

2019 ANNUAL REPORT



TOWARDS A WORLD OF CLEAN SPORT



CELEBRATING 20 YEARS OF
PROGRESS IN ANTI-DOPING

20TH
ANNIVERSARY

VISION AND MISSION

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.

OUR VISION OF TOMORROW...

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

OUR MISSION TODAY...

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

OUR GUIDING VALUES

INTEGRITY

- We protect the rights of all athletes in relation to anti-doping, contributing to the integrity in sport.
- We observe the highest ethical standards and avoid improper influences or conflicts of interests that would undermine our independent and unbiased judgement.
- We develop policies, procedures and practices that reflect justice, equity and integrity.

OPENNESS

- We are impartial, objective, balanced and transparent.
- We collaborate with stakeholders and the industry to find common ways to fight doping.
- We listen to athletes' voices, as the stakeholders that are most impacted by anti-doping policies and activities.
- We strive to be diverse and inclusive to ensure that everyone has equal opportunities to be represented.
- We are self-reflective and ask for feedback. We are trustworthy and respectful of all our stakeholders.

EXCELLENCE

- We conduct our activities with the highest standards of professionalism.
- We develop innovative and practical solutions to enable stakeholders to implement anti-doping programs.
- We apply and share best practice standards to all our activities. We look for the most efficient methods to do our work.

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“ WADA continues to deliver real achievements in the face of ever-changing and challenging times for anti-doping in sport. ”



MESSAGE FROM THE PRESIDENT AND THE DIRECTOR GENERAL

The year 2019 was a hugely important one for the world of clean sport. As WADA celebrated its 20th anniversary, significant and positive progress was made in a number of key areas. As we reflect on two decades of the organization, we can do so with significant pride as to how far we have come, the advancements that have been made for the protection of clean sport in that time, while also knowing how much work there is still to be done if we are to meet the ever-growing and complex challenges posed by those who would cheat the system. This Annual Report will offer the chance to reflect on 20 years of advancement for anti-doping but it will also look to the future under new WADA leadership. Inevitably, WADA's continued success is dependent on working with and listening to all our stakeholders and this report is a snapshot of the Agency's activities, in collaboration with its partners, as we work together to strengthen clean sport and protect athletes around the world.



Since 2015, much of WADA's human and financial resources have been taken up by the Russian doping scandal, which was first brought to light by whistleblowers and media and then fully exposed via the Agency's Pound and McLaren Investigations. Several months into 2020, we can see that, while we still have some way to go, 2019 is likely to be remembered as the year the situation moved most significantly towards resolution.

As a result of WADA's Executive Committee (ExCo) decision of September 2018, which set strict conditions for the reinstatement of the Russian Anti-Doping Agency (RUSADA) as compliant with the World Anti-Doping Code (Code), in January 2019, WADA's Intelligence and Investigations (I&I) department gained access to the Moscow Laboratory and retrieved 24 terabytes of data to use in building cases against those who cheated. Then, following a comprehensive verification process of the data, WADA I&I and independent forensic experts came to the conclusion that some of the data had been manipulated.

Accordingly, in September 2019, a compliance case was opened by WADA's independent Compliance Review Committee (CRC) against RUSADA and,



Former elite athletes, Witold Bańka of Poland (left) and Yang Yang of China following their 7 November election as President and Vice-President, respectively.

in December, WADA's ExCo voted unanimously to endorse a CRC recommendation to declare RUSADA non-compliant with the Code and impose a four-year suspension on Russia from participating in, hosting or bidding for a range of covered events, including the Olympic and Paralympic Games, as well as the World Championships of all Code Signatories.

The matter is now before the Court of Arbitration for Sport. WADA is preparing for the hearing, which is scheduled to take place in November 2020. Meanwhile, the data that were unaffected by the alleged manipulation are being used to bring more cheats to justice. A full update on this, known as 'Operation LIMS', and several other successful investigations can be found on pages 64-67.

In addition to investigations, there were plenty of other priority activities carried out in 2019, some of which are outlined below and are expanded upon within the report:

- Following a two-year governance review, in November 2018, the Foundation Board (Board) approved a series of wide-ranging reforms that will make a significant difference as to how the Agency is run. Throughout 2019 and into 2020, WADA has been implementing those reforms, delivering greater independence, including for the roles of President and Vice-President,

as well as through the addition of two independent members of the ExCo, increased representation for athletes and National Anti-Doping Organizations (NADOs), as well as the formation of a Nominations Committee to ensure the right people in terms of skills and independence serve in senior governance roles within WADA. Further reforms are planned, including the formation of an independent Ethics Board and enhancements to athlete representation, as the Agency ensures it evolves with best practice over time. See pages 12-13.

- After two years of consultation and collaboration with all anti-doping stakeholders, we concluded the 2021 Code Review Process, which involved simultaneous review of the International Standards (Standards). The final documents were approved during the fifth World Conference on Doping in Sport held in Katowice, Poland in November; and, the new Code and Standards will enter into force on 1 January 2021. Included as part of the review process was the drafting of two new Standards, for Education and for Results Management. See pages 58 and 70.
- The World Conference, which was an opportunity for the global anti-doping community to take stock of the evolution of clean sport and engage in high-level discussion and debate, also

culminated with the passing of the 'Katowice Declaration', which called upon "all stakeholders in the fight against doping in sport, including the Sports Movement, Governments, Anti-Doping Organizations and athletes to reinforce their efforts to strengthen their cooperation in every possible way, to present a unified front to strive to eradicate doping in sport, to increase resources dedicated to protecting clean sport, and to bring all perpetrators to account, without limitation." See page 29.

- 2019 was a landmark year for education as, in addition to the approval of the new Standard, WADA established a stand-alone Education department to drive WADA's innovative, research-led education program. A big part of that is the Agency's Anti-Doping e-Learning platform, known as ADeL, which continues to go from strength to strength. In 2019, the platform increased by 78% its number of registered users, up to a total of 67,680 by the year's end. See pages 58-59.
- WADA's Athlete Committee ensured that the Athletes' Anti-Doping Rights Act, which it had initiated in 2017, was successfully passed by the Board during the World Conference. See page 44.
- Significant progress was made with the Anti-Doping Administration and Management System (ADAMS) 'Next Gen' project, including the launch of 'Athlete Central', a revamped app for the submission of whereabouts information. See page 89.
- We conducted Independent Observer and/or Athlete Outreach programs for several major events across four continents, including: the European Games in Minsk, Belarus; the Pan-American Games in Lima, Peru; the Parapan American Games in Lima, Peru; the All-Africa Games in Rabat, Morocco; and the World Beach Games in Doha, Qatar. See page 48.

Montreal, 30 September 2020

WADA continues to deliver real achievements in the face of ever-changing and challenging times for anti-doping in sport. Led by the committed volunteers on our Board, ExCo and Standing Committees, as well as on our various panels, expert and advisory groups, at the end of 2019, WADA was being well served by its 127 hugely dedicated and capable staff from a total of 49 countries. The Agency is made up of scientists, physicians, legal experts, educators, investigators and others who are playing a huge part, every day, in protecting clean sport, and we are pleased to profile some of them within these pages.

As we look forward, it is exciting to note that, in July 2020, we published our new, Five-Year Strategic Plan for 2020-24, which lays the foundation for WADA's medium-term progress as we lead anti-doping in a new era (see page 11). While stakeholders recognize WADA's 20 years of achievements, there is consensus that we must go further to build bridges and unite efforts to protect athletes and the integrity of sports globally, and that the Agency's resources are not reflecting the magnitude of the challenges that we face.

The Strategic Plan has been drafted with athletes at the center and it will shape the transformational journey that WADA will take over the next five years. Day in, day out, we will continue to collaborate with athletes and all our partners worldwide to strengthen the World Anti-Doping Program. We are committed to engaging and empowering athletes in developing clean sport, to building anti-doping capacity and community worldwide, and to securing the additional funding that is required to further enable doping-free sport. We are confident that with the support of all our clean sport partners, we will succeed.

Together Towards a World of Clean Sport.



Witold Bańka
President



Olivier Niggli
Director General

A TRIBUTE TO SIR CRAIG REEDIE

As 2019 drew to a close, so did the six-year presidential term of Sir Craig Reddie. Since 2014, when he took over from Australia's John Fahey, Sir Craig faced the considerable challenges of the position with integrity and resolve, generously volunteering his time and energy to the relentless protection of clean sport.

By the end of his first year in the role, Sir Craig was confronted with some of the most daunting issues that sport has ever faced in the form of the Russian doping crisis. From there he led WADA through arguably its most tumultuous time but, far from allowing it to weaken the organization, he used the challenges presented as a means for the Agency to grow stronger and for the global anti-doping system to be advanced considerably.

This crisis exerted extreme pressure, often criticism, on WADA and Sir Craig himself. And yet, he stayed the course, strong and resilient, focused on WADA's mission and delivering on its priorities. The fact that WADA has continued to deal effectively with that issue is testament to his vision and leadership.

But his term was not all about Russia. During Sir Craig's six years at the helm, WADA developed a world-class Intelligence and Investigations capability, conducting some very successful investigations and forging strong collaborative links with national and international law enforcement agencies, including INTERPOL.

In that time, WADA also implemented a strong Code Compliance Monitoring Program, underpinned by the robust International Standard for Code Compliance by Signatories, which has been a game-changer when it comes to holding anti-doping organizations to the same high standards we expect of athletes.

Sir Craig led the march towards wide-ranging and meaningful governance reform within WADA, which was approved by the Board in November 2018, and oversaw the introduction of enhanced representation for athletes, National Anti-Doping Organizations and independent voices within the Agency.

Under his guidance, WADA also made significant advances in other areas, notably in research-led education, anti-doping capacity building around the world, increasing the Agency's budget and in the development of the 2021 Code and International Standards.

The members of the Board, Executive Committee, Standing Committees and various working groups within WADA, as well as the Management and staff are grateful to Sir Craig for his kindness and determination in leading the organization during this period. We wish him well in his retirement.



WADA'S RESPONSE TO COVID-19

While this report is for 2019, we must acknowledge the impact that the COVID-19 pandemic has had on the world, including on sport and anti-doping. Since February 2020, WADA has been keeping close contact with athletes, Anti-Doping Organizations (ADOs) and others worldwide in order to provide leadership and support in the face of this unprecedented situation. With public health as our number one priority, the Agency has provided clear guidance so that as testing resumes, the integrity of the system can be maintained without jeopardizing health. It is crucial that the system can return to full power as quickly as possible once various restrictions are lifted, in line with the different circumstances around the world.

In September 2020, WADA announced formation of a Strategic Testing Working Group that will, among other activities, collect feedback from ADOs on their testing programs during the COVID-19 pandemic and review the lessons learned. The group will also consider ways to address any other crisis situations that may arise in terms of testing in the future.

Of course, the global anti-doping system is not just about testing. Other important tools can be used to maintain the integrity of the system even when testing is temporarily diminished. These include the Athlete Biological Passport that assesses the longer-term profile for each athlete; intelligence we receive through whistleblowers that can lead to target-testing or to launching investigations; and clean sport education for athletes and others worldwide.

Having said this, the pandemic has demonstrated that to make anti-doping more effective, we continually need to innovate. The Agency's work, in collaboration with the wider anti-doping community, researching new sample collection and analytical techniques has been ramped up; in particular, in the areas of dried blood spot analysis and artificial intelligence. More developments will follow on this exciting front in 2020 and beyond.



OUR STRATEGIC PRIORITIES IN 2019

In November 2016, the WADA Foundation Board approved a series of recommendations that formed the framework for the Agency's strategic priorities from 2017 through 2019. While these priorities largely stood the test of time since they were first developed, they were updated along the way to reflect the significant progress being made and to chart a stronger path forward for clean sport. In July 2020, WADA published a new, Five-Year Strategic Plan (see reference further below).

1. Engage all stakeholders in building clean sport for the future.
2. 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.
3. Further develop and maintain a strong WADA-led Compliance Monitoring Program following the terms of the International Standard for Code Compliance by Signatories.
4. Increase and enhance research-led anti-doping education including through the development of an International Standard for Education.
5. 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](#)
6. Manage the outcomes of the various WADA investigations related to Russia, including McLaren and LIMS.
[View more](#)
7. Develop and implement the 2021 World Anti-Doping Code and International Standard Review Framework.
[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 (ADAMS) 'Next Gen' works technically and securely to support the global anti-doping program.
[View more](#)
11. Develop private funding to ensure ongoing sustainability of WADA in light of its expanding role.
[View more](#)

WADA'S FIVE-YEAR STRATEGIC PLAN (2020-24)

On 2 July 2020, WADA published a new Five-Year Strategic Plan, which lays the foundation for WADA's strategic activity for 2020-24.

The Strategic Plan was agreed by WADA's Executive Committee when they met virtually on 15 May 2020 and was subsequently approved unanimously by the Agency's Foundation Board by circulatory vote.

WADA initiated development of this new Strategic Plan in May 2019 with a commitment to soliciting feedback from key stakeholders within the anti-doping ecosystem, such as: athletes, representatives of the Sports Movement and Governments of the world, industry influencers, as well as National Anti-Doping Organizations and WADA-accredited laboratories. The feedback acknowledged how much WADA had achieved over its 20-year history, how the Agency's growth had helped spur on the global movement for doping-free sport, and it also identified a number of areas where WADA could improve or focus more.

WADA defined the following Strategic Priorities, which address the key issues and challenges identified via our internal and external consultation:

- **Lead:** Lead by example by taking bold steps to proactively tackle emerging issues with agility and innovative solutions across all facets of anti-doping.
- **Grow Impact:** Expand the reach and impact of anti-doping programs by enhancing capacity building and knowledge sharing between Anti-Doping Organizations and empowering local program delivery.
- **Be Athlete-Centered:** Engage and empower athletes to contribute to the development of anti-doping policies, build an easier anti-doping journey for athletes, and increase the contribution that our programs deliver for athletes and their entourage so that they can build healthy and sustainable careers in sport.
- **Collaborate and Unite:** Engage and collaborate with everyone involved in anti-doping, in particular with the sports movement and public authorities, to increase support, unity and coherence in everyone's efforts.
- **Be Visible:** Raise awareness and shape a proactive narrative that will demonstrate the positive impact of doping-free sport and WADA's role.
- **Perform:** Provide greater value to our stakeholders by reducing operational complexities and maximizing impact and cost-effectiveness.



GOVERNANCE

In an ever-changing world, WADA's role has grown since its governance model was first formed in 1999. As with all well-run organizations, WADA wants to ensure that its model evolves with best practice over time.

Following a two-year governance review led by a group composed of independent compliance experts, athletes, and representatives from Governments, Sport and National Anti-Doping Organizations (NADOs), in November 2018, the Foundation Board (Board) approved a series of reforms that will make a significant difference as to how the Agency is run.

As of early 2020, the following elements had been fully implemented:

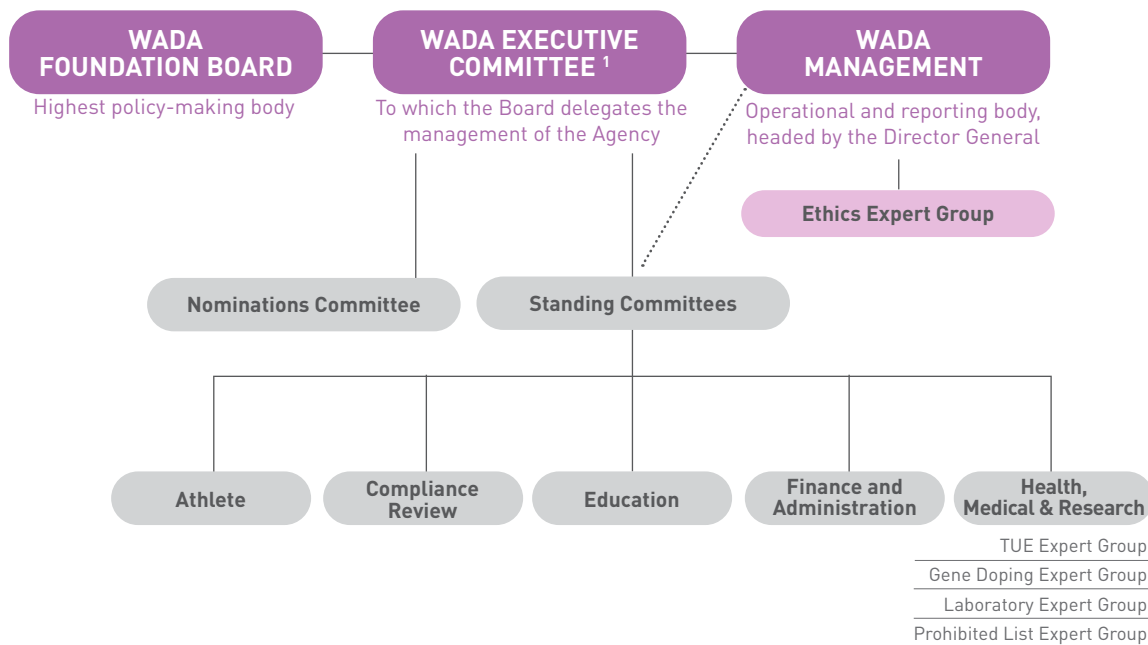
- Formation of a Nominations Committee to ensure the right people in terms of skills and independence serve in senior governance roles within WADA.
- An independent President and Vice-President, with a remuneration associated with the role of the President.
- A minimum of one seat each for both athlete and NADO representation in all Standing Committees.
- A limit of three, three-year terms (nine years in total) for all members of the Board, Executive Committee (ExCo), and Standing Committees, with no possibility of stepping out for a term and returning.



As of September 2020, the following elements are well underway:

- The addition of two independent seats – with full voting rights – to the ExCo, regarding which candidacies are to be submitted to the Board for approval in November 2020.
- Formation of an Independent Ethics Board to ensure compliance with the standards of conduct required for good governance, which is being devised and will be submitted to the Board in due course.
- Work with our Athlete Committee regarding how they can transform from an advisory body to a representative body, with a view to subsequently determining together how athlete representation can be further strengthened at various levels of WADA, including within the Agency’s governing bodies. This work is currently being progressed by our Athlete Committee.

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 (January)
Member of Parliament (February – December)
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. INGMAR DE VOS
Executive Member, GAISF Council; President, International Equestrian Federation (FEI); IOC Member
Belgium

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 | (January – February)

MS. ANDREA SOTOMAYOR

President, Americas Sports Council (CADE)
Ecuador | (March – December)

ASIA REPRESENTATIVE

MS. UKISHIMA TOMOKO

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

MR. KAMEOKA YOSHITAMI

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

EUROPE REPRESENTATIVE

MR. WITOLD BAŃKA

Minister of Sport and Tourism
Poland

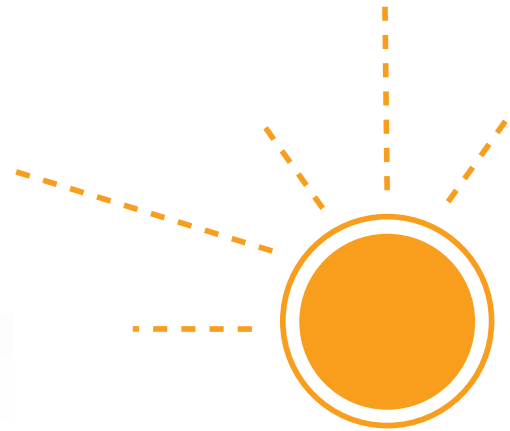
OCEANIA REPRESENTATIVE

MS. BRIDGET MCKENZIE

Minister for Sport
Australia | (January – May)

MR. RICHARD COLBECK

Minister for Youth and Sport
Australia | (June – December)



FOUNDATION BOARD

PRESIDENT

SIR CRAIG REEDIE
IOC Member
United Kingdom

VICE-PRESIDENT

MS. LINDA HOFSTAD HELLELAND
Minister of Children and Equality (January)
Member of Parliament (February – December)
Norway

OLYMPIC MOVEMENT

IOC REPRESENTATIVES

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

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

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

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 MATESA
President, Croatian Olympic Committee
Croatia

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



ASOIF REPRESENTATIVES

MR. DAVID LAPPARTIENT

President, International Cycling Union (UCI)

France

MR. FRANCESCO RICCI BITTI

President, ASOIF

Italy

MR. JEAN-CHRISTOPHE ROLLAND

IOC Member; President, World Rowing Federation (FISA)

France

GAISF REPRESENTATIVE

MR. INGMAR DE VOS

Executive Member, GAISF Council; President, International Equestrian Federation (FEI); IOC Member

Belgium

ASSOCIATION OF INTERNATIONAL OLYMPIC WINTER SPORTS FEDERATIONS (AIOWF) REPRESENTATIVE

MR. JAN DIJKEMA

President, International Skating Union (ISU)

The Netherlands

INTERNATIONAL PARALYMPIC COMMITTEE (IPC) REPRESENTATIVE

MR. ANDREW PARSONS

President, International Paralympic Committee (IPC)

Brazil

IOC ATHLETES' COMMISSION REPRESENTATIVES

MS. DANKA BARTEKOVA

Vice-Chair, IOC Athletes' Commission; IOC Member

Slovakia

MS. KIRSTY COVENTRY

Chair, IOC Athletes' Commission; IOC Member

Zimbabwe

MR. SEUNG-MIN RYU

Member, IOC Athletes' Commission; IOC Member

Republic of Korea

MS. EMMA TERHO

Member, IOC Athletes' Commission; IOC Member

Finland

PUBLIC AUTHORITIES

MEMBER STATES OF THE EUROPEAN UNION REPRESENTATIVES

MR. PHILIPPE MUYTERS

Flemish Minister for Work, Economy, Innovation and Sport (January – September)
Representative of the EU (October – November)
Belgium

MR. KRASEN KRALEV

Minister of Youth and Sports
Bulgaria | (December)

MR. TIAGO BRANDAO RODRIGUES

Minister of Education
Portugal

MR. CONSTANTIN-BOGDAN MATEI

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

MR. IONUT STROE

Minister of Youth and Sports
Romania | (November – 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. RACHID MOHAMMED

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

MS. AMINA MOHAMED

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

MS. MACSUZY MONDON

Minister of Home Affairs, Local Government, Youth, Sports, Culture, and Risk & Disaster Management
Seychelles

MS. TOKOZILE XASA

Minister of Sport and Recreation
South Africa | (January – May)

MR. NATHI MTHETWA

Minister of Arts, Culture, Sports and Recreation
South Africa | (June – December)

AMERICAS REPRESENTATIVES

MR. MARCOS DIAZ

President, Americas Sports Council (CADE)
Dominican Republic | (January – February)

MS. ANDREA SOTOMAYOR

President, Americas Sports Council (CADE)
Ecuador | (March – December)

MR. GERARDO FAJARDO

President, Central American and Caribbean Council of Sport (CONCECADE)
Honduras

MS. FATIMA MORALES

President, South-American Sport Council (CONSUDE)
Paraguay

MR. MICHAEL K. GOTTLIEB

Associate Director, White House Drug Policy Office, Executive Office of the President
USA | (January – October)

MS. KENDEL EHRLICH

Deputy Director, White House Office of National Drug Control Policy
USA | (November)

MR. JAMES CARROLL

Director, White House Office of National Drug Control Policy
USA | (December)

ASIA REPRESENTATIVES**MR. LI YINGCHUAN**

Vice-Minister, General Administration of Sport
China

MS. UKISHIMA TOMOKO

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

MR. KAMEOKA YOSHITAMI

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

MR. ROH TAEKANG

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

MR. MOHAMMED SALEH AL KONBAZ

President, Saudi Arabian Anti-Doping Committee
Saudi Arabia

OCEANIA REPRESENTATIVES**MS. BRIDGET MCKENZIE**

Minister for Sport
Australia | (January – May)

MR. RICHARD COLBECK

Minister for Youth and Sport
Australia | (June – December)

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



MARIA JOSÉ PESCE CUTRI
Director, Latin America Office



FRÉDÉRIC DONZÉ
Chief Operating Officer



SÉBASTIEN GILLOT
Director, European Office and
International Federation Relations



KAZUHIRO HAYASHI
Director, Asia/Oceania Office



AMANDA HUDSON
Director, Education



TOM MAY
Director, Program Development
and NADO/RADO Relations



CATHERINE MACLEAN
Director, Communications



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 VERNEC
Director, Medicine



GÜNTER YOUNGER
Director, Intelligence and Investigations



ETHICS EXPERT GROUP

Appointed annually, WADA's Ethics Expert Group provides independent expert ethical opinion through the review of urgent or contentious anti-doping related issues that may arise in the protection of clean sport. It develops and/or recommends ethically sound policies or proposals to WADA Management. Prior to 2019, the Group was known as the WADA Ethics Panel. However, the name was changed to avoid possible confusion with the forecast Independent Ethics Board, which would compile panels to address specific governance-related issues. The Expert Group has been in place since 2004 and assumed a more proactive role in 2016.

In 2019, the Expert Group was again chaired by Professor Bartha Maria Knoppers, Canada Research Chair in Law and Medicine. Members worked on a number of key matters during the year. In particular, the Expert Group advised the 2021 World Anti-Doping Code Drafting Team, providing a clearer and more robust updated rationale for the revised Code, and it also provided specific guidance relating to minors/protected persons and how they are reflected in the Code. The new Athletes' Anti-Doping Rights Act also received contributions from the Group.

The experts continued discussions with members of WADA Management, notably from the areas of Science, Medicine and Legal Affairs, on items such as research consents, access to Athlete Biological Passport data, and Code Signatories, among others. There remain several emerging areas in the anti-doping sphere, which the experts have placed on a watch-list and will continue to monitor into 2020 and beyond.

[Unlike WADA's Standing Committees and various subject-specific Expert and Working Groups, the Ethics Expert Group provides ethical opinion on a variety of topics across the Agency's work and anti-doping in general. Its work does not fall to one specific area and therefore the above update sits outside the otherwise distinct sections of this Annual Report.]



ORGANIZATIONAL OVERVIEW

At the end of 2019, WADA employed 127 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

18

Less than one year

68

1 to 5 years

14

6 to 10 years

17

11 to 15 years

10

More than 16 years

AGENCY DEPARTMENTS

Executive Office
(including Compliance, Government Relations)

Africa Office

Asia/Oceania Office

European Office and International Federation Relations

Latin America Office

Communications

Education

Finance

Human Resources and Corporate Services

Information Technology
(including Anti-Doping Administration and Management System)

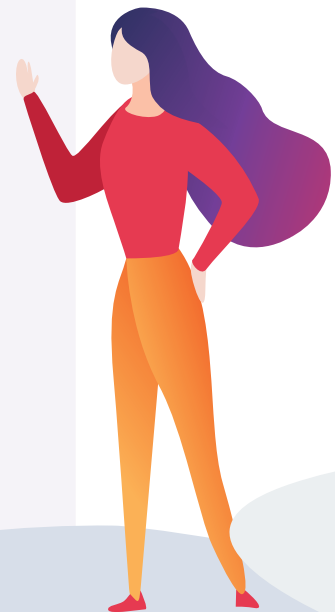
Intelligence and Investigations

Legal Affairs

Program Development and NADO/RADO Relations

Science and Medicine

Standards and Harmonization

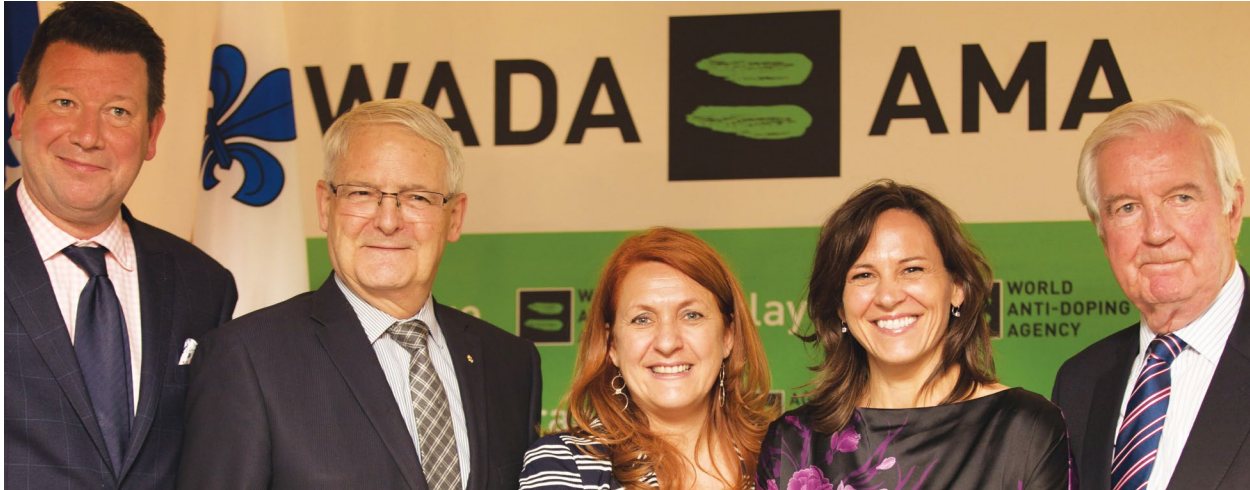


49
Nationalities

- | | | | | |
|--------------------|-----------|-------------|--------------|--------------------------|
| Algeria | Cuba | Iran | New Zealand | United States of America |
| Argentina | Egypt | Ireland | Peru | Ukraine |
| Armenia | England | Israel | Qatar | Uruguay |
| Australia | France | Italy | Russia | Venezuela |
| Brazil | Germany | Jamaica | Scotland | Vietnam |
| Cambodia | Greece | Japan | Senegal | |
| Canada | Guatemala | Lithuania | South Africa | |
| Cape Verde | Guinea | Mauritius | South Korea | |
| China | Guyana | Mexico | Sri Lanka | |
| Colombia | Haiti | Morocco | Surinam | |
| Dem. Rep. of Congo | India | Netherlands | Switzerland | |



WADA'S HEADQUARTERS IN MONTREAL



Left to right: Montreal International President and CEO, Hubert Bolduc; The Honorable Marc Garneau, Canada's Minister for Transport; Suzie Miron, representing the Mayor of Montreal, Valérie Plante; Isabelle Charest, Quebec Minister of Education and Minister Responsible for the Status of Women; WADA President Sir Craig Reedie

On 15 May 2019, WADA and Montreal International celebrated 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 Canada in 2002.

During the celebratory event, Sir Craig Reedie 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 their 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 49 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."



Montreal International led the preparation of Montreal's bid for the WADA headquarters back in 2000-01, with the collaboration of the Governments of Canada and Quebec. Montreal put forward a

very strong case for hosting WADA's headquarters, building on its reputation as an Olympic city as well as a preferred location for international organizations.

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. 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

Nathalie Bakome

Job title: Manager, Africa Office

Year joined: 2004

Hometown: Kinshasa, Democratic Republic of Congo

When WADA was looking to set up an office in Cape Town in 2004, they wanted to ensure regional and linguistic diversity, someone who spoke French, having the knowledge of Africa as well as having the other relevant skills for the job. I felt the role would be perfect for me and I was delighted to get it. To be honest, I have been delighted every day since, too. I have always loved following and learning about sports and now with three children, I watch a huge amount of soccer, rugby, cricket, netball, swimming, athletics... everything. At WADA, my role is varied. I look after the administration side of the Africa Office and make sure it runs smoothly as we seek to improve the anti-doping system right across



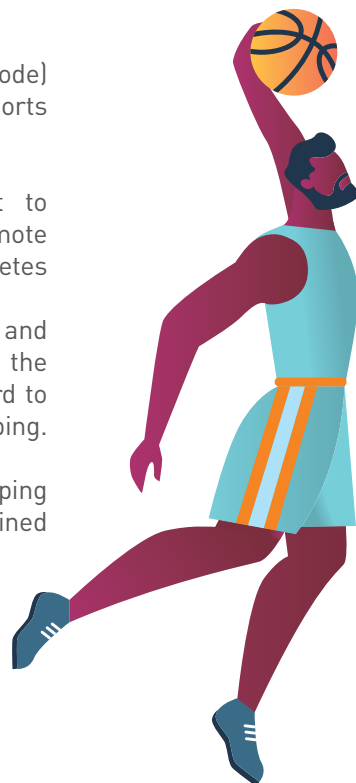
this amazing continent. I also do some management of specific projects, such as at major events like the African Games. Every day, I wake up excited to go to work because I believe we are making a difference in people's lives, especially in such a diverse region as Africa. I see it at the grassroots level every day. Sport is such a passion for so many people; it has a real benefit for all of society. WADA is there to help protect the integrity of sport and to make sure that the athletes on the podium are the ones who deserve to be there. Striving for that every day is a privilege and a responsibility, which I do not take for granted.

THE WORLD ANTI-DOPING CODE AND THE WORLD ANTI-DOPING PROGRAM

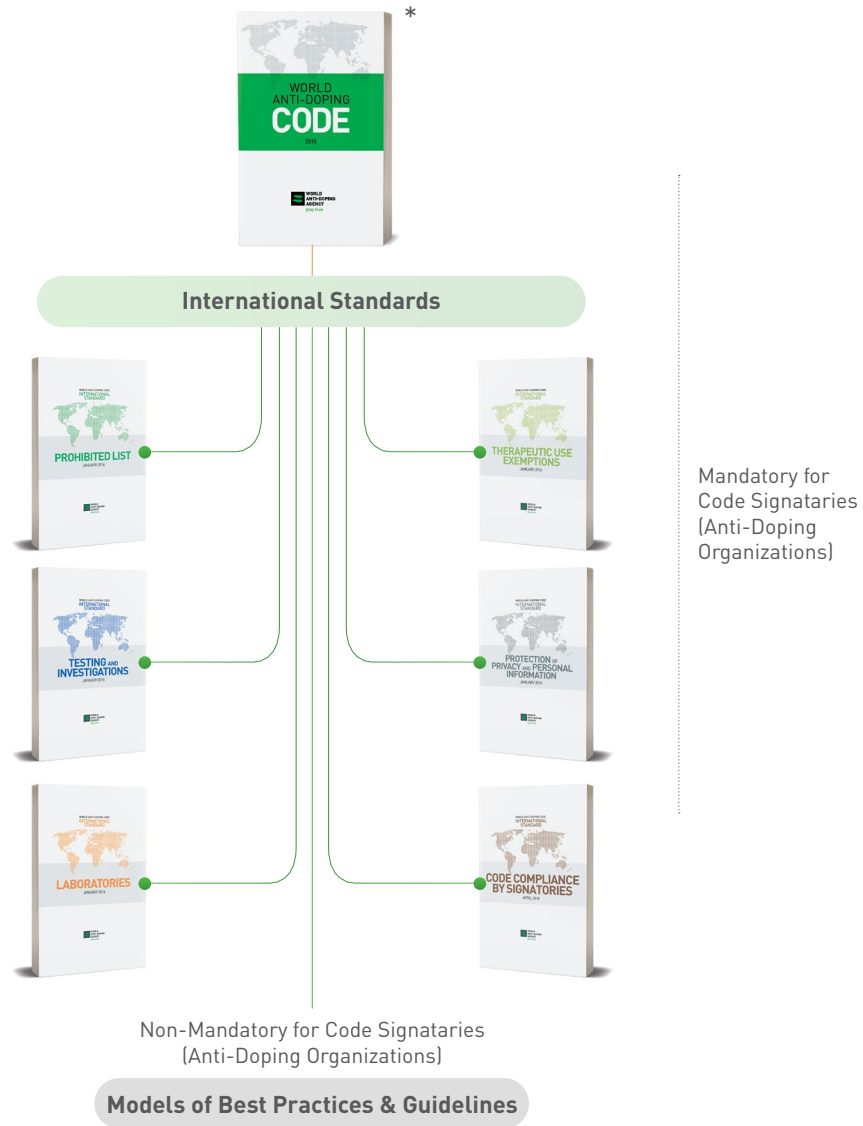
The purpose of the World Anti-Doping Code (Code) and the World Anti-Doping Program that supports it are:

- 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 on page 28.







* 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. Working in conjunction with the six International Standards, it is the core document that harmonizes anti-doping policies, rules and regulations within sporting organizations and among public authorities around the world.

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

WORLD CONFERENCE ON DOPING IN SPORT

In November 2019, WADA staged its fifth World Conference on Doping in Sport in Katowice, Poland, which took stock of the evolution of clean sport with stakeholders engaging in high-level discussion and debate about the global anti-doping program.

Organized with the generous support of the Ministry of Sport and Tourism of Poland and coinciding with WADA's 20th anniversary, the Conference brought together more than 1,500 representatives from the Sports Movement, Public Authorities and Anti-Doping Organizations (ADOs), along with athletes, other anti-doping experts and members of the media.

It focused primarily on the revised Code and related International Standards, which were approved by the Foundation Board and Executive Committee,

respectively, during the week. This followed an exhaustive two-year process of collaboration with all anti-doping stakeholders. A Conference session was devoted to the Code and each Standard with experts on hand to explain some of the technicalities and the positive impact that they will have on clean sport.

As the culmination to a highly successful week, the Conference agreed the 'Katowice Declaration' which called upon "all stakeholders in the fight against doping in sport, including the Sports Movement, Governments, ADOs and athletes to reinforce their efforts to strengthen their cooperation in every possible way, to present a unified front to strive to eradicate doping in sport, to increase resources dedicated to protecting clean sport, and to bring all perpetrators to account, without limitation."

20 YEARS OF
ADVANCING
CLEAN SPORT



WORLD ANTI-DOPING CODE AND INTERNATIONAL STANDARDS

Before WADA, there was no consistency between sports or nations when it came to anti-doping. An athlete could be banned in one sport or country but freely compete in another. The World Anti-Doping Code (Code), which was first introduced in 2003, is the core document that harmonizes anti-doping policies, rules and regulations within sport organizations and among public authorities around the world. It works in conjunction with six (soon to be eight) International Standards (Standards), which aim to foster consistency among ADOs in various areas. The Standards cover six important technical areas, namely Prohibited Substances and Methods; Testing and Investigations; Laboratories; Therapeutic Use Exemptions; Protection of Privacy and Personal Information; and Code Compliance by Signatories. Another two (for Education and Results Management) will come into effect on 1 January 2021. The unified approach provided by the Code and Standards addresses problems that previously arose from disjointed and uncoordinated anti-doping efforts and is undoubtedly one of the greatest single achievements of the Agency in the past 20 years.

OUR PARTNERS

PRIORITY:

Engage all stakeholders in building clean sport for the future

Protecting clean sport around the world cannot be achieved by one group or organization alone. It requires the global network of dedicated partners, as outlined below, and WADA relies on them to play their part in eliminating doping from sports. Together, we must ensure harmonized anti-doping rules and regulations are implemented fairly and consistently by Anti-Doping Organizations (ADOs) around the world. The ultimate goal is to protect an athlete's right to clean sport, which in turn promotes good health, fairness and equality.

While the collaboration that WADA leads with hundreds of ADOs yields results across the globe, the Agency's funding is sourced equally from Governments of the world and the Sports Movement. In this chapter, we highlight some of 2019's achievements 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 38.

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.



RTNERS



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.

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 recognizing 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.

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)

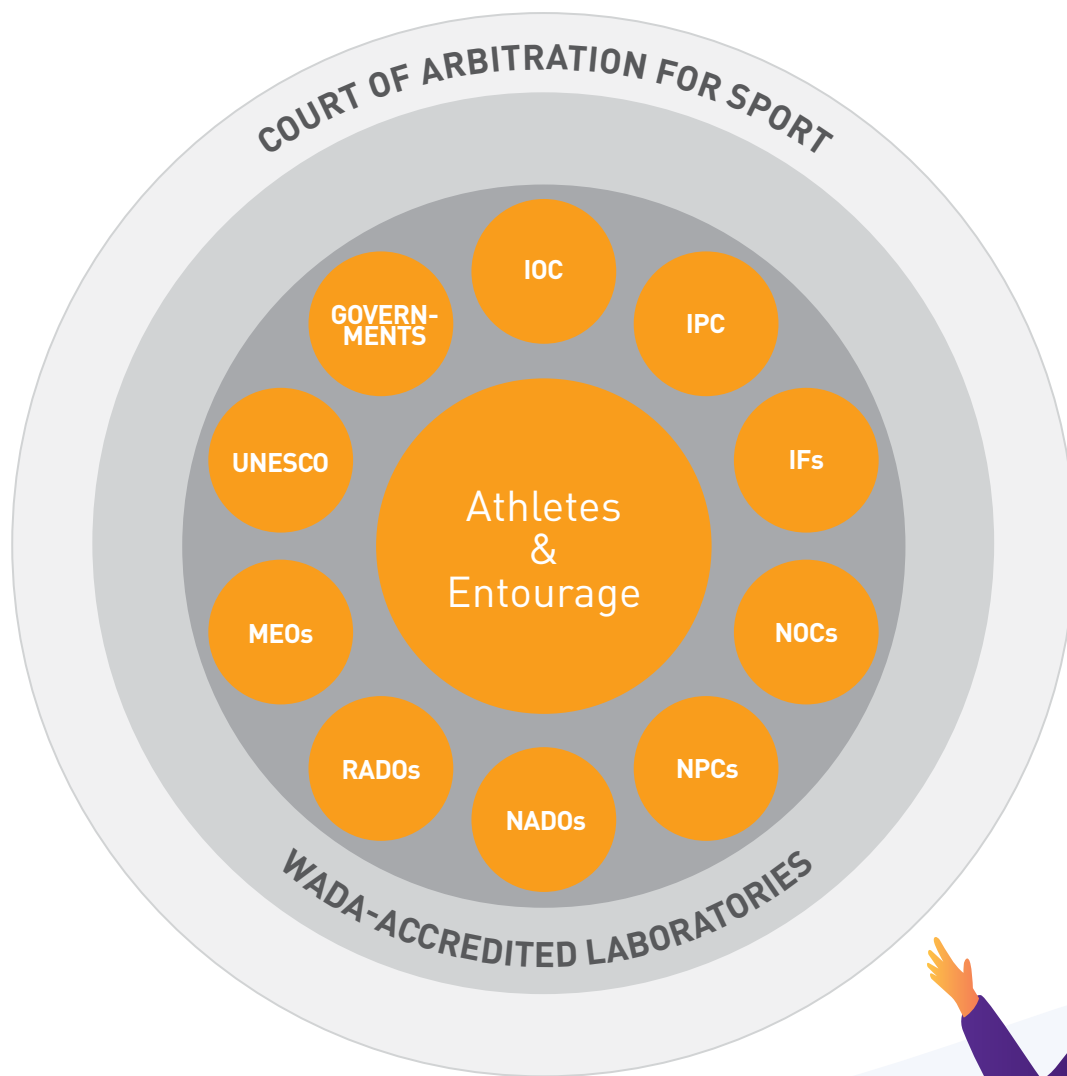
MEOs are organizations that function as the ruling body under the Code for any continental, regional or international event (such as the IOC and the IPC).

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

The role played by Governments of the world within WADA and the global anti-doping system is hugely important. 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.

2019 Financial Contributions

Throughout 2019, Governments continued to show their strong support to the Agency by making their annual contributions. WADA is thankful for the leadership they show in providing the funding, coupled with the ongoing scrutiny that the Government representatives provide towards ensuring the funds are put to good and effective use. Over and above their usual annual contribution to WADA of USD17,117,084, Governments contributed an additional USD1,621,498, to WADA in 2019. The Governments of Australia (USD75,000), China (USD992,694), Japan (USD163,312), the City of Lausanne and the Canton de Vaud (USD40,492) and Poland (USD350,000) made extra-budgetary contributions to support the Agency.

From the Regions

WADA's progressive strategy in 2019 focused on further enhancing engagement with Governments at the regional and global levels to build upon the needs of all countries around the world.

In **Asia/Oceania**, 29 Governments and NADOs from the two regions gathered in Jeddah, Saudi Arabia, in April 2019 for an Intergovernmental Meeting on Anti-Doping in Sport. Specifically, this forum highlighted the review of the 2021 Code and related International Standards – in particular, the new International Standard for Education – as well as the Athletes' Anti-Doping Rights Act. In addition,

the Governments present registered their support for WADA's stated priorities, as agreed by the Foundation Board in May 2018.

Through the support of their respective Governments, a series of regional anti-doping seminars were hosted by the NADOs of the Republic of Korea (KADA), China (CHINADA) and Japan (JADA). Each of the seminars provided proactive, practical support to other NADOs in the region to strengthen their own programs. These three NADOs also established a platform to organize and better coordinate their regional support for these events in a more harmonized way. This is another example of the kind of leadership and commitment to knowledge-sharing that exists within the region. At the JADA seminar in September 2019, the partnership program between the Government of Japan and WADA was renewed, a program that provides significant assistance to RADOs in the region.

The Governments and NADOs of Australia and New Zealand have also continued to support their Oceania RADO – financially and through expert guidance.

In the **Americas**, in February 2019, the General Assemblies of four different intergovernmental groups, namely the Ibero-American Council of Sport (CID), the Americas Council of Sport (CADE), the South American Council of Sport (CONSUDE), and the Central American and Caribbean Council of Sport (CONCECADE) got together in Punta del Este, Uruguay. With WADA in attendance, this important forum enabled the Agency to engage representatives from 25 countries from South, Central and North America, and the Caribbean, particularly in relation to the work conducted on the 2021 Code revision.

Through co-operation, Governments across the Americas support anti-doping capacity building. The role of WADA's Latin America Office is crucial in this regard as it brings together the Governments for a number of collaborative initiatives in the region. In 2019, Paraguay hosted the annual Latin American Legal Seminar while two important anti-

doping events for 2020 were announced with the Government of Panama agreeing to host the Latin American Legal Seminar and the Government of Argentina set to be the host of a Latin America education seminar.

Over the course of 2019, WADA provided advice and feedback to members of the U.S. Congress and Senate in relation to the draft piece of legislation known as the Rodchenkov Anti-Doping Act. WADA emphasized its support for Governments that use their legislative powers to protect clean athletes and for measures that allow for information sharing and the protection of whistleblowers. WADA – and a number of other stakeholders – also expressed some concerns related to likely negative unintended consequences of the Rodchenkov Act, principally in relation to the issue of extra-territorial implementation, and offered to work with the U.S. authorities to address this issue.

For **Africa**, WADA provided significant support to the African Union Commission (AUC) for Social Affairs as it organized the third African Union Anti-Doping Forum held in Cape Town, South Africa, in July 2019, which was attended by representatives of both Governments and the Sports Movement. During the meeting, key issues were discussed, including the strengthening of co-operation between the Sports Movement and Governments in the region, the revision of the Code and Standards, as well as the anti-doping program of the 12th African Games held in August 2019 in Morocco. Incoming WADA President Witold Bańka played an important role at the forum, giving a keynote speech, attending several sessions and actively participating in a range of discussions.

WADA also provided support to the AUC, as the custodian of the African Games, in organizing, through the Association of African National Olympic Committees the 2019 edition of the African Games.

In **Europe**, WADA continued to engage actively with European Governments and intergovernmental bodies, in particular the Council of Europe (CoE) and the European Union (EU). In addition to regular CoE business, WADA participated in a symposium organized in April, in Athens, Greece to celebrate the 30th anniversary of the CoE Anti-Doping Convention.

As provided for in the Memorandum of Understanding signed in 2016 with the CoE, WADA and the CoE also cooperated regularly on compliance monitoring to increase communication, efficiency and knowledge sharing across our respective monitoring systems.

Another important aspect of this relationship is the way WADA engaged with the different institutions of the European Union (EU), not least through the participation of incoming WADA President Witold Bańka at the meeting of the EU Sports Ministers in November.

INTERGOVERNMENTAL ORGANIZATIONS

WADA collaborated with numerous other partners in 2019 including the Conference of Ministers of Youth and Sports of French-speaking Countries (CONFEJES), as well as the African Union (AU), CID, CONSUDE, and CONCECADE.

Throughout 2019, close relations continued in particular with the United Nations Office of Drugs and Crime, World Customs, INTERPOL, EUROPOL and the World Health Organization (WHO), with discussions underway for WADA to become a non-State actor of the WHO.

WADA is also participating in the 'Partnership of International Organizations for Effective International Rule-Making' initiative led by the Organization for Economic Co-operation and Development (OECD). In 2019, this initiative focused on preparing a compendium of internal organizations' practices in the field of international rulemaking. WADA shared its experience on building strong regulatory instruments and a comprehensive ISO-certified compliance monitoring framework.

WADA provided support to UNESCO as it hosted the seventh edition of the biennial Conference of Parties (COP 7) to its International Convention against Doping in Sport in October. Over the course of 2019, WADA collaborated with and supported UNESCO through encouraging Governments to complete the mandatory biennial UNESCO Anti-Doping Logic Questionnaire; attended and provided advice to the

COP Bureau meetings and the UNESCO working group on the development of a draft framework of consequences for non-compliance with the Convention and operational guidelines and played an active role in the education partnership, which launched the 'Sport Values in Every Classroom' project.

WADA engaged with approximately 50 UNESCO permanent delegations in advance of COP 7 to

sensitize them to the importance of the Convention and update them on WADA's broader mission to protect clean sport. The Agency also continued to encourage the remaining countries that had not ratified the Convention to do so. Timor-Leste did so in March 2019 and Mauritania in November 2019 (WADA was formally notified of this in April 2020), bringing the total number of ratifications to 189. This represents more than 99% of the world's population.

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UNESCO CONVENTION

One of the key accomplishments of the global anti-doping community since WADA's formation in 1999 was the adoption on 19 October 2005 of the UNESCO International Convention against Doping in Sport. This document is the legal instrument through which Governments of the world formalize their commitment to the fight against doping. It allows Governments to align their domestic policies with the World Anti-Doping Code, thus harmonizing the rules governing anti-doping in sport and public legislation. Under UNESCO standards, the Convention has set records in terms of the speed with which it was prepared, adopted and ratified. There are now just six countries worldwide that have yet to complete their ratification.



SPORTS MOVEMENT

As WADA delivers on its mandate to protect athletes, it is joined in that mission by the various bodies that regulate and promote sports around the world, which are also essential partners in delivering a level playing field.

The IOC, on behalf of the Sports Movement, provides the other 50% of WADA's budget, for which WADA is very thankful. Based on the Code, the IOC and the IPC are responsible for the anti-doping program of the Olympic and Paralympic Games, respectively.

In 2019, further to invitations by the European Olympic Committees (EOC), PanAm Sports and the Association of National Olympic Committees of Africa (ANOCA), WADA sent Independent Observer (IO) teams to the Minsk 2019 European Games, the Lima 2019 Pan American Games and the Rabat 2019 African 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 (TUE) procedure; chain of custody; sample analysis; and results management.

INTERNATIONAL FEDERATIONS

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.

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.

INTERNATIONAL TESTING AGENCY

In 2019, WADA continued to support the establishment and growth of the International Testing Agency (ITA) with regular communication between the two organizations at both Management and operational levels. WADA holds an observer seat on the ITA Board and the ITA Chair Valérie Fournayron provided an update to the WADA Foundation Board in November. During 2019, the two Agencies collaborated on a number of activities, including training in the Anti-Doping Administration Management System (ADAMS), the carrying out of audits of IFs which delegated their anti-doping programs to the ITA, the completion of WADA's Code Compliance Questionnaire, and a number of education projects.

CODE AND INTERNATIONAL STANDARDS

In 2019, WADA dedicated a significant part of its IF activities to continuing to support good practice by IFs of the 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. WADA also encouraged IFs to contribute to the development of the 2021 Code and Standards.

CODE COMPLIANCE

When it comes to ensuring IFs remain compliant with the Code, WADA supports them as they seek to enhance their anti-doping programs.

In 2019, the IF Relations Department actively supported sports organizations in addressing their corrective actions (CAs) related to their respective Code Compliance Questionnaires (CCQs).

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

Back in 1999, there were very few developed Anti-Doping Organizations (ADOs) worldwide. The differences in the level of anti-doping programs between countries and between sports were clear. Throughout the 20 years since WADA's establishment, and while more work remains to be done, the quality of anti-doping programs globally has improved markedly, resulting in a more level playing field for athletes.

The commitment of all stakeholders, including the Governments, National Olympic Committees (NOCs), NADOs, RADOs, IFs and MEOs, through partnerships and collaboration, has resulted in an increase in quality and capacity globally in all anti-doping program areas, including testing, education, results management and Therapeutic Use Exemptions.





INTERNATIONAL FEDERATIONS

See the Sports Movement section on page 37.

NATIONAL ANTI-DOPING ORGANIZATIONS

NADOs play a critical role in the protection of clean sport. Throughout 2019, WADA continued to work towards facilitating constructive and collaborative

relationships with NADOs. In addition to the day-to-day guidance WADA provided to NADOs throughout the world, WADA also identified NADOs that required specific assistance and worked with them to develop a plan to strengthen their anti-doping programs. This assistance was both formal (through a collaboration agreement) and informal (on an as-needed basis) and was delivered through focused training, capacity building, communication and the facilitation of partnerships.

In 2019, WADA continued to promote and facilitate NADO-to-NADO partnerships. These partnerships encourage collaboration by pairing a NADO requiring assistance with another more developed and experienced NADO. In 2019, several formal NADO-to-NADO partnerships were progressed. Specifically, WADA provided formal assistance to the following NADOs, either through a partnership or to the NADO directly:

- Democratic People’s Republic of Korea: partnership with the China Anti-Doping Agency
- Egypt: partnership with the South African Institute for Drug-Free Sport (SAIDS)
- Ethiopia: partnership with SAIDS

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REGIONAL ANTI-DOPING ORGANIZATIONS

WADA created the RADO Program in 2004 to strengthen the protection of clean sport by developing innovative anti-doping strategies for those countries that most needed it. The Program supports underfunded and understaffed NADOs and NOCs acting as NADOs with funding, training and ongoing anti-doping assistance. The RADO Program currently assists 15 RADOs and 131 countries across the world. Specifically, RADOs help countries and organizations develop anti-doping programs that are compliant with the World Anti-Doping Code in regions of the world where limited anti-doping activities have been established. They bring together several countries and stakeholders within a geographic area to mobilize and pool resources for anti-doping under the umbrella of an independent RADO. A vital part of the mission is to increase anti-doping programs worldwide and promote long-term sustainability of testing and anti-doping education while ensuring that athletes in all countries and in all sports are subject to consistent anti-doping protocols and processes.



- Greece: partnership with the Cyprus Anti-Doping Authority
- India: partnership with the Australian Sports Anti-Doping Authority
- Kenya: partnership with Anti-Doping Norway
- Nigeria: partnership with SAIDS
- Russia: continued engagement and reporting on governance and programs
- Ukraine: partnership with the Polish Anti-Doping Agency
- Uzbekistan: partnership with the Korea Anti-Doping Agency

WADA also continued to work with its NADO Advisory Group. The Group's purpose is to review anti-doping issues impacting NADOs and provide guidance and recommendations to WADA on its collaboration with NADOs and development of national anti-doping programs. Members of the NADO Advisory Group are appointed on an annual basis, taking into consideration their relevant background and experience while ensuring global representation. In 2019, the NADO Advisory Group met twice – in April and October – to discuss relevant anti-doping

issues and provide feedback and recommendations to WADA Management.

Maintaining its progress in this area, WADA also continued to liaise with the Institute of National Anti-Doping Organizations (iNADO) to explore areas of collaboration, including capacity building.

REGIONAL ANTI-DOPING ORGANIZATIONS

In 2019, the RADO program continued to provide support to small and developing RADO member countries in implementing anti-doping programs. WADA also began drafting a new RADO Program Strategy (RPS), which has undergone an extensive consultation process within the RADOs. With this new strategy the RADO Program will be better equipped to help RADOs and their member countries establish effective and sustainable anti-doping programs.

PEOPLE OF WADA

Francisco León Cannock

Job title: Senior Manager, Program Development and NADO/RADO Relations

Year joined: 2016

Hometown: Lima, Peru

My life has been dominated by sport. I can't imagine living without it. My passion is athletics and, in particular, pole vaulting. I represented Peru at the Pan American Games in 2003 and I came second in the United States NCAA Division 2 championships in 2004 representing my university, Incarnate Word (based in San Antonio, Texas). I still compete today and I always will so long as my body allows it. My role at WADA is managing the RADO Program. The RADO Program helps RADOs and RADO member countries build their capacity and improve their programs in line with the World Anti-Doping Code. With 15 RADOs bringing together 131 countries all over

the world, it is a big task but it is also very rewarding to see nations grow their anti-doping capacity through collaboration and the pooling of resources for the good of athletes. The RADOs are a great structure that facilitates countries as they move towards forming effective NADOs of their own. Working in sport was always on the cards for me. I studied sports science and kinesiology in college (right now, I am writing up my PhD thesis on compliance in anti-doping). I worked at the Sports Ministry in Peru. What we do at WADA is important for society. We promote something that is healthy, both for the body and mind, and I enjoy contributing to that mission.



At the end of 2019, there were 15 RADOs involving 131 countries worldwide, including:

- Africa: Five RADOs (43 countries)
- Asia: Five RADOs (36 countries)
- Americas: Three RADOs (28 countries)
- Europe: One RADO (eight countries)
- Oceania: One RADO (16 countries)

In 2019, WADA continued to provide significant support to the RADOs and their member countries to assist with program development. This support included:

- Provision of a grant for the employment of full-time RADO staff in eight out of the 15 RADOs. WADA also provided a supplementary grant to two RADOs to assist with their staffing needs.
- Provision of a testing grant to all RADOs. In 2019, the RADOs conducted a total of 1,204 out-of-competition tests across 93 countries and 52 sports using the testing grant.

- Organized capacity building training in results management, test distribution planning, compliance and strategic planning. This training was facilitated by WADA and conducted by developed ADOs, including the Badminton World Federation, as well as the NADOs of Peru, Russia, United Kingdom and Uruguay.
- With the respective RADO offices, WADA initiated specific project plans to enhance the development of anti-doping programs in the following RADO member countries: Belize, Costa Rica, Guatemala, Kosovo, Trinidad and Tobago, and Turkmenistan.

WADA also managed the additional financial support provided to the RADO Program from the Japanese Government (for RADOs in Asia) and the Australian and New Zealand Governments (for the Oceania RADO).



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CLEAN SPORT



ANNUAL SYMPOSIA AND WORLD CONFERENCES

Started in 2004, WADA's Annual Symposium has evolved from relatively humble beginnings to what it is today – the main event on the global anti-doping calendar. Held in Lausanne, Switzerland each March, it gathers around 1,000 anti-doping practitioners from around the world and provides them with the opportunity to interact and learn from one another. Including lectures, panel sessions, detailed breakout seminars and plenty of time for networking and information-sharing, the symposium features athletes, representatives from ADOs, Governments, WADA-accredited Laboratories and Athlete Passport Management Units, as well as other stakeholders such as the media, researchers and service providers – everyone who is integral to clean sport. Under the theme 'Towards 2021 – Navigating the Future Together', the 2019 event featured a review of the World Anti-Doping Code (Code) and its associated International Standards, as well as compliance and capturing athletes' views.

In addition, every few years, generally to coincide with the end of a Code review process, WADA brings together global anti-doping stakeholders to take stock of the evolution of clean sport and engage in high-level discussion and debate about the global program at the World Conference on Doping in Sport. Following the first World Conference taking place in Lausanne, Switzerland in 1999, during which the Sports Movement and Governments decided to create WADA, World Conferences have taken place in Copenhagen, Denmark (2003), Madrid, Spain (2007) and Johannesburg, South Africa (2013). The fifth World Conference took place in November 2019 in Katowice, Poland and culminated with the endorsement of the 2021 World Anti-Doping Code and International Standards, which take effect on 1 January 2021, as well as the election of the new WADA President, Witold Bańka, and Vice-President, Yang Yang – both former elite athletes that assumed their roles on 1 January 2020.

ATHLETE ENGAGEMENT

Athletes are at the core of WADA's mission, and meaningful athlete engagement continues to be a priority for WADA. Empowering 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 they can participate in the protection of clean sport is key to this engagement. All WADA activities and initiatives are ultimately intended to support athletes and clean sport. There are, however, two specific channels that engage athletes more directly – WADA's Athlete Committee and the Agency's Athlete Outreach Program.

ATHLETE COMMITTEE

Guided by the core values of integrity, authenticity and fairness, the role of WADA's Athlete Committee is to provide an athlete perspective to WADA on all relevant anti-doping matters and to represent the views and rights of athletes as it relates to anti-doping.

The 17-member Athlete Committee (see page 46), comprised of current and former athletes from diverse backgrounds, representing a multitude of sports worldwide, was very active in 2019, in concert with activities related to stakeholder consultation on the 2021 Code. The most significant accomplishment of the committee was the development and endorsement of the Athletes' Anti-Doping Rights Act. The Act was developed by the Athlete Committee in consultation with thousands of athletes and stakeholders worldwide. Based on the 2021 Code and Standards, it aims to ensure that athlete rights within anti-doping are clearly set out, accessible, and universally applicable.





“The World Anti-Doping Program is a robust network of rules, policies and procedures that can at times be challenging to navigate. The Athlete Committee therefore wanted to provide the athlete and sporting community an accessible and meaningful document that clearly articulates athlete rights when it comes to anti-doping. It is our hope that this Act will ensure athletes know what their rights are while also encouraging Anti-Doping Organizations to play their part in protecting these rights.”

Ben Sandford, 2019 WADA Athlete Committee member and key drafter of the Act

The Committee led a dedicated athlete session on anti-doping during WADA’s Annual Symposium in March 2019 in Lausanne, Switzerland, attended by more than 75 athletes representing a number of representative athlete bodies. The majority of Committee members also attended the International Olympic Committee’s (IOC) Athlete Forum in May in Lausanne. In addition, WADA took an active part in the International Paralympic Committee’s (IPC) Athlete Forum held in Colorado Springs, USA, in November. All of these forums afforded the Committee opportunities to consult on, and raise awareness of, the Act and provided WADA with opportunities to address athletes directly and hear from them on other topics of importance.

In addition to the development of the Act, the Committee continued to provide valuable insight to WADA on other anti-doping matters through its

ATHLETE COMMITTEE MEMBERSHIP 2019

Beckie Scott, Chair
Canada
Cross-Country Skiing

Victoria Aggar
United Kingdom
Para-Rowing

Danka Bartekova
Slovakia
Shooting

Kirsty Coventry
Zimbabwe
Swimming

Jeong-Ho Hong
Korea
Handball

Petr Koukal
Czech Republic
Badminton

Li Na
Diving
China

Tegla Loroupe
Kenya
Athletics

Greta Neimanas
United States
Para-Cycling

Adam Pengilly
United Kingdom
Skeleton

Seung-Min Ryu
Korea
Table Tennis

Ben Sandford
New Zealand
Skeleton

Richard Schmidt
Germany
Rowing

Emma Terho
Finland
Ice Hockey

Kady Kanouté Tounkara
Basketball
Mali/France

Chiel Warners
Netherlands
Athletics

Hayley Wickenheiser
Canada
Ice Hockey

biannual meetings, including feedback on WADA's new whereabouts application, Athlete Central, and discussions surrounding athlete representation and governance matters. In November, during the World Conference on Doping in Sport in Katowice, Poland, the Committee held its first-ever election for the Chairperson position of the Committee. Three-time Olympian in the sport of skeleton, Ben Sandford,

from New Zealand, was elected to that position, taking over from Canada's Beckie Scott, who had reached the end of her term. In addition to being the key drafter of the Act, Ben Sandford was also a member of the Code Drafting Team that led the revision of the Code from 2017-19.

20 YEARS OF
ADVANCING
CLEAN SPORT



ATHLETE ENGAGEMENT

From the outset, meaningful engagement with athletes has been very important to WADA. When the Agency was formed in 1999, it was done so in a way that included four seats for athletes on its Foundation Board (Board) and one on its Executive Committee (ExCo), putting athletes at the heart of the decision-making process. The WADA Athlete Committee was set up in 2005 as a very active and engaged advisory group and it has always contained members from a diversity of sports, backgrounds and geographical origins providing the benefit of a range of views, experiences and opinions.

In 2001, WADA launched its Athlete Outreach (AO) program at the European Youth Olympic Festival in Vuokatti, Finland and, in 2002, an AO team attended its first Olympic and Paralympic Games in Salt Lake City, USA. Since then, the team has been an ever-present and integral part of every Olympic and Paralympic village. A key element of the AO program has been the ever-popular Play True Quiz, which helps test athletes' knowledge of anti-doping and what their rights and responsibilities are. In 2020, the quiz rolled out its 45th language as it continues to reach out to athletes from all over the world.

As WADA looks to the future, it is with athletes front of mind. This athlete-centered approach was supported further at the close of 2019 with the election of a new President (Witold Bańka) and Vice-President (Yang Yang), both of whom are former elite level international athletes. This is in addition to the athlete representatives that are already sitting in WADA's governing bodies, including at least one on all WADA Standing Committees. In total, one third of the 2020 members of the ExCo (four out of 12) and Board (13 out of 38) are active or former international level athletes.

OUTREACH ACTIVITIES

WADA's Outreach Program, which was created in 2001 as an avenue to raise awareness and promote clean sport at major multi-sport events worldwide, was in full force in 2019. Located in high-visibility areas within athlete villages, the program uses direct messaging, multi-lingual materials and a welcoming environment that athletes gravitate towards. WADA's outreach activities are a place for athletes and officials to show their support for clean sport, including via social media and by signing visual pledges.

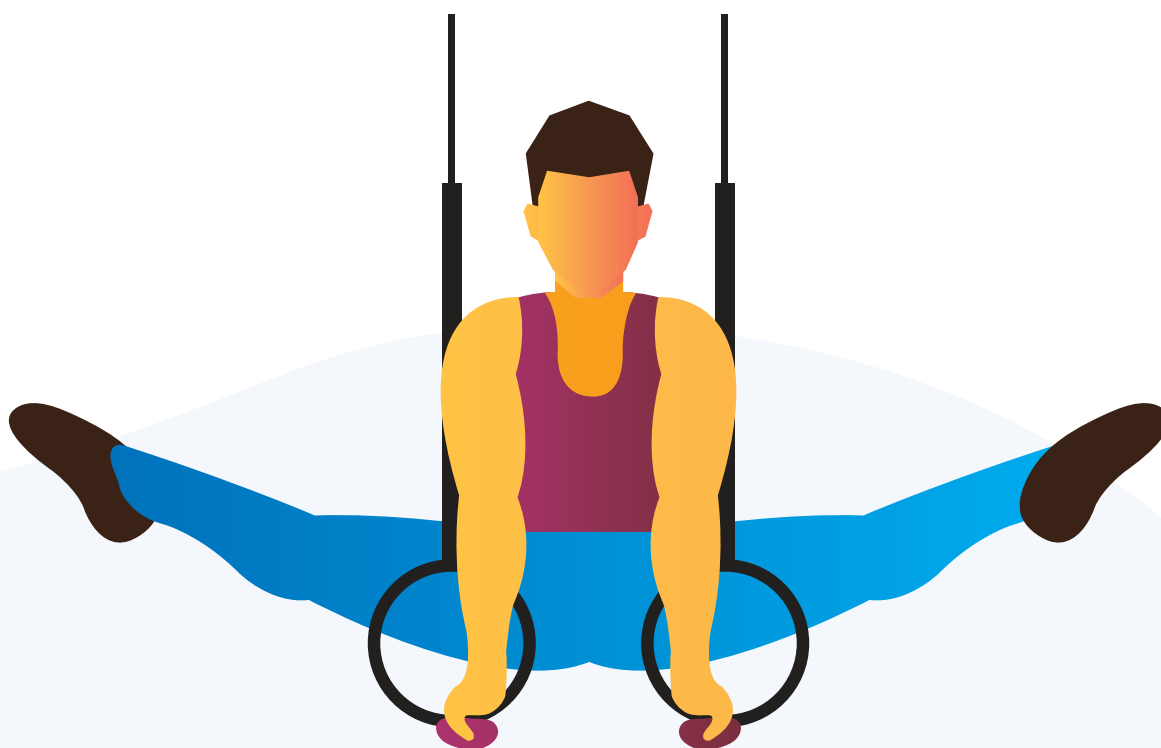
In 2019, the program made a global impact with activities on four continents. Each outreach team included athletes and/or anti-doping experts from National Anti-Doping Organizations (NADOs) and International Federations (IFs) at the following events:

- European Games - Minsk, Belarus
- Pan American Games - Lima, Peru
- Parapan American Games - Lima, Peru
- All-Africa Games - Rabat, Morocco
- World Beach Games - Doha, Qatar

The international reach of these activities was reinforced by the Play True Quiz, an important element of the outreach program, which in 2019 was available in 43 languages. This global tool, which can be used with or without internet, continues to add languages thanks to the translation support of WADA's stakeholders, many of whom were part of the Agency's outreach activities over the years. The quiz not only has a global reach within WADA's activities but, more importantly, it is available for others to use within their localized programs. There is no cost to use the quiz, and hand-outs for each language are available on WADA's website. Lastly, WADA's outreach model continues to offer stakeholders a jump-start in developing and delivering their own programs. Today, more than 130 organizations have adopted the model and benefitted from the starter kit of materials that is provided at no cost.

Other Notable 2019 Activities

While the activities of the Athlete Committee and WADA's Outreach Program are integral parts of athlete engagement, these programs were strengthened by a number of other accomplishments and athlete-centered activities in 2019. Of particular note was the successful launch



of the Athlete Central digital application, designed to engage athletes effectively and in a user-friendly way. Initially a whereabouts app, WADA is consulting athletes to understand how this app may be expanded to better collect feedback from them and to provide them with the education and anti-doping information they may need.

Play True Day

On 10 April 2019, WADA celebrated 'Play True Day' along with athletes, NADOs, Regional Anti-Doping Organizations, IFs, Major Event Organizations and other anti-doping stakeholders from around the globe. 'Play True Day' is dedicated to clean sport and is intended to raise awareness among athletes, the sporting public and others about the global fight against doping. The inspiration for this initiative stems from a WADA-hosted Education

Conference in 2013, which was attended by 17 Latin American countries that were the driving force behind 10 April being declared 'Play True Day'. While it started as a small initiative, over the years, this grassroots movement has gained momentum with numerous organizations and countries from across the globe taking part.

Using the hashtag #PlayTrueDay, WADA invited its stakeholders and others to celebrate it on their digital and social media platforms using one of a number of branded frames WADA created especially for the day. As the initiative continues to grow in popularity, overall awareness figures for 2019 were very encouraging with a reach of nearly seven million people and more than 26,000 active engagements on social media.

PEOPLE OF WADA

Stacy Spletzer-Jegen

Job title: Senior Manager, Athlete Relations

Year joined: 2001

Hometown: Chicago, USA



I've always said that I am lucky to have one of the best jobs at WADA. I am the Agency's point person for our Athlete Committee and I also run our athlete outreach and awareness programs. That means I lead teams to various major events, like the Olympic Games, Paralympic Games or continental games, to pass on information directly to the athletes about what WADA is and things they need to know about protecting clean sport. It has been amazing to see, over the past 20 years or so, the changes that have been made and the improvements to anti-doping capacity around the world. Wherever we go, we see really active and engaged Anti-Doping Organizations and enthusiastic athletes who understand what they

have to do and who feel strongly about protecting their sports from those who would cheat the system. I have seen first-hand the massive achievements that WADA and its various stakeholders have made and I know the vast majority of athletes appreciate that. My background is in sports management. I worked for the US Olympic Committee in Colorado Springs, and then the Australian Olympic Committee, including during the 2000 Olympic and Paralympic Games in Sydney, which was a special experience. For me, it is all about the athletes and making sure we do everything we can to give them the opportunity to fulfil their true potential and receive what their talent and hard work deserve.

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

The central touchstone for the global protection of clean sport is the World Anti-Doping Code (Code). Adherence to the Code by all Signatories is what ensures the harmonization and consistency of the global anti-doping system across all sports and all nations of the world. In a spirit of collaboration and cooperation, 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 ensure athletes and other stakeholders can benefit from the same anti-doping protections wherever sport is played.

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

The global anti-doping community, with WADA's guidance and assistance, continues to devote much effort towards the enforcement of the Code and the Standards through their rules, regulations, legislation (in countries where the Code is implemented through legislation) and programs.





20 YEARS OF
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CODE COMPLIANCE MONITORING PROGRAM

During the first part of its existence, WADA focused its resources on ensuring that Signatories implemented the Code and Standards into their rules, regulations and legislation. In 2016, that focus shifted to ensure that Signatories implemented quality anti-doping programs that could be monitored and held to a high standard. Thus in 2016, WADA introduced an ISO-certified Code Compliance Monitoring Program that was expanded in subsequent years.

On 1 April 2018, the International Standard for Code Compliance by Signatories (ISCCS) entered into force, which further reinforced the Program by creating a clear framework for WADA's compliance activities and outlining the responsibilities and consequences applicable to Signatories. The ISCCS clearly sets out the ways in which WADA supports Signatories in achieving, maintaining and, where applicable, regaining Code compliance. It also provides a robust legal framework for cases of non-compliance, highlighting a range of graded, predictable and proportionate sanctions for cases of non-compliance by Signatories.

Governance of WADA's Code Compliance Monitoring Program includes an external, independent Compliance Review Committee (CRC) and an internal Compliance Taskforce (Taskforce). The CRC provides expert advice and recommendations to WADA's Executive Committee (ExCo), Foundation Board (Board) and Taskforce on individual cases and compliance activities. If any non-conformity is identified, the centralized and coordinated Taskforce facilitates an open dialogue with the Signatory in question 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. In the Program's short history, it has made significant and measurable improvements to how clean sport is protected around the world.



The Compliance Monitoring Program, outlined above, is made up of the following five components, which are all part of WADA's Compliance Strategy that was endorsed by the Agency's ExCo in 2019:

1. Review of anti-doping rules, regulations and legislation (if legislation is used to implement the Code in a national legal system)

to ensure that they are fully in line with the relevant mandatory provisions of the Code and Standards. In 2019, all Signatories had in place anti-doping rules and/or legislation in line with the 2015 Code and the Standards. However, throughout the year, 64 Signatories amended their rules and/or legislation for various reasons, including:

- A need to reflect institutional changes.
- A willingness to enhance effectiveness in certain areas of their program.
- An internal restructuring of the organization.
- A need to adapt to the wider internal legal framework.
- A need to amend certain provisions in order to implement corrective actions recommended by WADA following a compliance audit or another monitoring activity.

These 64 Signatories provided WADA with a total of 189 draft sets of rules to review, on which the Agency provided feedback, guidance and assistance.

2. Code Compliance Questionnaire (CCQ): The CCQ is a self-assessment tool developed by WADA, in collaboration with stakeholders, to measure compliance of Signatories' programs with the mandatory requirements of the Code and Standards.

In February 2017, WADA sent the first online CCQ to 307 Code Signatories (International Federations (IFs) and National Anti-Doping Organizations (NADOs)) for completion and return. In 2019, Signatories continued to implement remaining corrective actions resulting from the CCQ issued in 2017. In 2019:

- Tier 1 Signatories (the highest level of Signatories in terms of WADA compliance

monitoring priorities) implemented 100% of critical and high priority corrective actions (as required by WADA's Prioritization Policy) and a total of 93% of other corrective actions.

- Tier 2 Signatories implemented 100% of critical corrective actions (as required by WADA's Prioritization Policy) and 74% of high priority and other corrective actions.
- Tier 3 Signatories implemented 31% of all their corrective actions, which include a significant number of best practice recommendations.

In 2019, WADA sent a CCQ specific to Major Event Organizations (MEOs) to both the International Olympic Committee (IOC) and the International Paralympic Committee to ensure the anti-doping programs for the Tokyo Olympic and Paralympic Games are in line with the Code and Standards to create a level playing field for the thousands of athletes who will attend and compete.

In addition, WADA also sent the CCQ to 17 organizations referred to as "Other Organizations" in the list of Code Signatories and which are not affiliated to the Olympic or Paralympic movement. Historically, these Signatories paid a fee for their anti-doping rules to be reviewed but their programs were not assessed. The CRC recommended that as Signatories to the Code, they should now have their anti-doping programs reviewed through the CCQ.

The next CCQ is scheduled for 2022.

3. Audit Program: WADA conducts in-person and desk (or remote) 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. WADA auditors 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.

Since the introduction of the audit program in late 2016, 45 in-person audits had been conducted by WADA by the end of 2019.

In 2019, 18 in-person audits, were conducted at the relevant Signatories' headquarters by a team of trained WADA auditors. One audit was postponed until 2020 due to logistical challenges. In addition, the first desk audit (concerning the Democratic People's Republic of Korea NADO) was initiated by a team of WADA auditors at the end of 2019.

In the 18 in-person audits conducted in 2019, 315 findings and corrective actions were identified, of which 116 (37%) have been implemented, at the time of writing. The range of findings in a Corrective Action Report was between six and 56 with the average being 21.

Signatories that received an audit in 2019 included:

- **NADOs:** Azerbaijan, Colombia, Egypt, Ethiopia, Greece, Italy, Jamaica, Serbia, Spain, Turkey, Ukraine and Uzbekistan.
- **IFs:** Aquatics, biathlon, canoe, tennis, triathlon and weightlifting.

For the first time, in 2019, WADA and the Council of Europe conducted a joint WADA Signatory audit and Council of Europe monitoring visit of a European country's NADO and Government, respectively. As the Code and the Anti-Doping Convention of the Council of Europe are complementary in many areas, this project allowed the two organizations to strengthen their synergy in line with their existing memorandum of understanding and benefit from each other's activity, assessing the anti-doping system as a whole under both the Code (for the NADO) and the Convention (for the Government).

4. Continuous Monitoring Program: While the CCQ and audits are the two main programs being used by WADA to monitor and assess the quality of anti-doping programs and their subsequent compliance with the Code and Standards, WADA launched its Continuous Monitoring Program in February 2019. This program bridges the gap between CCQs and is focused on the highest priority IFs and NADOs with particular attention paid to the following critical program areas during the previous 12 months of activity:

- Registered Testing Pool implementation.
- Lack of or insufficient out-of-competition testing.
- Compliance with the Technical Document for Sport Specific Analysis (TDSSA).
- Doping Control Form and Therapeutic Use Exemption (TUE) entry into ADAMS.
- Compliant results management decisions.

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.

In early 2020, WADA published its first ever Compliance Annual Report for 2019, which is an element of the Agency's Compliance Strategy and outlines the achievements and challenges of the Compliance Monitoring Program. The Compliance Annual Report details the interpretation and implications of the findings, trends and lessons learned from the program and identifies opportunities for continual improvement. WADA's Compliance Report for 2019 is available on the Agency's website.

In addition, WADA uses other sources of information to monitor and assess the quality of anti-doping programs, including ADAMS, investigations and any other intelligence collected or received.

COMPLIANCE ENFORCEMENT PROCEDURES IN 2019

In 2019, 44 Signatories were subject to a compliance procedure opened by WADA's Compliance Taskforce, eight of which were initiated as a result of the discovery of a non-conformity in 2018. The issues at hand were mostly related to testing and investigations, followed by anti-doping rules and legislation, and results management.

Of these 44 procedures, 15 resulted in a case being referred by the Taskforce to the CRC. In 13 of the 15 cases referred to the CRC, the Signatory resolved its non-conformity(-ies) before it was presented to the ExCo. As for the other two cases, one (the Austrian-based, non-IOC recognized International Taekwondo Federation) resulted in a declaration of non-compliance (following which the Signatory implemented its corrective measure and was reinstated as compliant in March 2020) and the second one (the Russian Anti-Doping Agency) is currently pending before the Court of Arbitration for Sport following the Signatory's decision to dispute WADA's allegation of non-compliance.

INDEPENDENT OBSERVER PROGRAM

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, NADOs, IFs and MEOs.

Moving forward, the IO program will complement the compliance monitoring program for MEOs. In 2019, WADA's IO program was present at three major events:

1. The European Games held in Minsk, Belarus.
2. The Pan American Games held in Lima, Peru.
3. The African Games held in Rabat, Morocco.

The IO Team reports for these events are available on WADA's website.

PEOPLE OF WADA

Ilaria Baudo

Job title: Senior Manager, Standards and Harmonization

Year joined: 2015

Hometown: Turin, Italy

Making sure the various Anti-Doping Organizations (ADOs) are compliant with the World Anti-Doping Code and related International Standards, and assisting them in achieving that can be a challenge, but one that is extremely motivating. Ensuring the system is applied consistently across all sports in all countries is the backbone of why WADA was formed 20 years ago and it is that concept that constantly drives us forward. For me, no two days are the same. I am involved in many aspects of compliance, particularly as it relates to audits, the continuous monitoring program and the Independent Observer program at major events, such as the Olympics, Paralympics and the various continental games. Being

on the WADA Compliance Taskforce is another exciting part of my job. I am from a family that always loved sports and I grew up playing tennis, athletics, swimming, horse-riding, anything. I always wanted to work in sports and I love being able to support people and help them maintain effective anti-doping measures that protect sport. Having worked for 11 years at World Rugby, I understand the needs of the International Federations and other ADOs, and how important it is that we keep on evolving and innovating with an open mind. As a truly international organization, WADA has come a long way in 20 years and we are always moving forward and developing the global system for the good of clean sport.



EDUCATION

PRIORITY:

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



As WADA strives to build a world of clean sport, the power of education in the success of that mission is becoming stronger all the time. The role of education, under the terms of the World Anti-Doping Code (Code), is to protect the spirit of sport from being undermined, with the objective of preventing intentional or inadvertent use of prohibited substances and methods. 2019 will go down as an important one for anti-doping education with the passing of the new International

Standard for Education (ISE) and the establishment of a stand-alone WADA Education department that is delivering new initiatives, increasing the profile of education and enhancing the role of social science research within anti-doping. WADA has demonstrated its commitment to education and its intention to support the development of balanced anti-doping programs that include education as a core function by Anti-Doping Organizations (ADOs).



INTERNATIONAL STANDARD FOR EDUCATION

The new ISE was approved by the WADA's Executive Committee at the fifth World Conference on Doping in Sport in Katowice, Poland in November 2019. The ISE, which will take effect on 1 January 2021, is the most significant advancement in education policy since the anti-doping system was established. As with the Code and the other International Standards, the development of the ISE was a collaborative effort, with the final published version representative of stakeholder contributions over the past two and a half years.

The initial objectives of the ISE were to:

- Standardize and clarify the definitions of terminology used in the clean sport education field.
- Define roles and responsibilities of stakeholders.
- Ensure enhanced cooperation between stakeholders.
- Emphasize the need to plan, implement, monitor and evaluate education programs effectively.

Consultation included the following:

- There were **two** public consultations.
- Nearly **300** comments were received.
- **49** submissions were made.
- **11** external stakeholder meetings were convened (including sessions at the 2018 Global Education Conference and the 2019 WADA Annual Symposium).
- **Five** internal, in-person meetings of the Education Committee and Working Group were also convened.

A key underlying principle of the ISE is that athletes' first experience with anti-doping should be through education, rather than through testing.

The ISE was developed based on these key principles:

- The **majority of athletes wish to compete clean** – it is important to support them to do this.
- **Education first** – anyone who is subject to testing should have the opportunity to receive education first.
- **One size does not fit all** when it comes to education, and it is important to tailor education to the individual, sport and cultural context as much as possible.
- **Proportionate** – a focus on the process of planning and ensuring that each education plan should be proportionate to the size of the organization.
- **Cooperation** – where possible, avoid duplication in order to make better use of resources and to avoid having athletes doing unnecessary activity.
- **Educators educating** – the importance of having trained and qualified personnel delivering education initiatives.

The ISE facilitates stakeholders to determine those groups in their sporting landscape who would benefit from educational programs and enables them to set a relevant plan to reach these groups. The ISE supports ADOs to plan education opportunities for athletes and their support personnel that acknowledge the diverse cultural contexts and the differing individual and sport needs. Finally, the ISE supports the establishments of monitoring and evaluation mechanisms for improvements.

ANTI-DOPING e-LEARNING PLATFORM

In 2019, WADA's Anti-Doping e-Learning platform, known as ADeL, increased by 78% its number of registered users, up to a total of 67,680 users. Athletes represented 65% of users. Additionally, the e-learning platform increased its numbers of administrators from 104 to 138. This means that more countries and sports federations have administrators' rights to the platform and can monitor aspects such as the number of athletes from their sport or country who successfully complete anti-doping courses.

In order for ADeL to reach a wider audience and expand the principles of clean sport, WADA incorporated six new languages to the platform: Slovenian, Russian, Czech, Turkish, Italian and Korean. In line with these, the APLHA course, targeted at athletes, was updated to an ALPHA 2.0 version. The updated course includes improved interactive activities that meet the needs of the modern learner and that allow athletes to easily access and complete the course.

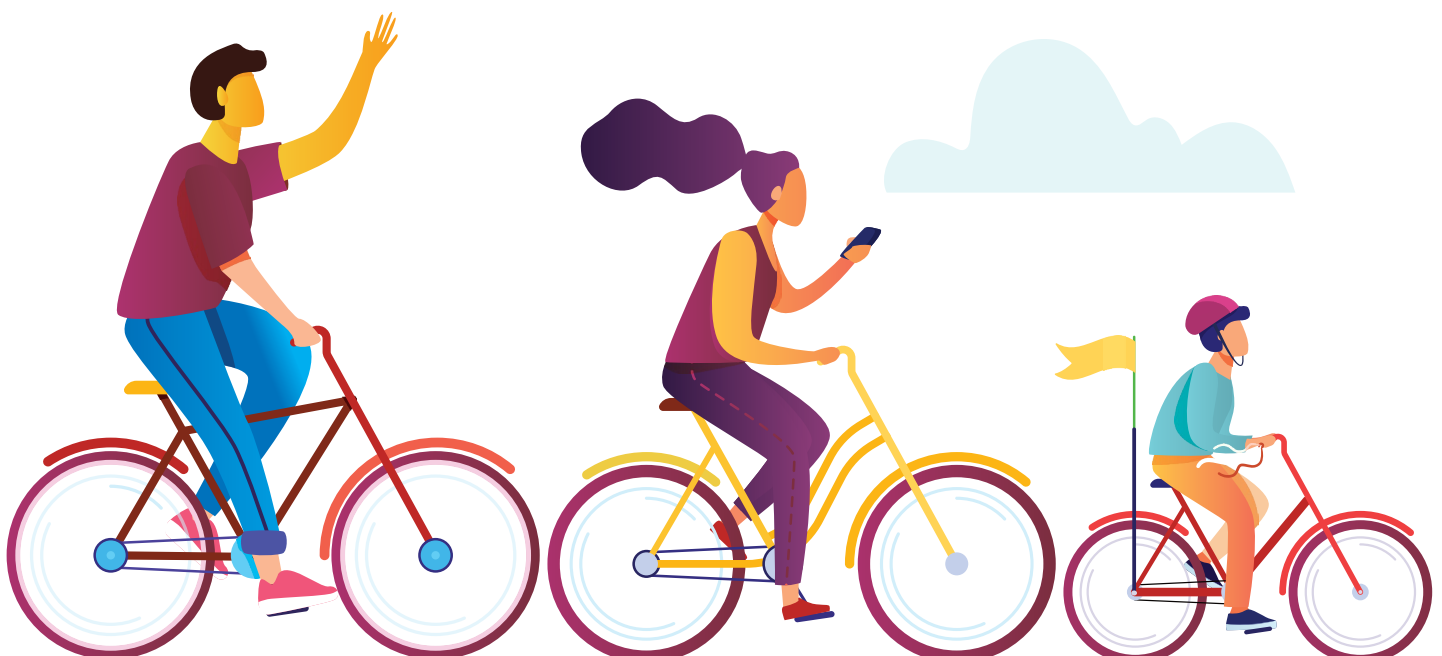
In 2019, WADA launched 'ADeL for Medical Professionals at Major Games' in collaboration with the International Olympic Committee (IOC). This special course aims to provide physicians and other medical professionals with specific anti-doping knowledge required at major sporting events. In addition, WADA developed a new course, 'ADeL for Medical Professionals', that focused on helping medical professionals who work with athletes to both understand their roles and responsibilities in anti-doping as well as provide more effective support to the athletes they work with. This course was launched in January 2020 and the feedback has been excellent with 100% of participants stating they would recommend the course to other medical professionals and 90% of participants saying they

would apply what they learned. To date, more than 3,200 medical professionals have completed one of these courses.

WADA evaluated the current ADeL platform to identify how it could be more accessible for those with special needs. The Agency implemented in 2019 some of the suggested changes into the platform and continues efforts to have the platform and courses rendered compatible with the Web Content Accessibility Guidelines 2.0.

With the ISE coming into effect in 2021 and the new department in place, the education solutions that WADA provides for ADOs will be reviewed in 2020 to ensure there are sufficient courses to help educate a range of target audiences. In 2020, the ADeL platform will also be redeveloped to better suit the future needs of WADA's educational offer. This will include:

- Frontline education solutions – courses for athletes, coaches, medical personnel, etc.
- ADO resource centre – Code Implementation Support Program.
- Training – ADO training programs to support their professional development.



SOCIAL SCIENCE RESEARCH GRANTS

WADA continues to support social science research in the area of clean sport. It has been a priority since 2005 and, since then, funding has been allocated to 106 projects, totalling more than USD3.6 million.

There are currently two main strands to the research program: an open call for proposals, where researchers are free to apply annually based on their research interests, and a target research program, where WADA may commission research projects based on specific research needs, or projects that have been identified as special interest projects based on previous applications to the open call.

In 2019, WADA issued an open call for proposals in May. Thirty-five applications from 21 countries (seeking just less than USD2 million in grants) were received. The breakdown of the applications was as follows: Europe – 16, Africa – nine, Asia – two, North America – five, Latin America – one, Oceania – two). Of the applications, 33 were submitted in English and two in French.

WADA continues to utilize its dedicated Social Science Research (SSR) Program Review Panel (PRP) to provide an expert opinion of the projects received as well as use a network of peer reviewers to provide two technical assessments of each application. The PRP then presents its review to the WADA Education Committee, which recommends projects for funding.

In November 2019, the WADA Executive Committee approved eight research projects to be funded for a total of USD337,801. The eight proposed projects will cover 14 countries across five continents. A list of approved projects can be found on WADA's website.

Now in its 15th year, the SSR program is currently under review as the newly formed WADA Education department is setting a new strategy for the program in 2020.

EDUCATION PARTNERSHIP – SPORT VALUES IN EVERY CLASSROOM

In 2019, during the 7th UNESCO Conference of Parties held in October in Paris, France, the Education Partnership Group, consisting of WADA, UNESCO, the IOC, the Agitos Foundation, the International Council for Sport Science and Physical Education and the International Fair Play Committee, launched the 'Sport Values in Every Classroom' education toolkit.

The toolkit aims to instil some of the core values that are synonymous with sport such as: respect, equity and inclusion. This educational resource is composed of a set of activities that support teachers in achieving many curriculum requirements in an engaging and fun way and, at the same time, it promotes principles of clean sport within the youth.

A co-publishing agreement was signed by all partners and the resource has been made available online for free, on each of the partners' websites. WADA's website registered more than 600 views of the toolkit in 2019.

GLOBAL EDUCATION CONFERENCES

In 2019, WADA announced that Australia and France were selected as the respective host countries for WADA's 2020 and 2022 Global Education Conferences; although, due to COVID-19, they have now been postponed to 2021 and 2023 respectively. WADA's Education department will work with the Australian and French Governments to deliver world-class conferences that further enhance anti-doping education programs around the globe.

20 YEARS OF
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CLEAN SPORT



ADeL

A key tool in the prevention of doping in sport is education. Supporting the clean sport community to educate their athletes and support personnel was significantly enhanced in 2018 with the introduction of WADA's Anti-Doping e-Learning platform, known as ADeL. This platform enabled WADA to develop and make available eLearning programs and other educational content for key topics related to clean sport and anti-doping. ADeL was built to bring together a growing number of courses that were developed over a 10-year period.

The first course, CoachTrue, was launched in 2010 and is aimed at coaches of athletes who are subject to anti-doping rules. The Sport Physician's Tool Kit was added in 2013 and, in collaboration with the IOC, a further module for medical professionals at major games has also been developed. The Athlete Learning Program about Health and Anti-Doping (ALPHA) was added in 2014 to help educate athletes on anti-doping matters, supporting them to stay clean. ADO Kickstart was launched as part of the ADeL platform in 2018 as a tool to assist anti-doping administrators. Also, over the years additional educational resources such as a Parent's Guide to Support Clean Sport and University Textbook have been developed and made available via ADeL.

One key benefit of the ADeL platform was the consolidation of all education programs and resources into one place and the ability for users to have a single point of access. The platform has allowed ADOs administrator access to oversee users under their responsibility. By the end of 2019, ADeL had 67,680 users accessing content in 18 languages with more in development.

ADeL will continue to evolve to best serve WADA's education program for athletes and their support personnel, as well as expanding the support to WADA stakeholders. A full review and upgrade of the ADeL platform will take place in 2020, including the addition of more programs and resources to support the implementation of the 2021 Code and the International Standards.

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!'

As WADA enters its third decade overseeing global anti-doping, the program continues to evolve and develop. Some observers may think that testing is the only tool being used to catch those who cheat the system but increasingly, sport is being protected in other ways too. One important addition to WADA's toolkit in recent years has been through intelligence-gathering and investigations. With a boost in focus and resources, WADA Intelligence and Investigations (I&I) department has made a number of key breakthroughs in this area and has successfully concluded far-reaching and often complex investigations for the good of athletes and clean sport around the world.

A key element to this success has been that WADA I&I rarely works alone. A huge amount of time and effort goes into building, maintaining and reaping the mutual rewards of partnerships with a range of stakeholders. These include Anti-Doping Organizations (ADOs), national and international law enforcement agencies and, perhaps most importantly of all, whistleblowers.

WADA I&I

Increasingly, the fight against doping in sport is being waged on several independent but complementary fronts and WADA I&I plays a critical role in that regard.

Education, testing, scientific advancement, capacity building, compliance monitoring and other activities are all to the fore, and it is now universally accepted that information from whistleblowers and other sources of intelligence, followed by the careful and innovative process of rigorous investigation, can produce real results as WADA and its partners in anti-doping apprehend more people seeking to undermine or cheat the system.

Since its creation in October 2016, WADA I&I increased the amount of staff from three to 12 members (one director, three investigators, four intelligence analysts, three confidential information managers (CIMs) 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) responsible for 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.



Under its Intelligence & Investigations policy, WADA I&I operates independently from the rest of the Agency. It may run any investigation that it deems appropriate, in accordance with the policy, without seeking the prior consent or approval of the Agency's Executive Committee (ExCo), Foundation Board (Board), President or Director General, and it manages its own budget. To give I&I a further level of independence, in May 2017, the Board established an external independent process of review and annual audit to ensure the high quality of conduct and performance of the department.

The Agency has invested a significant amount of its budget to build up a strong and efficient WADA I&I. It has already investigated individual athletes, coaches, officials and organizations such as

laboratories and ADOs. Despite the small team that has been gradually strengthened over the past three years, it has already made sure that more than 150 athletes, support personnel or officials have been suspended from sport. Investigations have become a crucial part of the fight against doping. Thus, WADA will continue strengthening I&I as it fulfils its mission to protect clean sport.

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

The CIU was created in 2018 and is exclusively in charge of managing informants and whistleblowers. It is essentially a bridge between whistleblowers and WADA's investigation team with only the CIU knowing the whistleblowers' identities. The CIU is comprised of three Confidential Information Managers (CIMs), whose principal objective is to recruit, manage and protect whistleblowers, in accordance with WADA's Whistleblower Policy.

As part of that, the CIU manages 'Speak Up!', WADA I&I's principle platform for the reception of anti-doping allegations. The platform has been running since March 2017 with great success. More than 700 reports have been forwarded to WADA I&I, representing around 80% of all information received.

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SUCCESSFUL INVESTIGATIONS

WADA's I&I department plays a critical role in the protection of clean sport and leads the world in this area of the anti-doping system that continues to grow in importance. It is now fully recognized that gathering insights, intelligence and information followed by a rigorous investigative approach is how we will catch more of those who attempt to undermine the values of fair play and sportsmanship. In 2015, new provisions to the World Anti-Doping Code gave WADA the ability to initiate its own investigations. Since then, WADA I&I has been delivering results for athletes while also building strong collaborative relationships with law enforcement agencies around the world, including INTERPOL. Successful investigations such as VIRIBUS, Aderlass, Operation LIMS, Project Kenya and many others have been delivered, without fear or favor, by a dedicated and growing team of professionals.



Every allegation that is reported through the platform is assessed, analyzed and registered in a secure management system. If WADA I&I decides not to take on the case, the allegations are shared with I&I's internal and external partners, provided the informant gives consent to do so.

In 2019, the CIU registered 184 cases. Most of them (120) have been shared with internal and external partners for further follow-up. One example of a successful operation in 2019 came when the CIU managed to recruit an informant who positively identified an unscrupulous coach operating in four countries. The CIU successfully linked him to a major doping scandal involving multiple high-level athletes.

Given the nature of the work and the need to protect whistleblowers, not many success stories can be publicly shared. Notwithstanding those restrictions,

WADA I&I continues to work hard every day for the protection of clean sport and the rights of athletes.

INTELLIGENCE WORKING GROUP

In 2019, the CIU initiated a global Intelligence Working Group, which is an operational group comprised of confidential source handlers and intelligence managers. The primary objective is to create a network of confidential source handlers/whistleblower managers to facilitate joint intelligence operations among members. It also exchanges information on operational security issues related to confidential source management. To date, the group counts two major International Federations (IFs) and eight National Anti-Doping Organizations (NADOs) among its members.

INVESTIGATIONS UPDATE

PRIORITY:

Manage the outcomes of the various WADA investigations related to Russia, including McLaren and LIMS

Operation LIMS

WADA has continued to manage the outcomes of the various WADA investigations related to Russia [Pound, McLaren, Laboratory Information System (LIMS)]. After a lengthy impasse with Russian authorities (mainly due to the fact that Russia was not subject to the International Standard for Code Compliance by Signatories that came into force after the revelation of the scandal, on 1 April 2018), RUSADA was reinstated as compliant with the Code by WADA's ExCo in September 2018, subject strictly to the following post-reinstatement conditions:

- The Russian Anti-Doping Agency (RUSADA) and the Russian Ministry of Sport must procure the authentic Information Management System

(LIMS) data and underlying analytical data of the former Moscow Laboratory (...) by no later than 31 December 2018.

- 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.

In January 2019, WADA I&I retrieved 24 terabytes of data from the Moscow Laboratory and embarked on a painstaking forensic examination to determine whether they were authentic and complete. During this process, both WADA I&I and independent forensic investigators alleged that manipulation and deletion of some of the data had been carried out after RUSADA's reinstatement.

In September 2019, WADA's independent Compliance Review Committee (CRC) opened a non-compliance case against RUSADA and, following an in-depth review, recommended to WADA's ExCo that under the International Standard for Code Compliance by Signatories that came into force on 1 April 2018, RUSADA be declared non-compliant for a period of four years and that various consequences be imposed. These consequences included that Russia would not be allowed to participate in, host or bid for various covered events, including the Olympic Games, Paralympic Games and Code Signatories' World Championships, for the same four-year period.

On 9 December 2019, the ExCo unanimously agreed to uphold the CRC recommendation that RUSADA be declared non-compliant with the Code for a period of four years.

Within the 21-day deadline, RUSADA indicated it was disputing the decision, and on 9 January 2020, WADA filed a formal request for arbitration with the Court of Arbitration for Sport (CAS) in Lausanne, Switzerland, to resolve the dispute. The matter is now in the hands of CAS.

The September 2018 decision to reinstate RUSADA under strict conditions broke a long-standing impasse by allowing WADA to deal with this matter under the strong legal framework of the new Compliance Standard and resulted in WADA obtaining the Laboratory data. Thanks to the data, many individual doping cases are now in the results management phase.

As a result, on 30 April 2020, WADA announced that:

- The Agency's I&I department had completed its investigation of 298 Russian athletes that it had targeted as part of its ongoing 'Operation LIMS' probe into institutionalized doping in Russia and had provided detailed case packages to a total of 28 ADOs for follow-up, including 27 IFs and one Major Event Organization.
- There was still more reanalysis of the samples retrieved from the former Moscow Laboratory that is ongoing. This reanalysis process, led by WADA, had already uncovered 57 cases that are in the results management phase. This is

in addition to dozens of cases that had already been brought and procedures that had been opened by IFs based on evidence uncovered by 'Operation LIMS' in weightlifting, biathlon and athletics, as well as other cases in various sports that resulted from the Pound and McLaren investigations commissioned by WADA between 2014 and 2016.

- 153 of the 298 cases handed over to the 28 ADOs by WADA I&I are unaffected by the alleged manipulation that resulted in the non-compliance case being brought by WADA against RUSADA. The alleged manipulation of the data relates to the files of 145 athletes within the target group of 298, an impact of almost 50%. However, WADA provided packages for all 298 targeted athletes, even the files of those 145. This is intended to enable the relevant organizations to access and evaluate all available evidence.

In every aspect of this long-running and highly complex case, WADA continues to follow the process and to pursue justice for athletes and clean sport.

Throughout 2019, Operation LIMS dominated the time and resources of the IU. However, a number of other significant WADA I&I activities are also worth noting.

Operation Aderlass

Operation Aderlass was a joint investigation led by the Austrian Criminal Police Office and German Prosecution Office, targeting a criminal group involved in a large-doping scheme, involving the use of blood doping in different sports across several European countries. During a police raid on 27 February 2019, German investigators searched an illegal doping laboratory and seized several blood bags tagged with code names.

On 20 May 2019, the responsible public prosecutor in Germany requested that WADA I&I proceed with DNA cross-check examination between the seized blood bags and doping control samples from athletes who investigators sought to identify through a code name.

Based on intelligence provided by German authorities and through WADA-accredited laboratories, WADA

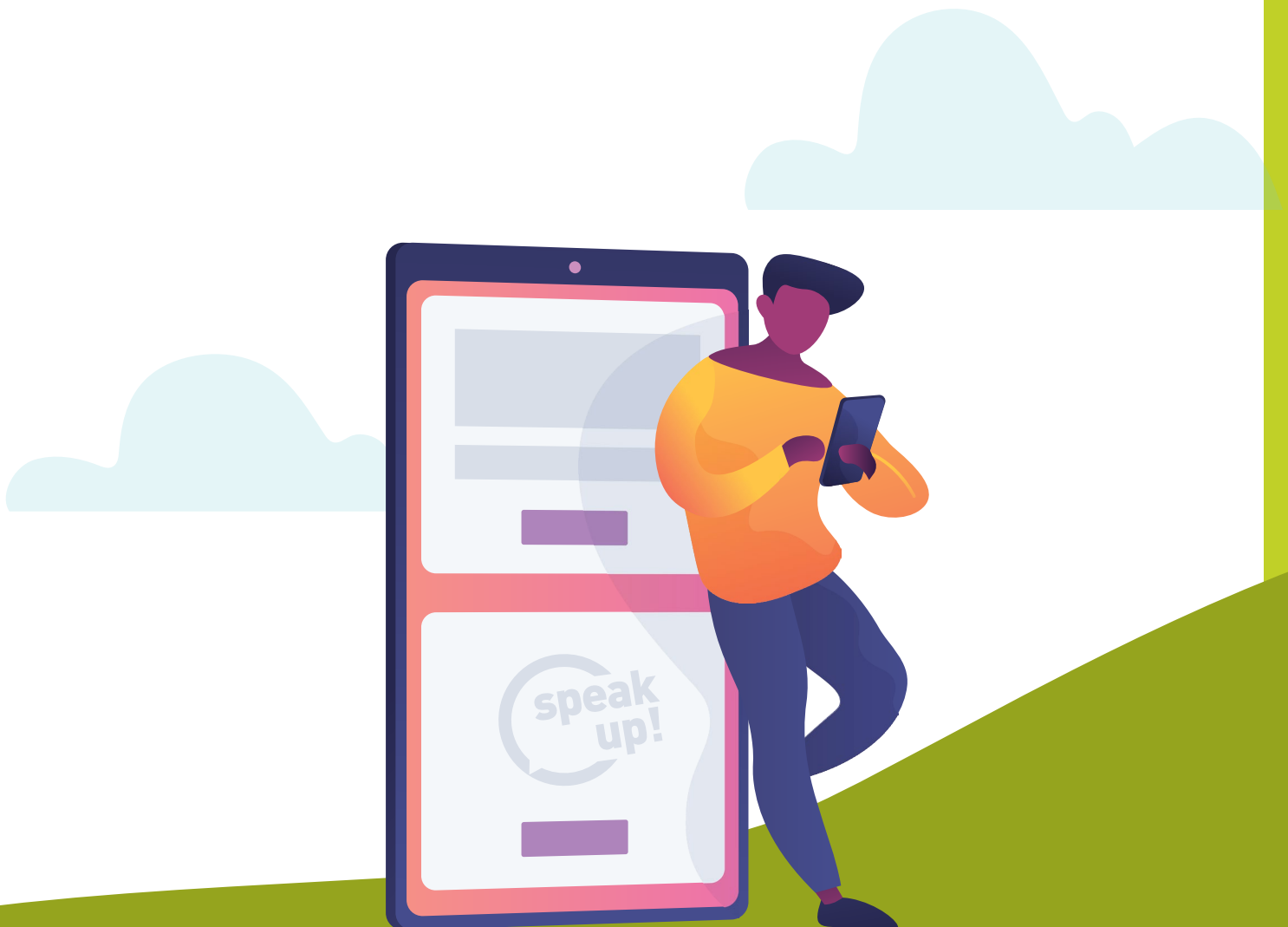
I&I examined urine and blood samples from targeted athletes. DNA cross-checking confirmed the German investigators' hypothesis regarding the athletes identified. Throughout 2019, WADA I&I continued to provide intelligence support to responsible law enforcement officials.

Operation VIRIBUS

Led by EUROPOL, a coalition that featured WADA conducted this operation aimed at countering the smuggling of counterfeit sports food supplements, the illegal business of doping substances and, in general, the commerce of a large variety of illegal and dangerous substances. It concerned 32 European countries and involved a number of private entities.

In a spirit of collaboration, WADA I&I was pleased to have been involved in Operation VIRIBUS that ultimately dismantled 17 organized crime groups involved in the trafficking of counterfeit medicines and doping material across Europe. WADA stands ready to continue this sort of role in any operation in what is a collaborative fight against sport fraud.

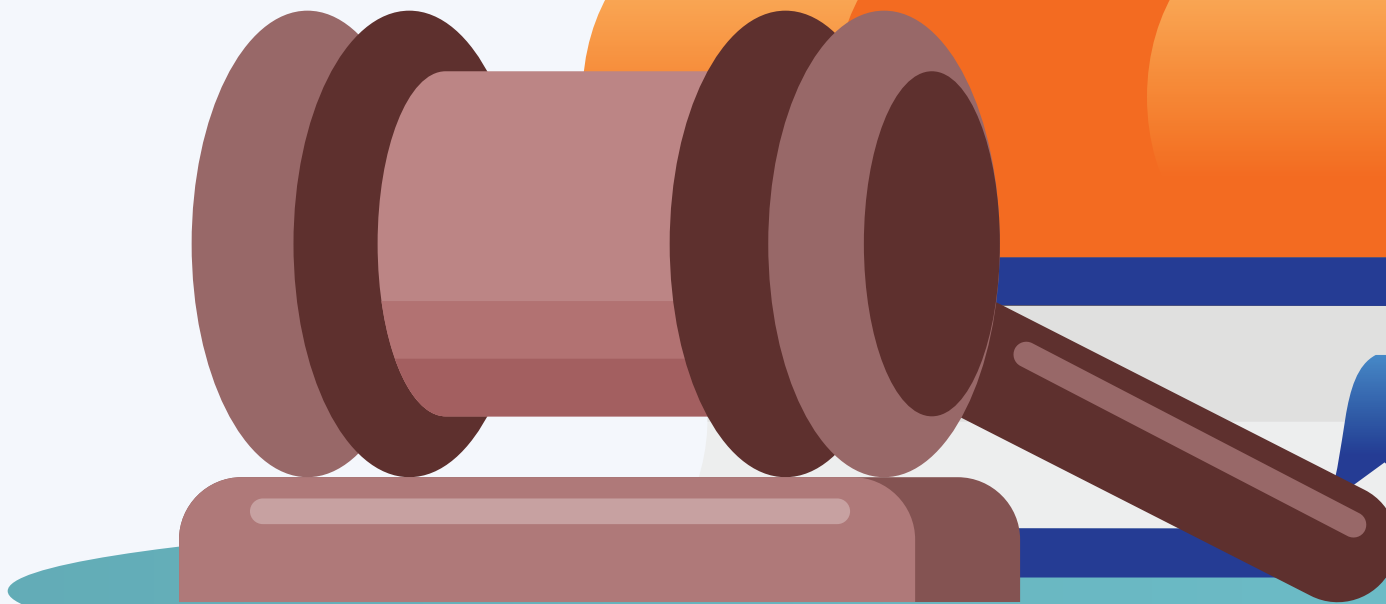
Since its foundation in 2016, WADA I&I has worked with 11 different law enforcement agencies and two international organizations with significant success. Cooperation with law enforcement agencies will continue to be an important element of the fight against doping in sport.



LEGAL AFFAIRS

WADA's Legal Affairs department (Legal) is involved at one level or another in almost all the Agency's activities, ensuring that everything is carried out in a legally appropriate way, thus protecting WADA's mission as it continues towards a world of clean sport. From governance to compliance,

from corporate legal questions to science, medical and investigations, Legal is at the heart of the organization, providing guidance and legal advice, in addition to its core responsibilities overseeing results management, litigation and data protection.



PRIORITY:

Develop and implement the 2021 World Anti-Doping Code and International Standard Review Framework



In December 2017, WADA initiated a three-phase World Anti-Doping Code (Code) Review Process, which also involved extensive stakeholder consultation regarding the International Standards (Standards) and the Athletes' Anti-Doping Rights Act (see page 44). During this time, stakeholders had multiple opportunities to contribute and make recommendations on how to further strengthen the global anti-doping program. The whole review process culminated with approval by the Agency's Executive Committee (ExCo) – as relates to the Standards and the Act – and Foundation Board (Board) – as relates to the Code – at the conclusion of WADA's fifth World Conference on Doping in Sport on 7 November 2019. The revised 2021 Code and Standards, as well as the Act, will take effect on 1 January 2021.

The Code Review Process was run under the watchful eye of Legal, which coordinated the work of all Code and Standards drafting teams, ensuring consistency and harmonization among the different documents. A member of the Legal department was part of each drafting team.

Following the review process, stakeholders were invited to intervene publicly on the proposed Code and Standards during the World Conference – an opportunity which was taken up by over 70 stakeholder organizations – before the Code and the full suite of Standards were approved by the Board and ExCo respectively.

WADA is confident that the Review Process was extensive and transparent. The Agency is grateful to all stakeholders for their high-quality feedback and to the drafting teams that have delivered on this momentous effort that will result in greater protection for clean sport.

Code Signatories are currently revising their anti-doping rules, with WADA's support where needed, to ensure that they comply with the 2021 Code. The 2021 Model Rules for Code Signatories are guiding Signatories through this process.

New International Standard for Results Management

Further to stakeholders' comments during the first round of consultation for the 2021 Code, the Code Drafting Team proposed to establish an International Standard for Results Management

(ISRM), which was one of the last key areas of the Code without a Standard.

The ISRM establishes mandatory standards that all ADOs must follow in respect to the results management and hearing processes of potential Anti-Doping Rule Violations (ADRVs) and sets up general principles related to jurisdiction, confidentiality and public disclosure, as well as timeliness of the disciplinary and adjudication processes. The ISRM also holds Code Signatories accountable, from a compliance perspective, in case of a violation of the basic rules of law and an athlete's or other person's rights to defense.

The creation of this new Standard allowed for results management provisions to be grouped in a single document when previously they had been spread across different sets of rules. Like all revised and new Standards, the ISRM will take effect on 1 January 2021.

RESULTS MANAGEMENT

Results management is the main activity of the department, which reviews all decisions rendered by Signatories worldwide, and files appeals where appropriate to ensure harmonization in the sanctions and an equal treatment of athletes, regardless of where they come from or what sport they play.

In December 2019, WADA published the 2017 ADRV Report, which is a set of statistics that illustrates doping offences committed in global sport during 2017. Among the key information of the 2017 ADRV Report:

- 1,804 ADRVs were recorded in 2017, involving individuals from 114 nationalities across 93 sports.
- 1,459 ADRVs came from Adverse Analytical Findings (AAFs).
- 345 ADRVs came from 'evidence-based intelligence' non-analytical findings.
- Of these 345 non-analytical ADRVs, 317 were committed by athletes and 28 by athlete support personnel.

Comparisons to 2015 and 2016 are listed in the following table.

	Total ADRVs	Nationalities	Sports	AAFs	Non-analytical
2017	1,804	114	93	1,459	345
2016	1,595	117	112	1,326	269
2015	1,929	122	85	1,649	280

In 2019, WADA was notified of 3,054 decisions rendered by Code Signatories. All these decisions were carefully reviewed by the Legal department. Of these, 16 appeals were filed and WADA was the respondent in two other cases. By the end of 2019:

13 of these 18 decisions were handled by the Court of Arbitration for Sport (CAS):

4 were upheld by CAS

1 was withdrawn

8 were still pending with CAS, including one case where WADA is the respondent.

5 cases were appealed before a national level appeal body:

2 were upheld

2 were still pending

In the other case where WADA was the respondent, the athlete's appeal was dismissed.

In addition, several cases appealed by WADA prior to 2019 produced results in 2019:

Before CAS:

5 were upheld

2 were still pending

Before a national level appeal body:

2 were partially upheld, have since been appealed and are still pending.

Under the Code, WADA is also responsible for dealing with other results management-based cases:

- In accordance with Article 5.7.1 of the Code, which relates to retired athletes notifying the relevant ADO six months in advance if they wish to return to competition, WADA shall decide on requests filed by such athletes seeking exemptions to the rule. In 2019, WADA dealt with 11 cases in this category.
- When an athlete who is serving a period of ineligibility provides substantial assistance and seeks a partial suspension of their period of illegibility, WADA must approve it, as set out in Article 10.6.1 of the Code. In 2019, Legal dealt with 10 cases in this category.
- Where an athlete promptly admits an ADRV listed under Article 10.6.3 of the Code, the otherwise applicable period of ineligibility can be reduced but WADA's approval is required. In 2019, the Legal department dealt with 16 cases in this category.

In addition, WADA assists Signatories in their results management activities by providing support and advice, where appropriate. In 2019, this amounted to more than 1,900 stakeholder queries.

LITIGATION

In 2019, the Legal department ensured that WADA's interests were duly defended in 13 legal cases before State courts in France, Spain, Italy, Switzerland, Canada, the USA and the UK. In these cases, WADA was either a party, an interested party or a defendant. Some of the matters were doping cases brought before State courts such as the Swiss Federal Tribunal or the French State Council, and some were cases of a criminal nature where WADA was a claimant or an interested party. In 2019, WADA was also unsuccessfully sued before a court in Canada by three Russian athletes following the publication of the McLaren Investigation reports.

PRIVACY MANAGEMENT

In everything it does, WADA takes privacy and information security extremely seriously. In 2019, WADA satisfactorily completed the implementation of a series of recommendations resulting from the Office of the Privacy Commissioner of Canada's investigation into the 2016 spear-phishing attack against WADA's Anti-Doping Administration Management System (ADAMS) by the group of cyber criminals known as Fancy Bear. These recommendations included requirements to enhance access controls and encryption processes in ADAMS, as well as to enhance privacy and information security governance and training for all staff.

WADA's efforts to enhance its data protection and information security maturity have not stopped there. For example, following an assessment that included privacy considerations, WADA decided to decommission the Anti-Doping Results Questionnaire (ADRQ) platform in June 2019. This

decision eliminated a duplication of data processed for anti-doping purposes as well as data entry requirements for ADOs, achieving both privacy and efficiency gains.

WADA continues to develop resources aimed at enhancing capacity and compliance with the International Standard for the Protection of Privacy and Personal Information (ISPPPI) within the anti-doping community. In addition to guidelines and training resources available via the Anti-Doping e-Learning platform (ADeL), WADA offered two sessions to stakeholders focussed on implementing the ISPPPI in 2019, the first at WADA's Annual Symposium in Lausanne, Switzerland, in March and the second at the World Conference on Doping in Sport in Katowice, Poland, in November.



PEOPLE OF WADA

Marissa Sunio

Job title: Manager, Legal Affairs

Year joined: 2017

Hometown: Los Angeles, USA



WADA allows me to combine two of my main interests – sports and the law. I played volleyball, softball and basketball growing up – in fact, I still play volleyball for a club in Montreal – and there is always sport – American football, European and North American soccer, basketball – on TV in our house. I started my legal career in litigation and then went to Columbia University where I received a master’s degree in sports law and management. It was there that my interest in anti-doping grew as we studied numerous cases from the Court of Arbitration for Sport, many of which involved WADA. My role at WADA is quite varied but I do a lot around results management,

including reviewing decisions to ensure the World Anti-Doping Code (Code) has been applied properly, assisting with appeals, providing advice to Anti-Doping Organizations in interpreting the Code and supplying case law from previous judgements. I also draft contracts for WADA as well as provide legal advice to all departments. But behind it all, I keep in mind that everything we do is for clean sport, to remove cheats from the system and to help athletes reach their potential with integrity. That is the essence of results management; sanctions can significantly affect people’s lives and we must make sure they are applied as consistently and fairly as possible.

SCIENCE AND MEDICINE

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 cornerstones of WADA's mission is the work conducted in the areas of science and medicine. Developing and delivering new and strong scientific and medical knowledge in the field of anti-doping remains one of the key priorities of the Agency. Through the involvement of international leading experts in various scientific and medical fields, WADA collaborates with individuals and organizations to lead the way forward for anti-doping in these areas. Since 2001, WADA has committed almost USD80 million in research grants to develop breakthroughs in anti-doping science. These grants are essential to the anti-doping community as they increase the volume of research dedicated to priority areas and are constantly improving the ability of the anti-doping community to reveal and prevent doping.

Despite budget constraints on the research budget in 2019, WADA was able to develop a number of





high-impact research areas. In particular, the fruitful partnership with the Fonds de Recherche du Québec progressed with the granting of complementary projects to three research teams in the field of artificial intelligence, for a total amount of approximately USD725,000.

Still in 2019, WADA took the lead to create a consortium in the field of dried blood spot (DBS) with other key actors in the field, such as the International Olympic Committee (IOC), the International Testing Agency (ITA) and several interested National Anti-Doping Organizations (NADOs), notably from China, Japan, USA and others. The objective of the

consortium, with the support of two expert groups in the fields of collection and transportation of samples, and analysis and storage of samples, is to develop DBS for routine anti-doping testing and define the contours of application of this new methodology in the anti-doping context. DBS has the potential to complement routine testing methods, to expand on the coverage of athletes tested and to facilitate the collection and transportation of blood samples in remote geographical areas.

WADA is seeking to bring additional investments into innovative sectors of anti-doping research (e.g. biomarkers) so it can have the most impact on the protection of clean sport.

WADA also continued the development of its prevalence project with the support of a multidisciplinary expert group in the field. The objective of this group is to identify suitable tools to assess the prevalence of doping in sports and countries. Several major events were attended in

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SCIENTIFIC RESEARCH

Over the past 20 years, WADA has been at the forefront of pushing the frontier of scientific knowledge in the area of anti-doping. Whether it is exploring ways to make the testing program more effective or user-friendly, such as with research into dried blood spot analysis, or utilizing artificial intelligence to make best use of the vast amounts of data that WADA collects on an ongoing basis, WADA is at the cutting edge of scientific advancement.

In addition to being committed to increasing the volume of research dedicated to developing new and improved detection methods for prohibited substances and methods, WADA is responsible for studying emerging doping threats, such as gene doping. To this end, WADA issues a call for research proposals each year. Scientists from around the world submit proposals addressing the research topics prioritized by WADA's HMR Committee. In addition to the regular Research Grant Program, urgent doping research topics identified by WADA (e.g. detection of emerging doping substances) or research projects of high interest in the fight against doping in sport presented outside the regular program application process may receive funding as part of the Target Research or Reactive Research Programs.



2019, including the European Olympic Games, Pan American Games and Pacific Games, to further develop the model and integrate it into a suitable format. From this approach, an index will be derived on the amplitude of doping for each participating sport and country.

As part of the annual grant application program, WADA received 53 project applications in 2019. These projects 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. On 23 September, WADA's Executive Committee (ExCo) approved the selection of 19 projects for funding amounting to close to USD2 million, with more than half coming from WADA's Special Research Fund and the remainder from the WADA Research Project.

PARTNERSHIPS

In September 2019, WADA signed a memorandum of understanding (MOU) with major Japanese pharmaceutical company Kyowa Kirin Co., which will ensure that the Agency is notified immediately of any new Kyowa Kirin compounds or substances in development that have the potential for sports-related abuse. This MOU is a commitment on the part of Kyowa Kirin to support WADA in its protection of clean sport and is the latest in a series of successful agreements with pharmaceutical companies around the world.

Since 2011, WADA has been forging these alliances in order to keep up to date with the ever-shifting drug research and development landscape. These agreements have included some of the biggest and most influential drug firms in the world, such as GlaxoSmithKline, Pfizer and Roche, as well as the International Federation of Pharmaceutical Manufacturers and Associations. In that time, WADA and the global anti-doping program have benefitted from advance notice of potentially performance-enhancing substances before they are released to the market, allowing the Agency to develop detection methods at a much faster rate.

THE LIST OF PROHIBITED SUBSTANCES AND METHODS

The List of Prohibited Substances and Methods (List) is a key International Standard in the world of sport as it identifies the classes of 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. The annual drafting of the List is an extensive consultation process that includes WADA's List Expert Group gathering information, circulating a first draft List among stakeholders, taking their submissions into consideration and revising the draft, followed by a final review and recommendation by the Agency's HMR Committee to the ExCo.

The List is accompanied by the Monitoring Program and explanatory notes summarizing the key changes, which are available on WADA's website in multiple languages.

THERAPEUTIC USE EXEMPTIONS

The Therapeutic Use Exemption (TUE) process is a means by which an athlete may 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. Expanding from the early work of the International Olympic Committee and some International Federations, WADA regulated an innovative process within the World Anti-Doping Code (Code) and the International Standard on TUEs (ISTUE) that allowed all athletes to compete without compromising the rights of their competitors. The 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 Code and Standard revision process. The new ISTUE was approved by the ExCo on 7 November 2019 and will become effective on 1 January 2021.

In 2019, a total of 3,136 approved new TUEs were registered in ADAMS (as compared to 2,891 in 2018). NADOs remain the most active ADOs, entering 80% of all TUEs. International Federations (IFs) registered 18%, Major Event Organizations (MEOs) registered 0.5%, and others (such as continental sports confederations) registered 1.5%. IFs and MEOs have the opportunity to recognize TUEs granted by other ADOs. WADA screens all TUEs based on risk prioritization and, in 2019, conducted seven TUE reviews, five on its own initiative and two upon requests from athletes.

In order to ensure a harmonized and high-quality TUE evaluation process, the WADA Science and Medicine department, in conjunction with international experts, regularly updates TUE Physician Guidelines and TUE Checklists that are published on the Agency's website. These documents assist TUE committees around the

world in evaluating TUEs for specific medical conditions and outline the requirements of a proper TUE application.

ATHLETE BIOLOGICAL PASSPORT

WADA is committed to leading the continued development of this powerful anti-doping tool, which monitors selected biological variables over time to reveal the effect of doping, as opposed to the traditional direct detection of doping substances and methods by analytical doping controls. With more than 160 Anti-Doping Rule Violations (ADRVs) now having been based directly on the Athlete Biological Passport (ABP), 2019 saw the program continue to be successfully applied to drive and support specific investigations. In 2019, the ABP was used by 167 IFs and NADOs as part of their strategic anti-doping programs, including 48 ADOs who launched new ABP programs in 2019.

In 2019, a switch in blood analyzer instrumentation for the ABP was successfully made across all WADA laboratories. In addition, key projects were advanced for the validation of new markers of plasma volume, a key confounder for the ABP. Important milestones were achieved in the development of a new endocrine module of the ABP, which aims to better reveal doping associated with use of human growth hormone.

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LABORATORY ACCREDITATION

One of the most important pieces of work achieved by WADA in the past 20 years has been the accreditation process for laboratories that wish to perform the analysis of doping control samples for sports under the World Anti-Doping Code. The International Standard for Laboratories (ISL) and its related technical documents specify the criteria that must be met for accreditation and re-accreditation, as well as standards that must be achieved for the production of valid test results and evidentiary data. This rigorous process promotes consistency across laboratories and aims to ensure that athletes can have confidence in how their samples are being treated, no matter which laboratory in the world is carrying out the analysis.



A new technical document (TD) on Athlete Passport Management Unit (APMU) requirements and procedures came into effect in March 2019. This TD ensures that APMU practices are harmonized worldwide through the introduction of an APMU approval process, which will facilitate continuous monitoring of passport management by approved APMUs. In 2019, WADA approved 16 APMUs hosted in WADA-accredited laboratories who now manage all ABP programs worldwide.

New criteria for evaluation of a compliant ABP program came into effect on 1 January 2019, which as per WADA's Technical Document for Sport Specific Analysis (TDSSA), 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 Erythropoiesis Stimulating Agents (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.



PRIORITY:

Strengthen WADA-accredited laboratory performance

The global anti-doping testing system is served by a worldwide network of WADA-accredited laboratories that analyze samples and report test results (negative results, Atypical Findings, Adverse Analytical Findings, and ABP data) and enter the information into WADA's Anti-Doping Administration & Management System (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 and harmonized results for the whole international anti-doping community.

WADA is currently operating under the decisions approved by its Foundation Board in November 2017 and May 2018 to strengthen further the network of accredited anti-doping laboratories. In summary, it is considered an absolute requirement that all WADA-accredited laboratories operate at the highest level of quality possible. Accredited laboratories that cannot meet those high standards are suspended pending resolution of the issues identified and, if this is not possible, their accreditation is revoked. WADA accreditation and quality assessment process, which are covered by the ISL, are fair and transparent.

A new version (10.0) of the ISL was approved by the ExCo in May 2019 and came into effect on 1 November 2019. This revised ISL incorporates extensive and important changes to bring the document in line with the revised ISO17025:2017

and to update the document in accordance with new technical, operational and scientific developments in the anti-doping field. A further version (11.0) of the ISL, which brings the document fully in line with the 2021 Code, was drafted and submitted for consultation with the laboratories and other WADA stakeholders in December 2019. ISL 11.0 will become effective, together with the revised Code and the other Standards, on 1 January 2021.

In 2019, the:

- Helsinki (Finland) Laboratory self-suspended operations in February.
- Bucharest (Romania) Laboratory was re-accredited in April.
- Auckland (New Zealand) ABP-approved Laboratory ended its blood analysis in support of the ABP in June.
- New Delhi (India) Laboratory was suspended in August.
- Stockholm (Sweden) Laboratory had its partial suspension lifted for the isotope-ratio mass spectrometry (IRMS) method in August.
- Bogotá (Colombia) Laboratory entered the probationary phase of accreditation in September.
- Lisbon (Portugal) Laboratory entered the probationary phase of accreditation in September.
- Athens (Greece) Laboratory was suspended in October.
- Bangkok (Thailand) Laboratory was suspended in November.

PEOPLE OF WADA

Yoko Dozono

Job title: Medical Manager, Science and Medicine

Year joined: 2017

Hometown: Belleville, Canada, and Osaka, Japan

Sport – and karate in particular – has always been a major part of my life. My father, Kenzo Dozono, is a ninth-degree black belt and award-winning coach. I definitely inherited that sporty gene. I competed for Canada at World Championships, the Commonwealth Games and the Pan American Games and for Japan at the Asian Games, and I think I know very well what it is like for athletes within the anti-doping system. Outside of sport, my background is in science and medicine. I trained in clinical pharmacy, sports science, epidemiology and public health and I want to combine my background in sports and medicine for the good of both. My role at WADA is to monitor TUEs from a

medical perspective, ensuring the process is harmonized across all ADOs and it is compliant with the ISTUE. Clearly, it is important that athletes who have medical conditions should have the right to a level playing field. I work closely with clinical specialists to help develop guidelines and other tools to assist athletes and their doctors in understanding prohibitions on drug use in sport and when to seek a TUE. I see doping as a public health issue, not just a sports issue. This is why I consider WADA's role to be so important in society and why I am so passionate about the work we do.



TESTING

Testing is an important tool in the protection of clean sport around the world, both as a means of detection and as a deterrent. Under the World Anti-Doping Code (Code), testing is undertaken by Anti-Doping Organizations (ADOs) – including National Anti-Doping Organizations (NADOs), Regional Anti-Doping Organizations (RADOs), International Federations (IFs) and Major Event Organizations (MEOs) – to analyze athletes' urine and blood samples against the List of Prohibited Substances and Methods (List).

Under the Code, 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 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.

In December 2019, the 2018 Testing Figures Report was published, summarizing the results of all the samples WADA-accredited laboratories analyzed and reported in the Anti-Doping Administration and Management System (ADAMS) in 2018. The report includes in- and out-of-competition urine samples, blood and ABP blood data, and the resulting Adverse Analytical Findings (AAFs) and Atypical Findings (ATFs). Key data is listed in the table on page 84, including comparisons to 2016 and 2017.





	Total Samples*	Urine (U)	Blood (B)	ABP	IC (U+B)	OOB (U+B)	AAF
2018	375,447	312,830	31,352	31,265	154,457	189,725	4,896
2017	351,180	294,291	27,759	29,130	151,380	170,670	4,596
2016	328,738	277,267	23,298	28,173	138,872	161,693	4,822

*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 December 2019, WADA also published its 2017 Anti-Doping Rule Violations (ADRVs) report, which illustrates doping offences committed in global sport during that year. Highlights from that report can be found in the Legal Affairs section on page 71.

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

WADA's Technical Document for Sport Specific Analysis (TDSSA) came into effect in January 2015. It sets Minimum Levels of Analysis (MLAs) of testing by individual ADOs 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 (TDP), as prescribed by the International Standard for Testing and Investigations (ISTI).

In 2019, WADA undertook a review of the TDSSA through a consultation process with stakeholders. Overall, 47 comments were received from 16 stakeholders (11 NADOs, three IFs, the Institute of National Anti-Doping Organizations (iNADO) and WADA's Laboratory Expert Group). The main areas of feedback were:

- A request by ADOs for greater flexibility in the implementation of the TDSSA for those ADOs that are implementing comprehensive and compliant doping control programs.
- An easier way for ADOs to monitor the implementation of the TDSSA.
- A streamlined process for the application for a reduction in MLAs.

Following the review of the comments received, the TDSSA Expert Group recommended the following changes to the TDSSA, which were approved at WADA's September 2019 Executive Committee (ExCo) meeting.

1. Greater flexibility in the implementation of the MLAs

An online application platform was developed within WADA's Code Compliance Center (CCC, previously the Code Compliance Questionnaire platform) for ADOs, which offers ADOs the ability to assess themselves against a number of criteria and upload applicable documents to validate that they are implementing intelligent

testing programs. ADOs may receive up to a maximum 50% reduction in the MLAs of the sports or disciplines for which they seek flexibility, based on the level of implementation of intelligent and compliant anti-doping programs.

2. 5% MLAs – Optional

Compliance with the TDSSA requirements for sports and disciplines that have an MLA of 5% for Prohibited Substances and Methods within the scope of the TDSSA are now optional. This will assist (where necessary) in providing more flexibility and resources for ADOs to apply to the MLAs of higher-risk sports or disciplines within their TDP.

In addition to the above, the two TDSSA supporting documents were updated and are available on WADA's website. ADAMS also now

offers a TDSSA monitoring tool to Signatories so that they can easily keep track of their progress against the TDSSA.

In order to support the implementation of version 5.0 of the TDSSA, WADA updated the relevant testing guides for ESAs, GH and GHRFs, which can support the ADO's testing strategy when applying analysis for these categories of substances within the scope of the TDSSA.

2015-19 COMPARISON

A comparison of data between 2019 and each year since the TDSSA 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 Testing Authorities (TAs)
2019	51,821	3,757	76	14	90	120	244
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
2019	17,393	6,788	5	103	150
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
2019	59,406	21	126	234
2018	60,964	21	124	231
2017	57,869	19	119	218
2016	42,730	15	111	207
2015	21,654	14	88	145

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 is particularly important as we lead into the Tokyo 2020 Olympics and Paralympics, which were postponed until 2021, to ensure that all athletes participating are subject to a suitable level of testing ahead of the Games.

This includes:

- Sharing of Athlete Biological Passport (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.

ATHLETE-FRIENDLY CHANGES TO SPECIFIC GRAVITY MEASUREMENT OF URINE

Amendments to the requirements in the ISTI around the measurement of specific gravity of urine samples were approved at the ExCo meeting of November 2019, coming into force on 1 March 2020.

The minimum volume of urine required for analysis remains at 90ml. However, if an athlete can provide 150ml of urine or more, the minimum specific gravity measurement (using a refractometer) is lowered to 1.003 or above instead of the previous 1.005 or above. If the athlete provides a sample with a volume greater than 90ml but less than 150ml, the specific gravity measurement of 1.005 (using a refractometer) remains applicable.

Athletes who provide a sample with a specific gravity measurement lower than the above measurements are required to continue to provide additional samples until they reach a suitable specific gravity measurement.

This revision, which was endorsed by WADA's Laboratory Expert Group, recognizes significant enhancements in the sensitivity of laboratory analytical methods made over the past 20 years and reduces the amount of time some athletes spend in doping control stations, making the process more athlete-friendly, while presenting a potential saving in resources for ADOs.

20 YEARS OF
ADVANCING
CLEAN
SPORT

ATHLETE BIOLOGICAL PASSPORT

One of the great achievements of the anti-doping system in the 20 years since WADA was formed is the ABP. Unlike direct testing, which relies on the detection of prohibited substances or their metabolites in an athlete's sample at a particular moment in time, the ABP monitors selected biological variables over time through blood (haematological module) or urine (steroidal module), indirectly revealing the effects of doping. By combining the strategies of testing, investigations and ABP monitoring, the global protection of clean sport is made more effective.

The ABP is most effective when integrated into the larger framework of a robust anti-doping program in order to pursue possible ADRVs based on an atypical passport and to identify athletes with suspicious passports who can then be targeted for further testing and/or investigation.

The initial WADA ABP guidelines came into effect on 1 December 2009. Since then they have been continuously refined and the ABP approach has been successfully integrated into the anti-doping strategies of numerous IFs and NADOs, resulting in a significant number of ADRVs, either directly or as a result of intelligent testing and investigations. The ABP is an important element in the collection of tools at our disposal to deter and detect doping.



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



ADAMS was launched in 2005 as a mechanism to assist stakeholders with their implementation of the World Anti-Doping Code, and WADA with its coordination and monitoring of anti-doping activities worldwide. In 2019, significant enhancements and new elements were introduced to serve the anti-doping community better.

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 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 secure and proportionate data sharing among ADOs with the proper level of authorization.

Efforts began in 2017 to rebuild ADAMS in earnest and provide a strengthened infrastructure for security, stability, and more nimble improvement going forward. ADAMS 'Next Gen' is a complete rebuild of the system, reconstructing one module at a time in order to phase in an entirely new global anti-doping information management system. The fruits of these labors bore fruit in 2019 as a number of improvements were introduced.

Such improvements have resulted in a higher level of automation within ADAMS processes (installation of hardware, operating systems, security, deploying new software, etc.). Less time will now be spent by WADA on the technical work needed to make new features available (maintaining hardware services) and more time will be available to ensure that features truly meet the business needs of the anti-doping community.

Concretely, the replacement of the mobile whereabouts application (now known as 'Athlete Central') was launched in November 2019. Developing and releasing a new whereabouts system has been the top priority for the 'Next Gen' project. The objective has been to provide athletes with an easy to use, smart application to submit their whereabouts information securely and simply. Athlete Central provides between 20,000 and 30,000 athletes worldwide at any given time with a better app to support their commitment to doping-free sport.

The app includes support for 20 languages. It features location-based address recommendations and integrated user support, and ultimately acts as a means to talk to and receive feedback from athletes, including through the provision of anti-doping education. The app was designed for athletes, by athletes, and was the result of targeted research and global athlete surveys in order to address the challenges most faced with existing whereabouts solutions. More than 2,000 athlete submissions were considered and two phases of consultation ultimately acted as the basis of the app's functionality and design.

A new 'Testing Center' has also been completed, which reconceptualizes the way that data on doping control programs is presented to ADOs in real time. The new module provides ADOs with a test distribution planning and monitoring tool, as well as a dashboard view of compliance with the Technical Document for Sport Specific Analysis. These new tools equip ADOs with the means to assess their progress more efficiently and act on this information more quickly. This functionality also improves WADA's means to monitor testing activity, making the system more efficient.

2019 saw a focused effort on improving transparency for users of ADAMS, in concert with the development of ADAMS 'Next Gen'. ADAMS users can now refer to some frequently asked questions around privacy and security to better understand how ADAMS functions, how information is protected in ADAMS, and what information is collected, processed and shared via ADAMS. The new single sign-on (SSO) system for ADAMS also features an updated, layered privacy notice and policy. SSO is an authentication scheme that allows a user to log in across a number of different WADA applications (ADAMS, Athlete Central, etc.) with a single ID and password for related, yet independent, software systems. WADA's SSO includes two-factor authentication to ensure only the actual user is entitled to use their credentials and provides WADA with greater oversight into patterns of activity and log-in behavior.

In addition to all developments with ADAMS 'Next Gen' in 2019, the 'Classic' ADAMS continued to be maintained, and all new requirements emanating from new WADA International Standards and technical documents were also incorporated. This will remain the case until such time as all modules have been replaced by their 'Next Gen' enhancements.

2019 FINANCE OVERVIEW

FUNDING

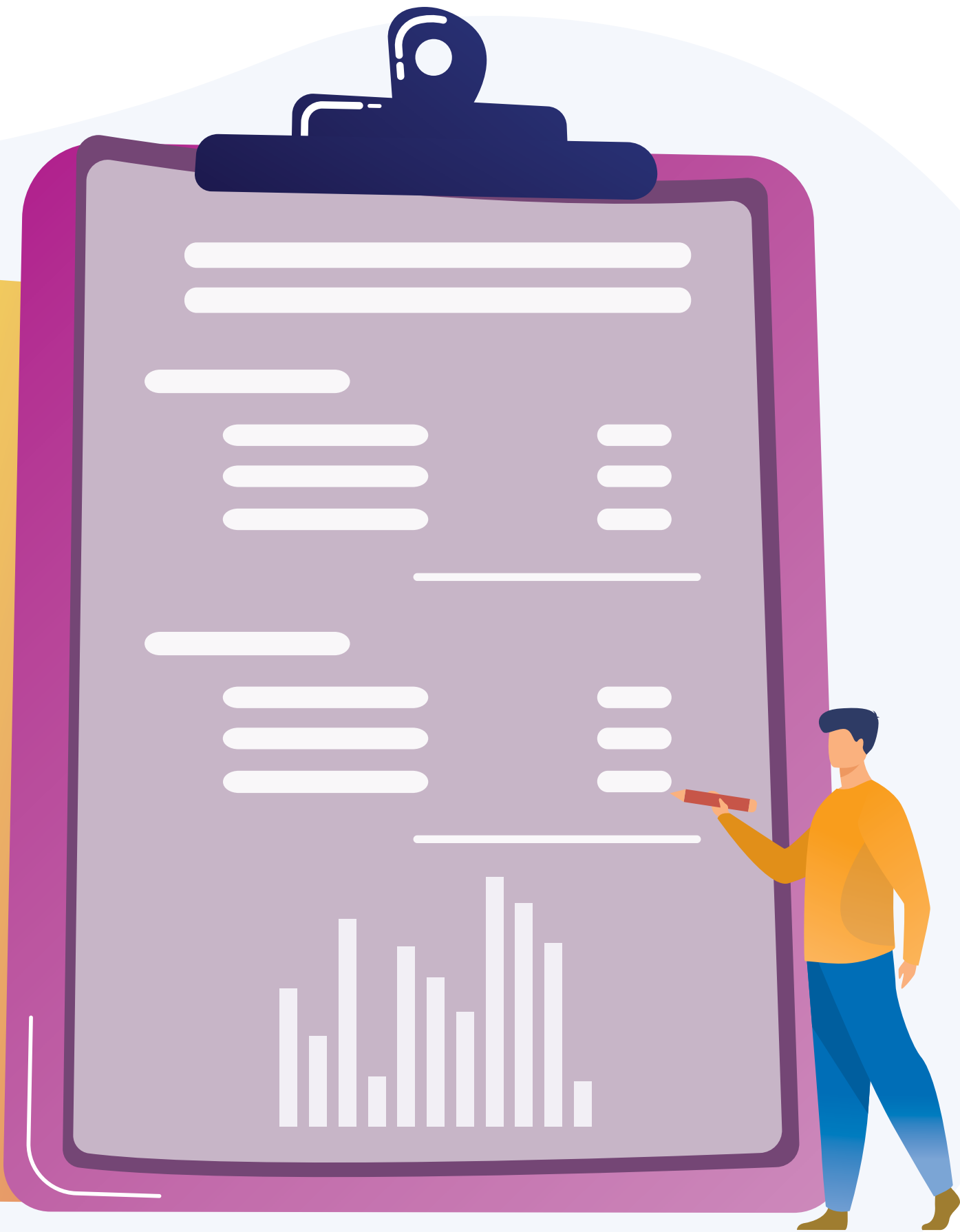
PRIORITY:

Develop private funding to ensure ongoing sustainability of WADA in light of its expanding role

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, started pulling resources from other key activities. As an example, the scientific research budget reached a high of USD6.6 million in 2006 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 must be much better equipped to monitor compliance with these rules and regulations of all Anti-Doping Organizations (ADOs). As a consequence, in 2017, WADA Management developed a Budget Plan (Plan) that articulated the resources – financial and human – that would be required to implement the Board's expectations. In November 2017, the Board approved an increase to the 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.

While the Plan reflected 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 with even greater energy since President, Witold Banka, assumed his role on 1 January 2020. Mr. Banka has proposed creation of an Anti-Doping Solidarity Fund and ‘developing short- and long-term funding strategies’ is a key initiative of WADA’s new 2020-24 Strategic Plan. We firmly believe that there are many socially responsible, private organizations and companies that would have an interest in enhancing their image by investing in the integrity of sport.

Sources of Contributions: Actuals 2015 – 2019 and Budget Plan 2020 – 2022

Actuals include outstanding contributions from previous years

	International Olympic Committee (IOC)	Public Authorities (PA)	PA Add'l Contribution	Montreal International	Lab Accr. and Reaccr. and Other*	
Actual 2015	13,742	13,701	829	1,418	209	29,899
Actual 2016	13,963	13,968	299	1,431	300	29,961
Actual 2017	15,057	14,721	441	1,433	306	31,958
Actual 2018	16,055	16,349	1,263	1,471	248	35,386
Actual 2019	17,336	17,214	1,621	1,452	426	38,050
Budget Plan 2020	18,722	18,722	250	1,542	249	39,485
Budget Plan 2021	20,220	20,220	215	2,444	314	43,414
Budget Plan 2022	21,838	21,838	215	2,469	249	46,608

All numbers are in thousands of US dollars / 2019 to 2022 are projected numbers at 8% increase
 * Laboratory Accreditation and Reaccreditation, Compliance Monitoring

2019 FINANCIAL PERFORMANCE

As the world of anti-doping rightly reflects on WADA's achievements since its inception in 1999, as well as the challenges that lie ahead, it is reassuring to be able to report that the Agency's financial framework, which underpins all that we do, was stronger in 2019 than at any time in the past two decades.

WADA ended the year with USD38.1 million in operating income, representing a growth of close to 8% from 2018 and an increase of about 3% from the budget, which includes all funding sources.

As we continue to rely on the support and collaboration of our stakeholders, the Sports Movement met its commitments in full in 2019 at USD17.3 million, and Governments contributed USD17.1 million, which represents about 99% of their share. The 1% or USD218,000 shy from its budget is mainly due to a few countries with political and/or economic issues.

2019 marked another strong year for additional contributions and grants with USD1.6 million received from the Governments of China, Japan and Poland. 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.

A surplus (excess of income over expenses) of USD573,078 against a budgeted deficit of USD1.5 million was recorded. This is a significant turnaround due to strong contributions received from all sources of funders, combined with a reduction and containment in expenses, including some delays in planned hiring. Our cash position at year-end was strong, ending at USD14.6 million, an increase of USD1.4 million from 2018.

The total operating expenses were recorded at USD37.8 million for 2019, compared to USD32.7 million in 2018, which represented a 16% increase year over year. WADA continued to invest in recruiting human resources and as a result,

salaries and other employment-related expenses registered a 12% increase from the prior year to USD15.7 million. The full staffing plan for 2019 was not reached but WADA will look to do so in 2020 although this might need to be adjusted in light of the COVID-19 pandemic.

There was a significant increase in project consulting fees in the area of Legal Affairs, in particular due to the independent investigation and ensuing report into allegations of improper conduct by Executive Committee members raised by two Chairs of Standing Committees. This particular case alone represented 45% of the total year-over-year increase of USD3.5 million in the overall financial statement compared to 2018. The remainder covered legal fees for extensive work undertaken for the review of the World Anti-Doping Code and related International Standards, as well as the implementation of governance reforms, all of which were several years in the making. These activities will lay a solid foundation and pave the way for the future of WADA and the sports community.

A number of high-profile anti-doping cases also required additional resources. WADA's successful appeal to the Court of Arbitration for Sport in the case of swimmer Sun Yang was a particularly significant one with more than USD600,000 invested. In addition, scientific research grants were higher than 2018 by USD541,400, mainly due to the timing of the distribution of the grants from projects committed.

The Anti-Doping Administration Management System (ADAMS) made headway towards the fourth quarter of 2019 and into early 2020, as WADA launched the new 'Athlete Central' and 'Testing Center' elements of the system. Investment in resources and capital expenditures yielded fruit, as did the important support from athletes and other stakeholders throughout the various development and testing phases. Capital expenditure for ADAMS amounted to USD2.7 million, which was slightly over budget but represented a decrease of USD93,000 compared to 2018. In 2019, ADAMS was used by

nearly 70,000 athletes and other users from around the world since its launch. The platform remains a priority in 2020 as WADA will continue to pursue its roadmap plan. The next big launch in 2020 is the switch to paperless along with more modules, upgrades and enhancements.

Administration expenses in 2019 were recorded at USD2.9 million. Relocation expenses reflected recruitment of additional staff numbers, a higher volume of activities and meetings of the Compliance Review Committee, in particular due to the compliance case of the Russian Anti-Doping Agency and the staging of the World Conference on Doping in Sport.

All increases in expenditures stated above were partially offset by close to USD800,000 decrease mainly in travel, information and communication, and IT costs. It is worth mentioning that WADA's move to the 'cloud' allowed for important cost savings in IT, as well as enhanced efficiency in managing the network.

In 2019, WADA incurred capital expenditures of USD3.2 million, slightly over the budgeted amount. Primary investments were in the continued development of the Anti-Doping eLearning platform (ADeL), in which an upgraded version of the Athlete Learning Program about Health and Anti-Doping (ALPHA) was launched during the year. The value

and popularity of ADeL is undeniable. Depreciation expenses for 2019 were aligned with the budget.

Income from interest on short and long-term investment reached a new high in 2019 with USD756,000, an increase of 12% compared to 2018. WADA's conservative policy of not investing funds in speculative financial products continued in 2019.

As a result of the surplus, operating reserves increased to USD3.9 million, a rise of USD500,000 for 2019 as per the agreed reserve policy.

Overall, the financial position of the Agency at the end of 2019 was positive. With the endorsement of the 8% annual increase (2018-22) by the Foundation Board in 2017, WADA's core activities will continue to roll out in 2020, delivering on the Board's expectations and those of stakeholders. WADA is pleased with the financial performance and the progress that were achieved in 2019. However, it is important to remain mindful of the challenges that lie ahead and continue to be a responsible custodian of the Agency's long-term financial wellbeing.



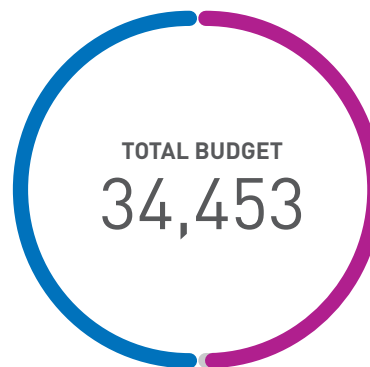
2019 CONTRIBUTIONS

All numbers are in thousands of US dollars

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

International Olympic Committee (IOC)

Remitted
17,336
100%

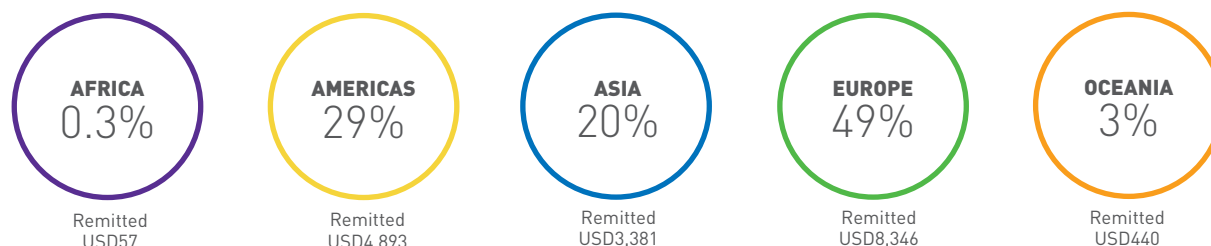


Public Authorities (PA)

Remitted
17,117
99%

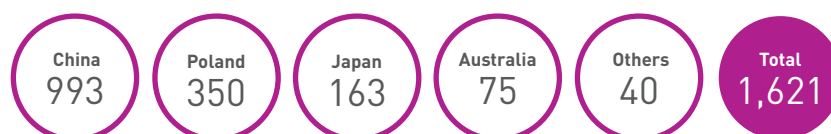
CONTRIBUTIONS BY REGION

All numbers are in thousands of US dollars



TOTAL REMITTED: 17,177

ADDITIONAL CONTRIBUTIONS



PEOPLE OF WADA

José Villegas

Job title: Assistant Controller, Finance

Year joined: 2009

Hometown: Caracas, Venezuela

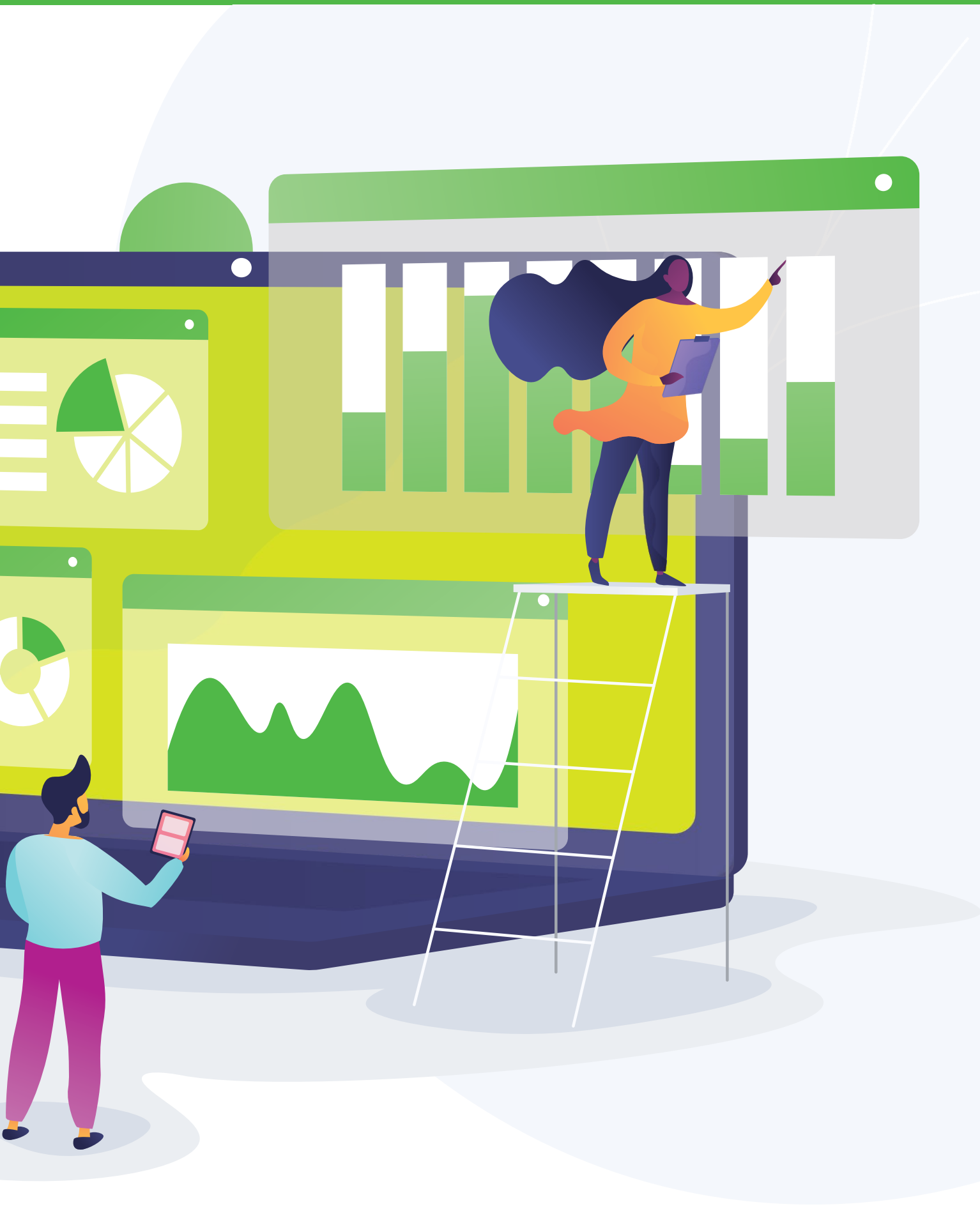


I joined WADA 11 years ago when the Agency counted less than half the number of today's employees. It has given me the opportunity to witness the positive evolution of clean sport under WADA's leadership, and how our role and influence has grown. I used to play professional soccer in Venezuela with Universidad Santa Maria, where I won a scholarship to study accountancy, and I played in some of the Venezuelan youth teams at the international level. Before joining WADA, I spent more than 10 years working in the private sector but with my passion for sports, WADA was the perfect place for me. My role here is in the preparation of internal financial data that helps

management make broader decisions to ensure anti-doping programs receive the right budget at the right time, in the right place. Externally, I participate in the preparation of the financial statements in accordance with the International Financial Reporting Standards (IFRS), applying the appropriate accounting policies to present the Agency's financial performance to our stakeholders. As a non-profit organization, WADA's focus is all about serving the athletes and the anti-doping community for the good of sport. After all these years, I feel proud to be part of the organization's achievements and I feel very fortunate to be a member of the WADA family.

FINANCIAL STATEMENTS





2019 FINANCIAL STATEMENTS



REPORT OF THE STATUTORY AUDITOR ON THE FINANCIAL STATEMENTS

As statutory auditor, we have audited the financial statements of World Anti-Doping Agency, which comprise the balance sheet, statement of activities, statement of cash flow, statement of comprehensive income and changes in Equity and notes, for the year ended 31 December 2019.

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 and internal regulations. 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, Swiss Auditing Standards and International Standards on Auditing. 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 2019 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 and internal regulations.

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



Edouard Clergue

Audit expert

Lausanne, 29 June 2020

Enclosure:

- Financial statements (balance sheet, statement of activities, statement of cash flow, statement of comprehensive income and changes in Equity and notes)

BALANCE SHEET AS AT 31 DECEMBER 2019

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

	Note	2019 USD	2018 USD	2019 CHF	2018 CHF
Assets					
Current assets					
Cash and cash equivalents	4	14,598	13,158	14,122	12,946
Investments	5b	4,359	4,140	4,217	4,073
Receivables	6	1,845	956	1,785	941
Other current assets	7	2,265	2,305	2,191	2,268
		23,067	20,559	22,315	20,228
Non-current assets					
Investments	5b	15,723	18,016	15,211	17,726
Fixed assets	8	752	911	727	896
Intangible assets	9	7,345	6,762	7,105	6,653
Right-of-use assets	10	5,519	-	5,340	-
		29,339	25,689	28,383	25,275
Total Assets		52,406	46,248	50,698	45,503
Liabilities and Equity					
Current liabilities					
Accounts payable		2,548	2,369	2,465	2,331
Lease obligations	10	480	-	464	-
Accrued expenses	11	1,203	1,260	1,163	1,240
Advance contributions		10,540	11,695	10,197	11,506
		14,771	15,324	14,289	15,077
Non-current liabilities					
Lease obligations	10	5,355	-	5,181	-
Total Liabilities		20,126	15,324	19,470	15,077
Equity					
Foundation capital	12	4,006	4,006	5,000	5,000
Cumulative translation adjustment		-	-	(8,722)	(8,271)
Litigation reserve	13a	1,500	1,500	1,451	1,476
Operation reserve	13b	3,900	3,400	3,773	3,345
Cumulative fair value gain (loss) on investments		540	(243)	521	(239)
Excess of income over expenses brought forward		22,334	22,261	29,205	29,115
Total Equity		32,280	30,924	31,228	30,426
Total Liabilities and Equity		52,406	46,248	50,698	45,503
Commitments	20				
Contingent liabilities	21				

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

STATEMENT OF ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2019

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

	Note	2019 USD	2018 USD	2019 CHF	2018 CHF
Income					
Annual contributions	14	34,550	32,404	34,352	31,673
Grants	15	3,073	2,734	3,055	2,673
Other	16	427	248	424	242
Total income		38,050	35,386	37,831	34,588
Operating expenses					
Salaries and other personnel costs	17	15,733	14,060	15,643	13,743
Travel and accommodation		3,974	4,265	3,951	4,168
Information and communications		136	262	135	257
Testing fees		533	611	530	597
Accreditation fees		347	348	345	340
Research grants	18	2,307	1,765	2,293	1,726
Other grants		50	100	50	98
Testing material for development programs		51	20	50	20
Project consulting fees		6,886	3,437	6,847	3,359
Rents		305	908	304	888
Depreciation of right-of-use assets	10	505	-	502	-
Administration		2,932	2,691	2,915	2,630
IT costs		1,314	1,480	1,306	1,447
Depreciation and amortization of fixed and intangible assets	8, 9	2,771	2,764	2,755	2,701
Total operating expenses		37,844	32,711	37,626	31,974
Excess of operating income over expenses before financial income		206	2,675	205	2,614
Financial income (expenses)					
Interest		558	674	555	659
Bank fees		(121)	(137)	(120)	(134)
Net loss on exchange rates		(70)	(163)	(70)	(159)
Total financial income		367	374	365	366
Excess of income over expenses for the year		573	3,049	570	2,980

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

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2019

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

	2019 USD	2018 USD	2019 CHF	2018 CHF
Operating activities				
Excess of income over expenses for the year	573	3,049	570	2,980
Depreciation and amortization of fixed and intangible assets	2,771	2,764	2,755	2,701
Depreciation of right-of-use assets	505	-	502	-
Interest	(756)	(674)	(752)	(659)
Gain on exchange rates	248	-	240	-
Changes in				
Receivables	(889)	(28)	(844)	(27)
Other current assets	13	(123)	13	(120)
Accounts payable	380	446	378	436
Accrued expenses	(57)	(349)	(77)	(341)
Advance contributions	(1,155)	(1,141)	(1,309)	(1,115)
Net cash provided by operating activities	1,633	3,944	1,476	3,855
Investing activities				
Purchase of fixed assets	(232)	(478)	(227)	(467)
Purchase of intangible assets	(3,165)	(3,342)	(3,147)	(3,267)
Interest received	783	727	779	710
Purchase of investments	(1,914)	(9,582)	(1,903)	(9,365)
Proceeds from sale of investments	4,772	7,784	4,745	7,608
Net cash provided by (used in) investing activities	244	(4,891)	247	(4,781)
Financing activities				
Principal payments on lease obligations	(437)	-	(422)	-
Net cash used in financing activities	(437)	-	(422)	-
Increase (decrease) in cash and cash equivalents	1,440	(947)	1,301	(926)
Currency translation impact	-	-	(125)	104
Cash and cash equivalents at beginning of year	13,158	14,105	12,946	13,768
Cash and cash equivalents at end of year	14,598	13,158	14,122	12,946

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 2019

(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 gain (loss) on investments at fair value through other comprehensive income USD	Excess of income over expenses brought forward USD	Total USD
Balance as at 31 December 2017	4,006	1,500	2,900	(21)	19,712	28,097
Excess of income over expenses for the year	-	-	-	-	3,049	3,049
Transfer to operation reserve	-	-	500	-	(500)	-
Item that will be reclassified to profit or loss						
Fair value loss on investments at fair value through other comprehensive income	-	-	-	(222)	-	(222)
Total comprehensive income for the year						2,827
Balance as at 31 December 2018	4,006	1,500	3,400	(243)	22,261	30,924
Excess of income over expenses for the year	-	-	-	-	573	573
Transfer to operation reserve	-	-	500	-	(500)	-
Item that will be reclassified to profit or loss						
Fair value gain on investments at fair value through other comprehensive income	-	-	-	783	-	783
Total comprehensive income for the year						1,356
Balance as at 31 December 2019	4,006	1,500	3,900	540	22,334	32,280

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 2019

(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 gain (loss) on investments at fair value through other comprehensive income USD	Excess of income over expenses brought forward CHF	Total CHF
Balance as at 31 December 2017	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)	-
Item that will be reclassified to profit or loss							
Fair value loss on investments at fair value through other comprehensive income	-	-	-	-	(219)	-	(219)
Item that will not be reclassified to profit or loss							
Exchange movement	-	205	12	23	-	-	240
Total comprehensive income for the year							3,001
Balance as at 31 December 2018	5,000	(8,271)	1,476	3,345	(239)	29,115	30,426
Excess of income over expenses for the year	-	-	-	-	-	570	570
Transfer to operation reserve	-	-	-	484	-	(480)	4
Item that will be reclassified to profit or loss							
Fair value gain on investments at fair value through other comprehensive income	-	-	-	-	760	-	760
Item that will not be reclassified to profit or loss							
Exchange movement	-	(451)	(25)	(56)	-	-	(532)
Total comprehensive income for the year							802
Balance as at 31 December 2019	5,000	(8,722)	1,451	3,773	521	29,205	31,228

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

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2019

(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 12 June 2020 via circulatory vote after WADA 15 May 2020 executive meeting and cannot be amended after issuance. The financial statements of WADA for the year ended 31 December 2019 have been prepared in accordance with International Financial Reporting Standards (“IFRS”) as issued by the International Accounting Standards Board (“IASB”). 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.

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2019

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

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 instruments

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 table below summarizes the classification and measurement of the Agency's financial instruments:

Classification and measurement

Assets	
Cash and cash equivalents	Amortized cost
Investments	Fair value through other comprehensive income
Receivables	Amortized cost
Liabilities	
Accounts payable	Amortized cost
Accrued expenses	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 2019

(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 Financial Instruments 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.

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 investments 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 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 investments are recognized on the settlement date. Investments are derecognized when the rights to receive cash flows from the investments have expired or have been transferred and WADA has transferred substantially all risks and rewards of ownership.

e) 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

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2019

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

f) 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.

g) 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).

h) Revenue and income recognitionAnnual 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 contributions from Public Authorities.

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.

i) Income taxes

WADA is exempt from paying income taxes.

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2019

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

j) Research grants

Research grants are provided for specific research projects and paid by WADA on a yearly basis by an up-front 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.

k) Changes in accounting policy and disclosuresIFRS 16 Leases

On January 1, 2019, the Agency adopted IFRS 16 Leases and all related amendments, using the modified retrospective transition method, under which the cumulative effect of initial application is recognized in excess of income over expenses brought forward at January 1, 2019.

The new standard requires the recognition of right-of-use assets and lease liabilities on the Agency's balance sheet for all leases, with exceptions for leases of either low-value assets or a term not exceeding one year. As such, the Agency separately recognizes interest expense on the lease liabilities and depreciation expense on the right-of-use assets and no longer recognizes rental expenses.

There is no impact to the overall changes in cash flows. However, operating cash flows are positively impacted, while financing cash flows are negatively impacted due to the classification of principal payments on lease liabilities. The comparative information for the prior period has not been restated and continues to be reported under IAS 17 Leases and related interpretations. The primary change in accounting policies as a result of the application of IFRS 16 is explained below. Such a change is made in accordance with the transitional provisions of IFRS 16.

Definition of a lease

Previously, the Agency determined at contract inception whether an arrangement is or contains a lease under IAS 17 and IFRIC 4 Determining Whether an Arrangement Contains a Lease. Under IFRS 16, the Agency assesses whether a contract is or contains a lease based on the definition of a lease, as explained in the accounting policy below.

The Agency elected to use the transition practical expedient allowing the standard to be applied only to contracts that were previously identified as leases applying IAS 17 and IFRIC 4 at the date of initial application. Therefore, the definition of a lease under IFRS 16 was applied only to contracts entered into or changed on or after January 1, 2019.

As a lessee, the Agency previously classified all of its leases as operating based on its assessment that such leases did not transfer significantly all of the risks and rewards incidental to ownership of the underlying asset to the Agency. Under IFRS 16, the Agency recognizes right-of-use assets and lease liabilities for most leases previously classified as operating under IAS 17.

At transition, the Agency measured the right-of-use assets at an amount corresponding to the lease liability measured on January 1, 2019, plus or minus any prepaid or accrued amount recorded under IAS 17 as at December 31, 2018.

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2019

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

At transition, the Agency also used the following practical expedients when applying IFRS 16 to leases previously classified as operating leases under IAS 17:

- Applied the exemption not to recognize right-of-use assets and liabilities for leases with less than 12 months of lease term and for all leases of low-value assets.
- Excluded initial direct costs from measuring the right-of-use asset at the date of initial application.

As a result, there was no impact on excess of income over expenses brought forward upon adoption as of January 1, 2019.

Policies applicable until December 31, 2018

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.

Policies applicable from January 1, 2019

At inception of a contract, the Agency assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Agency assesses whether:

- The contract involves the use of an identified asset – this may be specified explicitly or implicitly, and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has a substantive substitution right, then the asset is not identified;
- The Agency has the right to obtain substantially all the economic benefits from the use of the asset throughout the period of use; and
- The Agency has the right to direct the use of the asset. The Agency has this right when it has the decision-making rights that are most relevant to changing how and for what purpose the asset is used.

At inception or on reassessment of a contract that contains a lease component, the Agency allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices.

As a lessee

The Agency recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset, less any lease incentives received prior

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2019

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

to the commencement date. Any costs related to the removal and restoration of leasehold improvements, which meet the definition of fixed assets under IAS 16 Property Plant and Equipment, are assessed under IAS 37 Provisions, Contingent Liabilities and Contingent Assets, and are not within the scope of IFRS 16.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, which is considered the appropriate useful life of these assets. In addition, the right-of-use asset is reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability, to the extent necessary.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the Agency's incremental borrowing rate if the rate implicit in the lease arrangement is not readily determinable.

Lease payments included in the measurement of the lease liability comprise fixed payments, including in-substance fixed payments and variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date.

The lease liability is measured to reflect a constant periodic rate of interest on the remaining balance of the lease liability. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, lease term, or if the Agency changes its assessment of whether it will exercise an extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Lease incentives receivable are included in the initial measurement of the lease liability and right-of-use asset.

Short-term leases and lease of low-value assets

The Agency has elected not to recognize right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Agency recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

On the statement of cash flows, lease payments related to short-term leases, low-value assets and variable lease payments not included in lease liabilities and interest on lease liabilities are classified as cash outflows from operating activities, whereas the remaining lease payments are classified as cash flows from financing activities.

The Agency does not currently act in the capacity of a lessor.

The disclosures relating to IFRS 16 can be found in note 10.

l) Future accounting changes

As at December 31, 2019, there were no accounting standards issued by the IASB that were not yet effective as at such date that would have a significant impact on the Agency.

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2019

(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 2019, 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 CHF190 (USD271) higher (2018 – excess of expenses over income would have been CHF172 (USD238) lower) mainly as a result of foreign exchange loss on translation of cash and cash equivalents denominated in Canadian Dollars.

As at 31 December 2019, 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 CHF18 (USD18) lower (2018 – excess of income over expenses for the year would have been CHF4 (USD4) lower) mainly as a result of foreign exchange loss on translation of cash and cash equivalents denominated in Swiss Francs.

As at 31 December 2019, 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.

2019						
Denominated in	CAD	CHF	EUR	ZAR	JPY	GBP
Cash and cash equivalents	10,345	347	222	1,046	6,684	224
Receivables	898	47	3	-	6	662
Accounts payable and accrued expenses	1,524	670	200	7	1,687	191

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

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2019

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

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 2019, WADA's interest-bearing assets were cash and cash equivalents and investments at fair value through other comprehensive income.

As at 31 December 2019, had interest rates been 0.25% lower, with all other variables held constant, equity would have been CHF118 (USD122) higher (2018 – CHF142 (USD145) 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	2019			2018		
	Rating	USD	CHF	Rating	USD	CHF
UBS	A+	5,769	5,736	A+	9,310	9,100
Lombard Odier Darier Hentsch	AA-	539	536	AA-	748	732
The Bank of Nova Scotia	AA-	8,230	8,183	AA-	3,017	2,949
		14,538	14,455		13,075	12,781

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 2019, 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 2019, no financial assets were impaired or past due.

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2019

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

4 CASH AND CASH EQUIVALENTS

	2019 USD	2018 USD	2019 CHF	2018 CHF
Cash	7,555	10,854	7,309	10,679
Term deposits	7,043	2,304	6,813	2,267
	14,598	13,158	14,122	12,946

Cash and term deposits are subject to current interest rates.

5 FINANCIAL INSTRUMENTS**a) Financial instruments by category**

As at 31 December 2019	Loans and receivables		Investments at FVOCI		Total	
	USD	CHF	USD	CHF	USD	CHF
Current assets						
Cash and cash equivalents (note 4)	14,598	14,122	-	-	14,598	14,122
Investments (note 5b)	-	-	4,359	4,217	4,359	4,217
Receivables (note 6)	1,845	1,785	-	-	1,845	1,785
Non-current assets						
Investments (note 5b)	-	-	15,723	15,211	15,723	15,211
Total	16,443	15,907	20,082	19,428	36,525	35,335

As at 31 December 2018	Loans and receivables		Investments at FVOCI		Total	
	USD	CHF	USD	CHF	USD	CHF
Current assets						
Cash and cash equivalents (note 4)	13,158	12,946	-	-	13,158	12,946
Investments (note 5b)	-	-	4,140	4,073	4,140	4,073
Receivables (note 6)	956	941	-	-	956	941
Non-current assets						
Investments (note 5b)	-	-	18,016	17,726	18,016	17,726
Total	14,114	13,887	22,156	21,799	36,270	35,686

b) Investments at fair value through other comprehensive income

	2019 USD	2018 USD	2019 CHF	2018 CHF
Bonds in US Dollars	20,082	22,156	19,428	21,799
Less current portion	4,359	4,140	4,217	4,073
Total non-current portion	15,723	18,016	15,211	17,726

Bonds bear interest at rates ranging from 0.13% to 4.85% and mature from January 2020 to December 2027. Investments at fair value through other comprehensive income comprise corporate bonds in the amount of CHF16,711 (USD17,273) (2018 – CHF15,433 (USD15,686)), banking institution bonds in the amount of CHF2,007 (USD 2,075) (2018 – CHF4,471 (USD4,544)), and CHF 710 (USD734) of government bonds (2018 – CHF1,895 (USD1,926)).

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2019

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

6 RECEIVABLES

	2019 USD	2018 USD	2019 CHF	2018 CHF
Quebec sales tax receivable	410	612	396	602
Other receivables	1,366	331	1,322	326
Recoverable withholding taxes	42	2	40	2
Rental deposit and guarantees – Uruguay office	27	11	27	11
	1,845	956	1,785	941

7 OTHER CURRENT ASSETS

	2019 USD	2018 USD	2019 CHF	2018 CHF
Prepaid expenses	1,638	1,326	1,585	1,305
Accrued interest	141	168	137	164
Prepaid scientific research grants 2013	-	43	-	42
Prepaid scientific research grants 2015	34	26	33	26
Prepaid scientific research grants 2016	37	48	35	47
Prepaid scientific research grants 2017	31	259	30	255
Prepaid scientific research grants 2018	108	408	104	402
Prepaid scientific research grants 2019	183	-	177	-
Prepaid social science research grants 2015	2	3	2	3
Prepaid social science research grants 2017	25	24	24	24
Prepaid social science research grants 2018	66	-	64	-
	2,265	2,305	2,191	2,268

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2019

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

8 FIXED ASSETS

	Computer equipment		Office equipment		Leasehold improvements		Total	
	USD	CHF	USD	CHF	USD	CHF	USD	CHF
Year ended 31 December 2018								
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
Closing net book amount	189	186	146	143	576	567	911	896
As at 31 December 2018								
Cost	1,276	1,735	1,380	1,378	838	1,318	3,494	4,431
Accumulated depreciation	(1,087)	(1,630)	(1,234)	(1,248)	(262)	(819)	(2,583)	(3,697)
Exchange effect	-	81	-	13	-	68	-	162
Net book amount	189	186	146	143	576	567	911	896
Year ended 31 December 2019								
Opening net book amount	189	186	146	143	576	567	911	896
Additions	140	139	51	51	41	37	232	227
Depreciation charge	(164)	(163)	(57)	(56)	(170)	(170)	(391)	(389)
Exchange effect	-	(2)	-	(3)	-	(2)	-	(7)
Closing net book amount	165	160	140	135	447	432	752	727
As at 31 December 2019								
Cost	912	1,874	1,432	1,429	879	1,356	3,223	4,659
Accumulated depreciation	(747)	(1,793)	(1,292)	(1,304)	(432)	(989)	(2,471)	(4,086)
Exchange effect	-	79	-	10	-	65	-	154
Net book amount	165	160	140	135	447	432	752	727

As at 31 December 2019, the amount of leasehold improvements included in accounts payable was USD32 (CHF32) (2018 – USD31 (CHF31)).

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2019

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

9 INTANGIBLE ASSETS

Software		
	USD	CHF
Year ended 31 December 2018		
Opening net book amount	5,582	5,448
Additions	3,423	3,346
Amortization charge	(2,243)	(2,192)
Exchange effect	-	51
Closing net book amount	6,762	6,653
As at 31 December 2018		
Cost	22,212	21,769
Accumulated amortization	(15,450)	(15,367)
Exchange effect	-	251
Closing net book amount	6,762	6,653
Year ended 31 December 2019		
Opening net book amount	6,762	6,653
Additions	2,963	2,946
Amortization charge	(2,380)	(2,366)
Exchange effect	-	(128)
Closing net book amount	7,345	7,105
As at 31 December 2019		
Cost	23,763	24,773
Accumulated amortization	(16,418)	(17,771)
Exchange effect	-	103
Closing net book amount	7,345	7,105

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 2019, the amount of intangible assets included in accounts payable was USD476 (CHF473) (2018 – USD678 (CHF663)).

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2019

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

10 RIGHT-OF-USE ASSETS AND LEASE OBLIGATIONS

Right-of-use assets	2019 USD	2019 CHF
Costs		
As at January 1, 2019	-	-
Recognition following application of IFRS 16 (note 2k)	5,915	5,722
New leases	109	105
As at December 31, 2019	6,024	5,827
Accumulated depreciation		
As at January 1, 2019	-	-
Depreciation charges	(505)	(502)
As at December 31, 2019	(505)	(502)
Exchange effect	-	15
Cost, net accumulated depreciation as at December 31, 2019	5,519	5,340
Lease obligations	2019 USD	2019 CHF
As at January 1, 2019	-	-
Liabilities following application of IFRS 16 (note 2k)	5,915	5,722
New leases	109	105
Interest charges for lease obligations	198	192
Leases payments	(635)	(614)
Gain on exchange rates	248	240
As at December 31, 2019	5,835	5,645
Current liabilities	480	464
Non-current liabilities	5,355	5,181

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2019

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11 ACCRUED EXPENSES

	2019 USD	2018 USD	2019 CHF	2018 CHF
Accruals	472	371	456	365
Accrued scientific research grants 2008	34	39	32	38
Accrued scientific research grants 2012	-	61	-	60
Accrued scientific research grants 2013	68	87	66	85
Accrued scientific research grants 2014	-	117	-	115
Accrued scientific research grants 2015	60	160	58	157
Accrued scientific research grants 2016	162	270	157	266
Accrued scientific research grants 2017	199	80	193	79
Accrued scientific research grants 2018	141	-	136	-
Accrued social science grants 2009	1	1	1	1
Accrued social science grants 2010	7	7	7	7
Accrued social science grants 2011	7	7	7	7
Accrued social science grants 2012	4	4	4	4
Accrued social science grants 2013	4	4	3	4
Accrued social science grants 2014	5	9	5	9
Accrued social science grants 2015	36	35	35	35
Accrued social science grants 2016	3	3	3	3
Accrued social science grants 2017	-	5	-	5
	1,203	1,260	1,163	1,240

12 FOUNDATION CAPITAL

Foundation capital is defined in the statutes as a fixed amount of CHF5.0M (USD4.0M).

13 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 2019, the operation reserve was increased to USD3.9M funded through surplus on operations.

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2019

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

14 ANNUAL CONTRIBUTIONS

	2019 USD	2018 USD	2019 CHF	2018 CHF
2002 to 2010 contributions	-	8	-	8
2011 Public Authorities and governments	1	1	1	1
2012 Public Authorities and governments	1	1	1	1
2013 Public Authorities and governments	-	1	-	1
2014 Public Authorities and governments	1	1	1	1
2015 Public Authorities and governments	2	76	1	74
2016 Public Authorities and governments	14	125	14	122
2017 Public Authorities and governments	19	228	19	222
2018 Public Authorities and governments	60	15,912	60	15,553
2018 International Olympic Committee	-	16,051	-	15,690
2019 Public Authorities and governments	17,117	-	17,019	-
2019 International Olympic Committee	17,335	-	17,236	-
	34,550	32,404	34,352	31,673

15 GRANTS

	2019 USD	2018 USD	2019 CHF	2018 CHF
Montréal International	1,452	1,470	1,443	1,438
Government of China	993	994	987	972
Government of Australia	75	60	75	59
Government of Japan	163	164	162	159
Canton de Vaud / City of Lausanne	40	41	40	40
Government of Poland	350	-	348	-
Government of Egypt	-	5	-	5
	3,073	2,734	3,055	2,673

WADA benefits from two major government supports in Canada. The Government of Canada provides WADA with a total cash contribution of CAD10.0M, indexed over a 10-year period (2002–2011), and exempts WADA from any income tax. The Government of Quebec also provides WADA with a total cash contribution of CAD5.0M, indexed over a 10-year period (2002–2011). The governments of Canada and Quebec amended the agreement in order to extend the financial contributions for the initial period by an additional 10-year period. Under this amended agreement, WADA will receive an additional total cash contribution of CAD10.0M, indexed over a 10 year period (2012–2021), from the Government of Canada and an additional total cash contribution of CAD5.0M, 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.

NOTES TO FINANCIAL STATEMENTS | 31 DECEMBER 2019

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

16 OTHER INCOME

	2019 USD	2018 USD	2019 CHF	2018 CHF
Laboratory accreditation and re-accreditation fees	345	160	343	156
Code monitoring	30	39	30	38
Inducements and reward programs	52	49	51	48
	427	248	424	242

17 SALARIES AND OTHER PERSONNEL COSTS

	2019 USD	2018 USD	2019 CHF	2018 CHF
Salaries	10,949	9,745	10,887	9,526
Social charges and other benefits	4,563	3,940	4,536	3,851
Defined benefit pension plan contributions	185	178	184	174
Temporary staff	36	197	36	192
	15,733	14,060	15,643	13,743

The number of people employed was 130 as at 31 December 2019 (2018 – 117).

Retirement benefit obligation

Most of WADA's employees are located at its Montréal headquarters. WADA grants all of its employees a predefined 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.

18 RESEARCH GRANTS

	2019 USD	2018 USD	2019 CHF	2018 CHF
Research grants expensed				
Scientific research grants expensed	2,143	1,630	2,131	1,593
Social science research grants expensed	200	202	198	198
Refunds received on cancellation of project	(36)	(67)	(36)	(65)
Total research grants expensed	2,307	1,765	2,293	1,726
Research grants paid out				
Research grants expensed	2,307	1,765	2,293	1,726
Prepaid expenses (movement)	(327)	451	(325)	441
Accruals (movement)	158	169	157	165
Total research grants paid out	2,138	2,385	2,125	2,332

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

19 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	2019 USD	2018 USD	2019 CHF	2018 CHF
Salaries	2,592	2,563	2,578	2,505
Benefits and social charges	1,149	1,131	1,142	1,103
	3,741	3,694	3,720	3,608

Key management of WADA is defined as all the directors of the Agency. Compensation is for 14 directors as at 31 December 2019 (2018 – 14 directors).

20 COMMITMENTS**a) Lease commitments**

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

	2019 USD	2018 USD	2019 CHF	2018 CHF
Less than one year	686	637	664	627
More than one year and less than five years	962	1,447	931	1,424
More than five years	28	-	27	-
	1,676	2,084	1,622	2,051

The lease commitments are for the following:

Montréal, Canada office lease to February 2021	Tokyo, Japan office lease to March 2020
Lausanne, Switzerland office lease to April 2020	Montevideo, Uruguay office lease to June 2020

b) Commitments for non-lease elements

	2019 USD	2018 USD	2019 CHF	2018 CHF
Less than one year	480	1,172	465	1,145
More than one year and less than five years	61	815	58	802
	541	1,987	523	1,947

The commitments for non-lease elements are related mainly to the IT management service contract from 2016 to 2020, ADAMS development, the Infosys Ltd. contract from 2016 to 2019, and various other contracts.

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

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:

	2019 USD	2018 USD	2019 CHF	2018 CHF
Less than one year	3,048	3,007	2,949	2,959
More than one year and less than five years	886	386	857	380
	3,934	3,393	3,806	3,339

21 CONTINGENT LIABILITIES

At the end of 2019, WADA has contingent liabilities in the amount of CHF2,358 (USD2,438) (2018 – CHF2,983 (USD3,032)). 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 2020.

22 SUBSEQUENT EVENT

Subsequent to year-end, the World Health Organization declared the rapidly spreading coronavirus disease (COVID-19) outbreak a pandemic. This pandemic has resulted in governments worldwide, enacting emergency measures to combat the spread of the virus. Since the beginning of March 2020, the Agency is monitoring the potential impact of this pandemic on the operations of the Company. While the disruption is currently expected to be temporary, there is uncertainty on its duration. As of the time of authorization of these financial statements, it is not possible to estimate the length and severity of these developments and its impact on the financial results and operations of the Agency.

HEAD OFFICE

800 Place Victoria, Suite 1700
P.O. Box 120
Montreal, Quebec, Canada H4Z 1B7
T +1.514.904.9232
F +1.514.904.8650

AFRICA

Protea Assurance Building
8th Floor, Greenmarket Square
Cape Town, 8001, South Africa
T +27.21.483.9790
F +27.21.483.9791

ASIA / OCEANIA

C/O Japan Institute of Sports Sciences
3-15-1 Nishigaoka, Kita-Ku
Tokyo, 115-0056, Japan
T +81.3.5963.4321
F +81.3.5963.4320

EUROPE

Maison du Sport International
Avenue de Rhodanie 54
1007 Lausanne, Switzerland
T +41.21.343.43.40
F +41.21.343.43.41

LATIN AMERICA

World Trade Center Montevideo
Tower II, Unit 712
Calle Luis A de Herrera 1248
Montevideo, Uruguay
T +598.2.623.5206
F +598.2.623.5207

- wada-ama.org
- twitter.com/wada_ama
- facebook.com/wada.ama
- [@wada_ama](https://www.instagram.com/wada_ama)
- [linkedin.com/company/wada/](https://www.linkedin.com/company/wada/)
- info@wada-ama.org



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