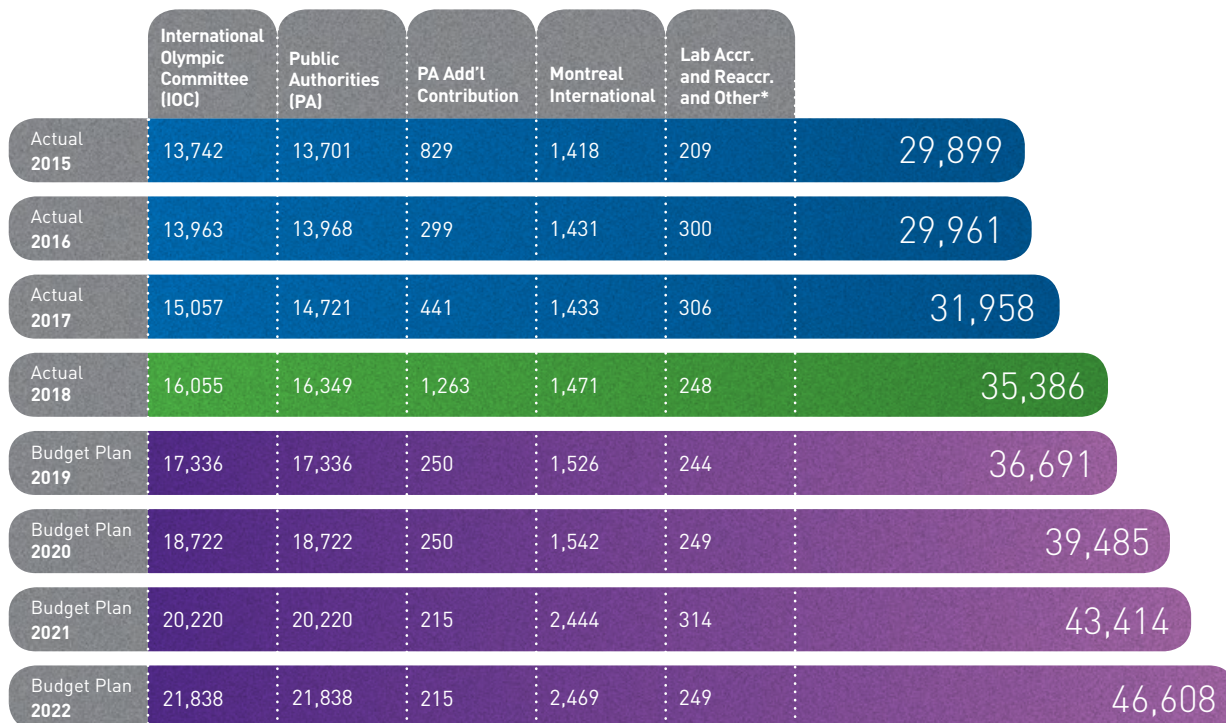
While the plan reflects the budget needed to deliver on the Board's expectations, WADA Management believes that much more can and must be done, which is why, in parallel, the Agency is pursuing

an additional funding strategy. To that end, in 2015, WADA formed the independent U.S. Foundation for Clean Sport, which is pursuing funding in support of the global anti-doping program by targeting

contributions from the likes of the pharmaceutical industry, corporations, foundations and wealthy individuals.

## Sources of Contributions: Actuals 2015 – 2018 and Budget Plan 2019 – 2022

Actuals include outstanding contributions from previous years



All numbers are in thousands of US dollars / 2019 to 2022 are projected numbers at 8% increase

\* Laboratory Accreditation and Reaccreditation, Compliance Monitoring

## 2018 Financial Performance

As WADA and its various stakeholders continue to plot the right way together, it is encouraging to report a strengthening financial framework underpinning that work. WADA ended the year with USD35.4 million in operating income representing a growth of 11% from 2017 and a marginal decrease (0.6%) from the budget.

As we continue to rely on the support and collaboration of our stakeholders, 2018 marked a strong year for contributions received. The Sports Movement met its commitments in full, and for the first time in five years, WADA attained more than 99% (99.13%) of budgeted contributions from Governments, a noteworthy increase from last year's collection rate of 97.99%.

Governments remitted some prior year's dues as well as some additional grants, which contributed to strengthening the year's financial performance. Additional contributions totaled USD1.3 million, of which, close to USD1.2 million came from the Governments of China and Japan. WADA continued to receive an annual grant of USD1.5 million from Montreal International for hosting the Agency's headquarters. All contributions support WADA in pursuing its continued mission for clean sport.

WADA recorded a surplus (excess of income over expenses) of USD3.1 million, against a budgeted amount of USD1.3 million. This is due to an income increase of USD251 thousand as well as a net decrease on budgeted expenditures of USD1.5 million. Due to this, the operating expenses as a percentage of income improved over the previous year from 94% to 92%. Although the expenses incurred were less than budget targets, the majority of the priorities as stated in the recommendations approved by the Board in November 2016, had already been carried out. Additional resources and a few activities had to be postponed to 2019, the revision of the Strategic Plan being one of them.

In 2018, WADA incurred capital expenditures of USD3.9 million, slightly less than the budgeted amount. Primary investments were in the continued development of the Code Compliance Questionnaire; the anti-doping eLearning platform (ADeL); and the 'Next Gen' ADAMS. ADAMS remains a high priority for WADA with key developments having continued in 2018 and into 2019. Depreciation expenses for 2018

are higher than the budget by USD113 thousand. This is due mainly to the acceleration of the depreciation for the ADAMS mobile application. Lastly, capital in 2018 was also applied to the fit-out of additional office space for the Lausanne regional office.

Income from investments appreciated to USD674 thousand, an increase from the previous year of 40% and 28% over the budget. This is due mainly to the increase of investment bonds by 30% over the prior year. WADA's conservative investment policy of not investing funds in speculative financial products continued in 2018.

As a result of the surplus, operating reserves increased to USD3.4 million, a rise of USD500 thousand for 2018.

Overall, the financial position of the Agency at the end of 2018 was positive. With the endorsement of the 8% annual increase (2018-22) by the Board, WADA's core activities will continue to roll out in 2019, delivering on the Board's expectations and those of stakeholders.

While WADA is pleased with the financial performance and the progress that was achieved in 2018, it remains mindful of the challenges that lie ahead and continues to be a responsible steward of the financial resources with which it has been entrusted.



A blue ink handwritten signature of Dao Chung.

**Dao Chung**  
Chief Financial Officer



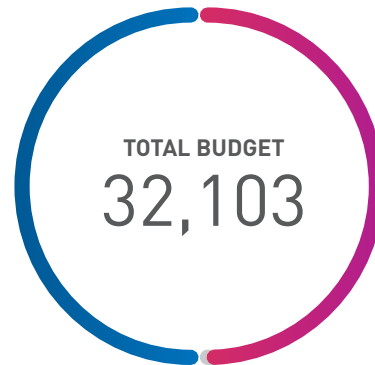
## 2018 Contributions

All numbers are in thousands of US dollars

For Matching Contribution IOC and PA: 50% / 50%

**International Olympic Committee (IOC)**

Remitted  
16,051  
100%



**Public Authorities (PA)**

Remitted  
15,912  
99%

## Contributions by Region

All numbers are in thousands of US dollars



**TOTAL REMITTED: 15,912**

**Additional Contributions:**





# 2018 Financial Statements



# 2018 Financial Statements



## REPORT OF THE STATUTORY AUDITOR ON THE FINANCIAL STATEMENTS

As statutory auditor, we have audited the accompanying financial statements of Agence mondiale antidopage (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 2018.

### 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, International Standards on Auditing 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 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 2018 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



Philippe Tzaud

Audit expert  
Auditor in charge



Raphaël Marclay

Audit expert

Lausanne, 24 May 2019

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 2018

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

	Note	2018 USD	2017 USD	2018 CHF	2017 CHF
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	4	13,158	14,105	12,946	13,768
Investments	5b	4,140	6,872	4,073	6,707
Receivables	6	956	928	941	906
Other current assets	7	2,305	2,158	2,268	2,107
		<b>20,559</b>	<b>24,063</b>	<b>20,228</b>	<b>23,488</b>
<b>Non-current assets</b>					
Investments at fair value through other comprehensive income	5b	18,016	13,785	17,726	13,455
Fixed assets	8	911	948	896	925
Intangible assets	9	6,762	5,582	6,653	5,448
		<b>25,689</b>	<b>20,315</b>	<b>25,275</b>	<b>19,828</b>
<b>Total Assets</b>		<b>46,248</b>	<b>44,378</b>	<b>45,503</b>	<b>43,316</b>
<b>Liabilities and Equity</b>					
<b>Current liabilities</b>					
Accounts payable		2,369	1,837	2,331	1,793
Accrued expenses	10	1,260	1,608	1,240	1,570
Advance contributions		11,695	12,836	11,506	12,528
<b>Total Liabilities</b>		<b>15,324</b>	<b>16,281</b>	<b>15,077</b>	<b>15,891</b>
<b>Equity</b>					
Foundation capital	11	4,006	4,006	5,000	5,000
Cumulative translation adjustment		-	-	(8,271)	(8,476)
Litigation reserve	12a	1,500	1,500	1,476	1,464
Operation reserve	12b	3,400	2,900	3,345	2,830
Cumulative fair value loss on investments		(243)	(21)	(239)	(20)
Excess of income over expenses brought forward		22,261	19,712	29,115	26,627
<b>Total Equity</b>		<b>30,924</b>	<b>28,097</b>	<b>30,426</b>	<b>27,425</b>
<b>Total Liabilities and Equity</b>		<b>46,248</b>	<b>44,378</b>	<b>45,503</b>	<b>43,316</b>

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



## STATEMENT OF ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2018

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

	Note	2018 USD	2017 USD	2018 CHF	2017 CHF
<b>Income</b>					
Annual contributions	13	32,404	29,778	31,673	29,397
Grants	14	2,734	1,874	2,673	1,850
Other	15	248	306	242	302
<b>Total income</b>		<b>35,386</b>	<b>31,958</b>	<b>34,588</b>	<b>31,549</b>
<b>Operating expenses</b>					
Salaries and other personnel costs	16	14,060	12,354	13,743	12,196
Travel and accommodation		4,265	3,433	4,168	3,389
Information and communications		262	120	257	119
Testing fees		611	838	597	828
Accreditation fees		348	265	340	262
Research grants	17	1,765	2,486	1,726	2,454
Other grants		100	214	98	211
Testing materials for development programs		20	79	20	78
Project consulting fees		3,437	3,511	3,359	3,465
Rents		908	841	888	831
Administration		2,691	2,406	2,630	2,375
IT costs		1,480	1,423	1,447	1,405
Depreciation and amortization of fixed and intangible assets		2,764	2,210	2,701	2,181
<b>Total operating expenses</b>		<b>32,711</b>	<b>30,180</b>	<b>31,974</b>	<b>29,794</b>
<b>Excess of operating income over expenses before financial income (expenses)</b>		<b>2,675</b>	<b>1,778</b>	<b>2,614</b>	<b>1,755</b>
<b>Financial income (expenses)</b>					
Interest		674	480	659	474
Gain from disposal of investments		-	76	-	75
Bank fees		(137)	(149)	(134)	(147)
Net gain (loss) on exchange rates		(163)	385	(159)	380
		374	792	366	782
<b>Excess of income over expenses for the year</b>		<b>3,049</b>	<b>2,570</b>	<b>2,980</b>	<b>2,537</b>

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

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2018

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

	2018 USD	2017 USD	2018 CHF	2017 CHF
<b>Operating activities</b>				
Excess of income over expenses for the year	3,049	2,570	2,980	2,537
Depreciation and amortization of fixed and intangible assets	2,764	2,210	2,701	2,181
Interest	(674)	(480)	(659)	(474)
Gain from disposal of investments	-	(76)	-	(75)
Changes in				
Receivables	(28)	(189)	(27)	(187)
Other current assets	(123)	(82)	(120)	(81)
Accounts payable	446	(151)	436	(149)
Accrued expenses	(349)	(499)	(341)	(492)
Advance contributions	(1,141)	763	(1,115)	754
<b>Net cash provided by operating activities</b>	<b>3,944</b>	<b>4,066</b>	<b>3,855</b>	<b>4,014</b>
<b>Investing activities</b>				
Purchase of fixed assets	(478)	(476)	(467)	(470)
Purchase of intangible assets	(3,342)	(3,089)	(3,267)	(3,049)
Interest received	727	451	710	445
Purchase of investments	(9,582)	(10,854)	(9,365)	(10,715)
Proceeds from sale of investments	7,784	7,720	7,608	7,621
<b>Net cash used in investing activities</b>	<b>(4,891)</b>	<b>(6,248)</b>	<b>(4,781)</b>	<b>(6,168)</b>
<b>Decrease in cash and cash equivalents</b>	<b>(947)</b>	<b>(2,182)</b>	<b>(926)</b>	<b>(2,154)</b>
<b>Currency translation impact</b>	<b>-</b>	<b>-</b>	<b>104</b>	<b>(667)</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>14,105</b>	<b>16,287</b>	<b>13,768</b>	<b>16,589</b>
<b>Cash and cash equivalents at end of year</b>	<b>13,158</b>	<b>14,105</b>	<b>12,946</b>	<b>13,768</b>

STATEMENT OF COMPREHENSIVE INCOME AND CHANGES IN EQUITY FOR THE YEAR ENDED  
31 DECEMBER 2018

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

	Foundation capital USD	Litigation reserve USD	Operation reserve USD	Cumulative fair value loss on available- for-sale investments and on investments at fair value through other comprehensive income USD	Excess of income over expenses brought forward USD	Total USD
<b>Balance as at 31 December 2016</b>	<b>4,006</b>	<b>1,500</b>	<b>2,400</b>	<b>53</b>	<b>17,642</b>	<b>25,601</b>
Excess of income over expenses for the year	-	-	-	-	2,570	<b>2,570</b>
Transfer to operation reserve	-	-	500	-	(500)	-
<b>Item that will be reclassified to profit or loss</b>						
Fair value loss on available-for-sale investments	-	-	-	(74)	-	<b>(74)</b>
Total comprehensive income for the year						<b>2,496</b>
<b>Balance as at 31 December 2017</b>	<b>4,006</b>	<b>1,500</b>	<b>2,900</b>	<b>(21)</b>	<b>19,712</b>	<b>28,097</b>
Excess of income over expenses for the year	-	-	-	-	3,049	<b>3,049</b>
Transfer to operation reserve	-	-	500	-	(500)	-
<b>Item that will be reclassified to profit or loss</b>						
Fair value loss on investments at fair value through other comprehensive income	-	-	-	(222)	-	<b>(222)</b>
Total comprehensive income for the year						<b>2,827</b>
<b>Balance as at 31 December 2018</b>	<b>4,006</b>	<b>1,500</b>	<b>3,400</b>	<b>(243)</b>	<b>22,261</b>	<b>30,924</b>

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



STATEMENT OF COMPREHENSIVE INCOME AND CHANGES IN EQUITY FOR THE YEAR ENDED  
31 DECEMBER 2018 (CONT'D)

(in thousands of 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 loss on available-for-sale investments and on investments at fair value through other comprehensive income CHF	Excess of income over expenses brought forward CHF	Total CHF
<b>Balance as at 31 December 2016</b>	5,000	(7,528)	1,528	2,444	54	24,578	26,076
Excess of income over expenses for the year	-	-	-	-	-	2,537	2,537
Transfer to operation reserve	-	-	-	488	-	(488)	-
<b>Item that will be reclassified to profit or loss</b>							
Fair value loss on available-for-sale investments	-	-	-	-	(74)	-	(74)
<b>Item that will not be reclassified to profit or loss</b>							
Exchange movement	-	(948)	(64)	(102)	-	-	(1,114)
Total comprehensive income for the year							1,349
<b>Balance as at 31 December 2017</b>	5,000	(8,476)	1,464	2,830	(20)	26,627	27,425
Excess of income over expenses for the year	-	-	-	-	-	2,980	2,980
Transfer to operation reserve	-	-	-	492	-	(492)	-
<b>Item that will be reclassified to profit or loss</b>							
Fair value loss on investments at fair value through other comprehensive income	-	-	-	-	(219)	-	(219)
<b>Item that will not be reclassified to profit or loss</b>							
Exchange movement	-	205	12	23	-	-	240
Total comprehensive income for the year							3,001
<b>Balance as at 31 December 2018</b>	5,000	(8,271)	1,476	3,345	(239)	29,115	30,426

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

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2018  
(IN THOUSANDS OF SWISS FRANCS WITH AUDITED US DOLLAR FIGURES AS COMPLEMENTARY INFORMATION, UNLESS OTHERWISE SPECIFIED – NOTE 2A)

## 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 16 May 2019 and cannot be amended after issuance. The financial statements of WADA for the year ended 31 December 2018 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 investments at fair value through other comprehensive income 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.

## **d) Financial assets (effective for 2017 and prior)**

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).



NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2018  
(IN THOUSANDS OF SWISS FRANCS WITH AUDITED US DOLLAR FIGURES AS COMPLEMENTARY INFORMATION, UNLESS OTHERWISE SPECIFIED – NOTE 2A)

#### e) Financial liabilities disclosure

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.

#### f) Financial liabilities at amortized cost

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

#### g) 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

#### h) 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.

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NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2018  
(IN THOUSANDS OF SWISS FRANCS WITH AUDITED US DOLLAR FIGURES AS COMPLEMENTARY INFORMATION, UNLESS OTHERWISE SPECIFIED – NOTE 2A)

#### **i) 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).

#### **j) 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.

#### **k) Revenue and income 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 RADO, ADO Symposium and additional public authorities' contributions.

##### 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.

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2018  
(IN THOUSANDS OF SWISS FRANCS WITH AUDITED US DOLLAR FIGURES AS COMPLEMENTARY INFORMATION, UNLESS OTHERWISE SPECIFIED – NOTE 2A)

#### **l) Income taxes**

WADA is exempt from paying income taxes.

#### **m) 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.

#### **n) Changes in accounting policy and disclosures**

##### New accounting standards adopted during the year

IFRS 15, Revenue from Contracts with Customers (“IFRS 15”)

IFRS 15 specifies how and when to recognize revenues as well as requiring more informative and relevant disclosures. IFRS 15 superseded International Accounting Standard (“IAS”) 18, Revenue, IAS 11, Construction Contracts, and other revenue recognition related interpretations.

WADA adopted IFRS 15 on January 1st, 2018, using the modified retrospective method as permitted by IFRS 15. The adoption of this standard did not result in any change in the recognition of revenues compared to prior periods and therefore no comparative figures have been restated.

Revenues are measured based on the consideration specified in a contract with a customer. The Agency typically recognizes revenues when it has satisfied its performance obligations.

Revenue from transactions or events that does not arise from a contract with a customer is not in the scope of IFRS 15. The main revenue stream of WADA is the annual contributions and advance contributions which are received as donations. Therefore, this revenue stream is not in the scope of IFRS 15.

IFRS 9, Financial Instruments (“IFRS 9”)

IFRS 9 sets out requirements for recognizing and measuring financial assets, financial liabilities and some contracts to buy or sell non-financial items. This standard replaces IAS 39, Financial Instruments: Recognition and Measurement.

IFRS 9 largely retains the existing requirements in IAS 39 for the classification and measurement of financial liabilities. However, it eliminates the previous IAS 39 categories for financial assets held to maturity, loans and receivables and available for sale.

On initial recognition, the Agency determines the financial instruments classification as per the following categories:

- Instruments measured at amortized cost
- Instruments measured at fair value through other comprehensive income (FVOCI)



The financial instruments classification under IFRS 9 is based on the business model in which a financial asset is managed and on its contractual cash flow characteristics. Derivatives embedded in contracts where the host is a financial instrument in the scope of the standard are never separated. Instead the hybrid financial instrument as a whole is assessed for classification.

A financial asset is measured at amortized cost if it meets both of the following conditions and is not designated at fair value through profit or loss (“FVTPL”):

- It is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- Its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial liabilities are measured at amortized cost unless they must be measured at FVTPL (such as instruments held for trading or derivatives) or if WADA elects to measure them at FVTPL.

The Agency has adopted all of the requirements of IFRS 9, as at 1 January 2018, without restating comparative figures.

The table below summarizes the classification and measurement of the Agency’s financial instruments accounted as under IFRS 9 as compared to the Agency’s previous policy in accordance with IAS 39.

**Classification and measurement**

	IAS 39 31 December 2017	IFRS 9 1 January 2018
<b>Assets</b>		
Cash and cash equivalents	Loans and receivables	Amortized cost
Investments at fair value through other comprehensive income	Available-for-sale	Fair value through other comprehensive income
Receivables	Loans and receivables	Amortized cost
<b>Liabilities</b>		
Accounts payable	Other liabilities	Amortized cost
Accrued expenses	Other liabilities	Amortized cost

**Evaluation**

**Financial instruments at amortized cost**

Financial instruments at amortized cost are initially measured at fair value, and subsequently at amortized cost, using the effective interest method, less any impairment loss. Interest income, foreign exchange gains and losses and impairment are recognized in the statement of activities.

**Financial instruments at FVOCI**

Financial instruments at FVOCI are initially and subsequently measured at fair value and are accounted for in the statement of comprehensive income and changes in equity. Realized gains or losses are transferred to the statement of activities.

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2018  
(IN THOUSANDS OF SWISS FRANCS WITH AUDITED US DOLLAR FIGURES AS COMPLEMENTARY INFORMATION, UNLESS OTHERWISE SPECIFIED – NOTE 2A)

## Derecognition

### Financial assets

WADA derecognizes a financial asset when, and only when, the contractual rights to the cash flows from the financial asset have expired or when contractual rights to the cash flows have been transferred.

### Financial liabilities

The Agency derecognizes a financial liability when, and only when, it is extinguished, meaning when the obligation specified in the contract is discharged, canceled or expired. The difference between the carrying amount of the extinguished financial liability and the consideration paid or payable, including non-cash assets transferred or liabilities assumed, is recognized in the statement of activities.

## Impairment

IFRS 9 also introduced a single expected credit loss impairment model, which is based on changes in credit quality since initial recognition. Since the Agency has no trade receivables, the impairment related to expected credit losses is not applicable.

### New accounting standards not yet adopted

The Agency has not yet adopted certain standards, interpretations to existing standards and amendments which have been issued but have an effective date of later than 1 January 2018. Many of these updates are not relevant to the Agency and are therefore not discussed herein.

#### IFRS 16, Leases (“IFRS 16”)

IFRS 16 sets out the principles for the recognition, measurement, presentation and disclosure of leases for both parties to a contract, i.e. the customer (lessee) and the supplier (lessor). IFRS 16 will supersede IAS 17, “Leases”, and related interpretations. IFRS 16 will be effective for annual periods beginning on or after 1 January 2019.

The Agency expects that the adoption and application of IFRS 16, effective 1 January 2019, will result in a material increase to its assets and liabilities through the recognition of right-to-use assets and lease liabilities, estimated to range between USD2.8M (CHF2.76M) and USD3.4M (CHF3.35M).

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.

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2018  
(IN THOUSANDS OF SWISS FRANCS WITH AUDITED US DOLLAR FIGURES AS COMPLEMENTARY INFORMATION, UNLESS OTHERWISE SPECIFIED – NOTE 2A)

### 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 partially in Canadian Dollars. WADA used price collars and bank deposits in Canadian Dollars, Swiss Francs and Euros to partly cover its currency exposure.

As at 31 December 2018, had the Canadian Dollar weakened by 5% against the US Dollar, with all other variables held constant, excess of income over expenses for the year would have been CHF172 (USD 238) lower (2017 – excess of expenses over income would have been CHF81 (USD104) lower) mainly as a result of foreign exchange loss on translation of cash and cash equivalents denominated in Canadian Dollars.

As at 31 December 2018, had the Swiss Franc weakened by 2% against the US Dollar, with all other variables held constant, excess of income over expenses for the year would have been CHF4 (USD4) lower (2017 – excess of expenses over income would have been CHF7 (USD7) lower) mainly as a result of foreign exchange loss on translation of cash and cash equivalents denominated in Swiss Francs.

As at 31 December 2018, the following accounts are shown in Canadian Dollars, Swiss Francs, Euros, South African Rand, Japanese Yen and British Pounds, and have been converted to the functional currency in the balance sheet.

	2018					
Denominated in	CAD	CHF	EUR	ZAR	YEN	GBP
Cash and cash equivalents	3,907	270	333	962	7,347	59
Receivables	917	45	0.5	-	1,259	7
Accounts payable and accrued expenses	2,241	446	127	7	1,004	33

	2017					
Denominated in	CAD	CHF	EUR	ZAR	YEN	GBP
Cash and cash equivalents	2,052	513	753	1,059	1,348	92
Available-for-sale investments	200	-	-	-	-	-
Receivables	485	7	1	-	1,266	1
Accounts payable and accrued expenses	1,573	279	115	30	177	4009



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## 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 2018, WADA's interest-bearing assets were cash and cash equivalents and investments at fair value through other comprehensive income.

As at 31 December 2018, had interest rates been 0.25% lower, with all other variables held constant, equity would have been CHF142 (USD145) higher (2017 – CHF99 (USD102) higher) as a result of an increase in the fair value of bonds classified as FVOCI.

## 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 investments at fair value through other comprehensive income 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.

Banks	2018			2017		
	Rating	USD	CHF	Rating	USD	CHF
UBS	A+	9,310	9,100	A+	9,767	9,532
Lombard Odier Darier Hentsch	AA-	748	732	AA-	1,932	1,885
The Bank of Nova Scotia	AA-	3,017	2,949	AA-	2,355	2,298
		<b>13,075</b>	<b>12,781</b>		<b>14,054</b>	<b>13,715</b>

Investments at fair value through other comprehensive income represent mainly bonds issued by major corporations and banking institutions.

## 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 2018, 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 2018, no financial assets were impaired or past due.

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## 4 CASH AND CASH EQUIVALENTS

	2018 USD	2017 USD	2018 CHF	2017 CHF
Cash	10,854	9,816	10,679	9,581
Term deposits	2,304	4,289	2,267	4,187
	<b>13,158</b>	<b>14,105</b>	<b>12,946</b>	<b>13,768</b>

Cash and term deposits are subject to current interest rates.

## 5 FINANCIAL INSTRUMENTS

### a) Financial instruments by category

As at 31 December 2018	Amortized cost		Investments at FVOCI		Total	
	USD	CHF	USD	CHF	USD	CHF
<b>Current assets</b>						
Cash and cash equivalents (note 4)	13,158	12,946	-	-	13,158	12,946
Investments at fair value through other comprehensive income (note 5b)	-	-	4,140	4,073	4,140	4,073
Receivables (note 6)	956	941	-	-	956	941
<b>Non-current assets</b>						
Investments at fair value through other comprehensive income (note 5b)	-	-	18,016	17,726	18,016	17,726
<b>Total</b>	<b>14,114</b>	<b>13,887</b>	<b>22,156</b>	<b>21,799</b>	<b>36,270</b>	<b>35,686</b>

As at 31 December 2017	Loans and receivables		Available-for-sale assets		Total	
	USD	CHF	USD	CHF	USD	CHF
<b>Current assets</b>						
Cash and cash equivalents (note 4)	14,105	13,768	-	-	14,105	13,768
Available-for-sale investments (note 5b)	-	-	6,872	6,707	6,872	6,707
Receivables (note 6)	928	906	-	-	928	906
<b>Non-current assets</b>						
Available-for-sale investments (note 5b)	-	-	13,785	13,455	13,785	13,455
<b>Total</b>	<b>15,033</b>	<b>14,674</b>	<b>20,657</b>	<b>20,162</b>	<b>35,690</b>	<b>34,836</b>

### b) Investments at fair value through other comprehensive income

	2018 USD	2017 USD	2018 CHF	2017 CHF
Bonds in US Dollars	22,156	20,498	21,799	20,007
Bonds in Euros	-	-	-	-
Bonds in Canadian Dollars	-	159	-	155
	<b>22,156</b>	<b>20,657</b>	<b>21,799</b>	<b>20,162</b>
Less current portion	4,140	6,872	4,073	6,707
<b>Total non-current portion</b>	<b>18,016</b>	<b>13,785</b>	<b>17,726</b>	<b>13,455</b>

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Bonds bear interest at rates ranging from 0.13% to 5.75% and mature from January 2019 to December 2027. Investments at fair value through other comprehensive income comprise corporate bonds in the amount of CHF15,433 (USD15,686) (2017 – CHF15,477 (USD15,857)), banking institution bonds in the amount of CHF 4,471 (USD4,544) (2017 – CHF4,685 (USD4,800)), and CHF1,895 (USD1,926) of government bonds (2017 – nil).

## 6 RECEIVABLES

	2018 USD	2017 USD	2018 CHF	2017 CHF
Quebec sales tax receivable	612	434	602	425
Other receivables	331	480	326	468
Recoverable withholding taxes	2	3	2	2
Rental deposit and guarantees – Uruguay office	11	11	11	11
	<b>956</b>	<b>928</b>	<b>941</b>	<b>906</b>

## 7 OTHER CURRENT ASSETS

	2018 USD	2017 USD	2018 CHF	2017 CHF
Prepaid expenses	1,326	1,250	1,305	1,220
Prepaid expenses – Olympic Games	-	404	-	395
Accrued interest	168	143	164	140
Prepaid scientific research grants 2013	43	-	42	-
Prepaid scientific research grants 2014	-	13	-	13
Prepaid scientific research grants 2015	26	15	26	15
Prepaid scientific research grants 2016	48	220	47	214
Prepaid scientific research grants 2017	259	64	255	62
Prepaid scientific research grants 2018	408	-	402	-
Prepaid social science research grants 2015	3	18	3	18
Prepaid social science research grants 2016	-	26	-	25
Prepaid social science research grants 2017	24	5	24	5
	<b>2,305</b>	<b>2,158</b>	<b>2,268</b>	<b>2,107</b>



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## 8 FIXED ASSETS

	Computer equipment		Office equipment		Leasehold improvements		Total	
	USD	CHF	USD	CHF	USD	CHF	USD	CHF
<b>Year ended 31 December 2017</b>								
Opening net book amount	581	592	94	96	332	339	1,007	1,027
Additions	199	181	35	31	195	177	429	389
Depreciation charge	(354)	(350)	(37)	(37)	(97)	(96)	(488)	(483)
Exchange effect	-	(7)	-	(1)	-	-	-	(8)
<b>Closing net book amount</b>	<b>426</b>	<b>416</b>	<b>92</b>	<b>89</b>	<b>430</b>	<b>420</b>	<b>948</b>	<b>925</b>
<b>As at 31 December 2017</b>								
Cost	1,305	1,653	1,287	1,267	589	1,058	3,181	3,978
Accumulated depreciation	(879)	(1,316)	(1,195)	(1,190)	(159)	(682)	(2,233)	(3,188)
Exchange effect	-	79	-	12	-	44	-	135
<b>Net book amount</b>	<b>426</b>	<b>416</b>	<b>92</b>	<b>89</b>	<b>430</b>	<b>420</b>	<b>948</b>	<b>925</b>
<b>Year ended 31 December 2018</b>								
Opening net book amount	426	416	92	89	430	420	948	925
Additions	84	82	113	111	286	260	483	453
Depreciation charge	(321)	(314)	(59)	(58)	(140)	(137)	(520)	(509)
Exchange effect	-	2	-	1	-	24	-	27
<b>Closing net book amount</b>	<b>189</b>	<b>186</b>	<b>146</b>	<b>143</b>	<b>576</b>	<b>567</b>	<b>911</b>	<b>896</b>
<b>As at 31 December 2018</b>								
Cost	1,276	1,735	1,380	1,378	838	1,318	3,494	4,431
Accumulated depreciation	(1,086)	(1,630)	(1,235)	(1,248)	(262)	(819)	(2,583)	(3,697)
Exchange effect	-	81	-	13	-	68	-	162
<b>Net book amount</b>	<b>190</b>	<b>186</b>	<b>145</b>	<b>143</b>	<b>576</b>	<b>567</b>	<b>911</b>	<b>896</b>

As at 31 December 2018, the amount of leasehold improvements included in accounts payable was USD 31 (CHF 31) [2017 – USD 26 (CHF 25)].

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## 9 INTANGIBLE ASSETS

Software		
	USD	CHF
<b>Year ended 31 December 2017</b>		
Opening net book amount	4,221	4,299
Additions	3,082	3,042
Amortization charge	(1,721)	(1,699)
Exchange effect	-	(194)
<b>Closing net book amount</b>	<b>5,582</b>	<b>5,448</b>
<b>As at 31 December 2017</b>		
Cost	19,072	18,424
Accumulated amortization	(13,490)	(13,175)
Exchange effect	-	199
<b>Net book amount</b>	<b>5,582</b>	<b>5,448</b>
<b>Year ended 31 December 2018</b>		
Opening net book amount	5,582	5,448
Additions	3,423	3,346
Amortization charge	(2,243)	(2,192)
Exchange effect	-	51
<b>Closing net book amount</b>	<b>6,762</b>	<b>6,653</b>
<b>As at 31 December 2018</b>		
Cost	22,212	21,769
Accumulated amortization	(15,450)	(15,367)
Exchange effect	-	251
<b>Closing net book amount</b>	<b>6,762</b>	<b>6,653</b>

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 2018, the amount of intangible assets included in accounts payable was USD678 (CHF 663) (2017 – USD597 (CHF583)).

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## 10 ACCRUED EXPENSES

	2018 USD	2017 USD	2018 CHF	2017 CHF
Accruals	371	551	365	538
Accrued scientific research grants 2007	-	37	-	36
Accrued scientific research grants 2008	39	38	38	38
Accrued scientific research grants 2010	-	45	-	44
Accrued scientific research grants 2011	-	30	-	29
Accrued scientific research grants 2012	61	64	60	62
Accrued scientific research grants 2013	87	205	85	200
Accrued scientific research grants 2014	117	208	115	203
Accrued scientific research grants 2015	160	237	157	231
Accrued scientific research grants 2016	270	111	266	108
Accrued scientific research grants 2017	80	-	79	-
Accrued social science grants 2009	1	1	1	1
Accrued social science grants 2010	7	7	7	7
Accrued social science grants 2011	7	11	7	11
Accrued social science grants 2012	4	4	4	4
Accrued social science grants 2013	4	8	4	8
Accrued social science grants 2014	9	9	9	9
Accrued social science grants 2015	35	39	35	38
Accrued social science grants 2016	3	3	3	3
Accrued social science grants 2017	5	-	5	-
	<b>1,260</b>	<b>1,608</b>	<b>1,240</b>	<b>1,570</b>

## 11 FOUNDATION CAPITAL

Foundation capital is defined in the statutes as a fixed amount of CHF5M (USD4M).

## 12 RESERVES

### a) Litigation

In 2007, the Foundation Board agreed to a reserve of USD1.5M 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 USD2.4M dedicated to operations.

In 2015, the Executive Committee agreed to increase the operation reserve to hold six months of operations or USD9.6M. The operation fund would be funded over time through the allocation of unallocated funds as a regular budgetary item, or with any surplus from operations (year-end profits) or through specific sources of revenue such as one time gifts of special grants.

In 2018, the operations reserve was increased to USD3.4M funded through surplus on operations.



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## 13 ANNUAL CONTRIBUTIONS

	2018 USD	2017 USD	2018 CHF	2017 CHF
2002 to 2010 contributions	8	9	8	9
2011 Public Authorities and governments	1	-	1	-
2012 Public Authorities and governments	1	-	1	-
2013 Public Authorities and governments	1	-	1	-
2014 Public Authorities and governments	1	26	1	26
2015 Public Authorities and governments	76	22	74	22
2016 Public Authorities and governments	125	102	122	101
2016 International Olympic Committee	-	192	-	190
2017 Public Authorities and governments	228	14,564	222	14,377
2017 International Olympic Committee	-	14,863	-	14,672
2018 Public Authorities and governments	15,912	-	15,553	-
2018 International Olympic Committee	16,051	-	15,690	-
	<b>32,404</b>	<b>29,778</b>	<b>31,673</b>	<b>29,397</b>

## 14 GRANTS

	2018 USD	2017 USD	2018 CHF	2017 CHF
Montréal International	1,470	1,433	1,438	1,415
Government of China	994	-	972	-
Government of Australia	60	42	59	42
Government of Japan	164	167	159	163
Government of Kuwait	-	39	-	39
Canton de Vaud / City of Lausanne	41	41	40	41
Government of Saudi Arabia	-	100	-	99
Government of Azerbaijan	-	50	-	49
Government of Egypt	5	2	5	2
	<b>2,734</b>	<b>1,874</b>	<b>2,673</b>	<b>1,850</b>

WADA benefits from two major government supports in Canada. The Government of Canada provides WADA with a total cash contribution of CAD10M, 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 CAD5M, 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 CAD10M, indexed over a 10 year period (2012–2021), from the Government of Canada and an additional total cash contribution of CAD5M, 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.

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## 15 OTHER INCOME

	2018 USD	2017 USD	2018 CHF	2017 CHF
Laboratory accreditation and re-accreditation fees	160	230	156	226
Code monitoring	39	36	38	36
Inducements and reward programs	49	40	48	40
	<b>248</b>	<b>306</b>	<b>242</b>	<b>302</b>

## 16 SALARIES AND OTHER PERSONNEL COSTS

	2018 USD	2017 USD	2018 CHF	2017 CHF
Salaries	9,745	8,660	9,526	8,549
Social charges and other benefits	3,940	3,487	3,851	3,443
Defined benefit pension plan contributions	178	161	174	159
Temporary staff	197	46	192	45
	<b>14,060</b>	<b>12,354</b>	<b>13,743</b>	<b>12,196</b>

The number of people employed was 117 as at 31 December 2018 (2017 – 98).

### 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

	2018 USD	2017 USD	2018 CHF	2017 CHF
<b>Research grants expensed</b>				
Scientific research grants expensed	1,630	2,236	1,593	2,207
Social science research grants expensed	202	260	198	257
Refunds received on cancellation of project	(67)	(10)	(65)	(10)
<b>Total research grants expensed</b>	<b>1,765</b>	<b>2,486</b>	<b>1,726</b>	<b>2,454</b>
<b>Research grants paid out</b>				
Research grants expensed	1,765	2,486	1,726	2,454
Prepaid expenses (movement)	451	(541)	441	(534)
Accruals (movement)	169	331	165	327
<b>Total research grants paid out</b>	<b>2,385</b>	<b>2,276</b>	<b>2,332</b>	<b>2,247</b>

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## 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.

Compensation of key management	2018 USD	2017 USD	2018 CHF	2017 CHF
Salaries	2,563	2,462	2,505	2,430
Benefits and social charges	1,086	1,257	1,059	1,187
Defined benefit pension plan contributions	45	55	44	54
	<b>3,694</b>	<b>3,774</b>	<b>3,608</b>	<b>3,671</b>

Key management of WADA is defined as all the directors of the Agency. Compensation is for 14 directors as at 31 December 2018 (2017 – 14 directors).

## 19 COMMITMENTS

### a) Operating lease commitments

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

	2018 USD	2017 USD	2018 CHF	2017 CHF
Less than one year	637	653	627	637
More than one year and less than five years	1,447	2,111	1,424	2,061
More than five years	-	68	-	66
	<b>2,084</b>	<b>2,832</b>	<b>2,051</b>	<b>2,764</b>

The operating lease commitments are for the following:

Montréal, Canada office lease to February 2021	Tokyo, Japan office lease to March 2019
Lausanne, Switzerland office lease to April 2019	Montevideo, Uruguay office lease to June 2019

### b) Commitments for non lease elements

	2018 USD	2017 USD	2018 CHF	2017 CHF
Less than one year	1,172	1,886	1,145	1,841
More than one year and less than five years	815	1,764	802	1,722
	<b>1,987</b>	<b>3,650</b>	<b>1,947</b>	<b>3,563</b>

The commitments for non-lease elements are related mainly to the IT management service contract from 2016 to 2020 and various other contracts.



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**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:

	2018 USD	2017 USD	2018 CHF	2017 CHF
Less than one year	3,007	3,145	2,959	3,069
More than one year and less than five years	386	559	380	546
	<b>3,393</b>	<b>3,704</b>	<b>3,339</b>	<b>3,615</b>

**20 CONTINGENT LIABILITIES**

At the end of 2018, WADA has contingent liabilities in the amount of CHF2,983 (USD3,032) (2017 – CHF4,279 (USD4,384)). 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 2019.

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