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Minutes of the WADA Foundation Board Meeting 17 November 2023, Montreal, Canada

The meeting began at 8.30 a.m. GMT -5.

1. Welcome, roll call and observers

THE CHAIRMAN welcomed everyone to the Foundation Board meeting. He was pleased that WADA was holding its meetings in Montreal again. There were 31 members or deputies present, which was extremely pleasing. They were joined virtually by six members or deputies who had been unable to join the meeting in person. There were five vacant seats from the IOC, Republic of Korea, Madagascar, Saudi Arabia and Samoa. He would circulate the physical roll call around the table and ask that the members sign it and then pass it on to their neighbour. He would note down for the record those members and deputies who were present virtually. It was also the first meeting for a number of new members. In fact, there were 18 new members that year. He welcomed them all. He was really pleased to be working with them. He was also pleased to see Mr Richard Pound, WADA's founding president, who was present in an observer capacity.

Lastly, before beginning the meeting, he wanted to express WADA's sincere condolences to the family and colleagues of Dr Hanem Amir from Egypt, a WADA National Anti-Doping Organization (NADO) Expert Advisory Group (EAG) member and Chief Executive of the Egyptian NADO, who had passed away the previous month. WADA had also been saddened to learn of the passing in late August of Mr Joseph de Pencier, a long-standing collaborator with WADA since its inception and a key contributor to global anti-doping efforts. He extended his condolences to Mr de Pencier's family and friends.

The following members attended the meeting, either in person or virtually: Mr Witold Bańka, President and Chairman of WADA; Ms Yang Yang, Vice-President of WADA; Mr Olle Dahlin, President, IBU; Mr Andrzej Krasnicki, Member, ANOC Executive Council; Mr Santiago Lange, Athletes' Commission Member, Argentinean NOC; Mr Zlatko Matesa, President, Croatian NOC; Mr Fabio Pigozzi, President, International Federation of Sports Medicine; Dr Mountjoy, representing Mr David Lappartient, President, UCI; Mr Jean-Christophe Rolland, President, World Rowing, IOC Member; Ms Petra Sörling, President, ITTF, IOC Member; Ms Dagmawit Girmay Berhane, IOC Member, Board Member, Ethiopian NOC; Ms Filomena Fortes, IOC Member, President, Cape Verde NOC; Ms Heike Groesswang, Secretary General, IBSF; Ms Lydia Nsekera, IOC Member, President, Burundi NOC; Mr Baklai Temengil, IOC Member, Vice President, Oceania National Olympic Committees; Mr Abhinav Bindra, IOC Athletes' Commission Member; Ms Astrid Uhrenholdt Jacobsen, IOC Athletes' Commission Member, IOC Member; Ms Emma Terho, IOC Athletes' Commission Chairman, IOC Member; Ms Hong Zhang, IOC Athletes' Commission Member, IOC Member; Ms Miki Matheson, Member, IPC Governing Board; Mr Patrick O'Leary, WADA Athlete Council Member; Mr Yuhan Tan, WADA Athlete Council Member, Belgium; Mr Ashraf Sobhy, Minister of Youth and Sports, Egypt; Mr Afriye, representing Mr Mustapha Ussif, Minister for Youth and Sports, Ghana; Mr Luís Denis Arce, President, CONCECADE, Republic of Panama; Ms Olivia Grange, Minister of Culture, Gender, Entertainment and Sports, Jamaica; Mr Bauzá Amengual, representing Mr Jaime Pizarro Herrera, President, CONSUDE, Chile; Ms Earley, representing Ms Carla Qualtrough, Minister of Sport and Physical Activity, Canada; Mr Mohammed Saleh Al Konbaz, President, Saudi Arabian Anti-Doping Committee, Saudi Arabia; Mr Shuhei Aoyama, State Minister of Education, Culture, Sports, Science and Technology, Japan; Mr

Yingchuan Li, Vice Minister of the General Administration of Sport, China; Mr Bjørn Berge, Deputy Secretary General, Council of Europe; Mr Mehmet Kasapoğlu, Member of Parliament, Republic of Türkiye; Ms Sandra Bergqvist, Minister of Youth, Sport and Physical Activity, Finland; Mr Rynkowski, representing Mr Kamil Bortniczuk, Minister of Sport and Tourism, Republic of Poland; Mr Reinhardt, representing Mr Ádám Schmidt, Minister of State for Sport, Hungary; Mr Cosgrove, representing Mr Grant Robertson, Minister for Sport and Recreation, New Zealand; Mr Tautu, representing Mr Laumatiamanu Ringo Purcell, Minister of Sports and Recreation, Samoa; Mr Michael Cepic, Austria; and Mr Kum-pyoung Kim, Republic of Korea.

The following permanent special or standing committee chairs attended the meeting, either in person or virtually: Mr Ryan Pini, Chairman of the WADA Athlete Council; Mr Henry Gourdj, Chairman of the WADA Compliance Review Committee; Professor Mette Hartlev, Chair of the WADA Independent Ethics Board; Ms Diane Smith-Gander, Chair of the WADA Nominations Committee; Ms Kady Kanouté Tounkara, Chair of the WADA Education Committee; Mr Ser Miang Ng, Chairman of the WADA Finance and Administration Committee; and Professor Lars Engebretsen, Chairman of the WADA Health, Medical and Research Committee.

The following WADA management representatives attended the meeting, either in person or virtually: Mr Olivier Niggli, Director General; Mr René Bouchard, Government Relations Director; Ms Dao Chung, Chief Financial Officer; Mr Sébastien Gillot, Director, WADA European Office and Sport Movement Relations; Mr Kazuhiro Hayashi, Director of the WADA Asia/Oceania Office; Mr Kevin Haynes, Compliance, Rules and Standards Director; Ms Karine Henrie, Head of Athlete Engagement, WADA; Ms Amanda Hudson, Education Director, WADA; Ms Angela Iannantuono, Human Resources and Corporate Services, WADA; Mr Stuart Kemp, Chief Operating Officer, WADA; Mr Francisco León, Programme Development Director, WADA; Ms Florence Lefebvre-Rangeon, Deputy Chief Operating Officer, WADA; Ms Catherine MacLean, Communications Director, WADA; Mr Tom May, NADO/RADO Relations Director, WADA; Ms Maria José Pesce Cutri, Director of the WADA Latin America Office, WADA; Mr Rafal Piechota, Director, Office of the President, WADA; Dr Olivier Rabin, Senior Director, Science and Medicine, WADA; Mr Tim Ricketts, Testing Director, WADA; Mr Rodney Swigelaar, Director of the WADA Africa Office; Dr Alan Verneq, Chief Medical Officer, WADA; Mr Ross Wenzel, General Counsel, WADA; Ms Shannan Withers, Chief of Staff, WADA; and Mr Gunter Younger, Intelligence and Investigations Director, WADA.

The following observers were present, either in person or virtually: Richard Pound, Gabriella Battaini-Dracconi, Patricia Sangeris, Venetia Bennett, Ugur Erdener, Humphrey Emonyi, Gaby Ahrens, Anna Thorstenson, Snezana Samardžić-Marković, Valérie Fourneyron, Benjamin Cohen, Marcellin Dally, Maja Martyna Wloszczowska, Ivan Ćosić, Jennifer Harss, Dora Hegyi, Kristen Kit, Ella Sabljak, Alessia Zecchini, Adriana Escobar, Iñaki Gómez, Nicholas Barnes, Khalid Galant, Diego Grippe, Chika Hirai, Martin Holland Lauesen, Nick Paterson, Saul Saucedo, Mary Ang'awa, Pascal Borry, Phil Hutchinson, Regina Labelle, Sal Perna, Rozle Prezelj, Marc Theisen, Ana Tuiketetei, Vincent Egbers, Kamal Al-Hadidi, Jeongmin Lee, Kijoo Han, Jeremy Luke, Kyoung-Ju Song, Pil Gun Jeon, Jiyeong Jang, Youngjin Ahn, Suzette Ison, Marsha Coore-Lobban, Enid Harrow, Richard Baum, Jocelyn East, Mohab Elgebaly, Mostafa Eissa, Yuji Kakizawa, Yumiko Nakajima, Shin Asakawa, Soichiro Sano, Qingping Yan, Zhiyue Chen, Catharine Sayer, Darren Mullaly, Sheila Bartels, Sirina Mohammed, John Yeboah, Mustafa Öztürk, Melahat Bildiren Çucu, Mehmet Yavuz, Ágnes Tiszeker, Roland Liszkai, Amandine Carton, Julien Attuil, Marja Ruotanen, Satu Heikkinen, Oscar Byman, Hannah Grossenbacher, Michael Vesper, Richard Budgett, Andrew Ryan, James Carr, Roxana Maracineanu, Allison Wagner, Qingpin Yan, Kenji Tamura, Yu Ueki, Yumiko Takasugi, Takao Akama, Yoshinari Ayabe, Hidenori Suzuki, Ichiro Kono, Kenji Takahashi, Mayumi YaYa Yamamoto, Sayaka Hori, Kumiko Takasu, Yuka Morokoshi, Takumi Kishi, Satomi Suzuki, Hubert Dziudzik, Chris Butler and Kerry Knowler.

1.1 Disclosures of conflicts of interest

THE CHAIRMAN asked if any members wished to disclose any conflicts of interest. He saw no requests for the floor.

2. Minutes and summary reports from previous meetings

THE CHAIRMAN noted that the minutes from the previous Foundation Board meeting had been approved via circulatory vote in June 2023. The members had been provided with links to the Executive Committee meeting summaries from May and September 2023. That was a new activity that year resulting from the governance reforms. WADA would provide a summary of the Executive Committee meeting decisions and discussions to the Executive Committee and Foundation Board members, ideally within three weeks of the Executive Committee meeting, and verbatim minutes would follow as soon as they were available.

DECISION

Update on minutes and summary reports from previous meetings noted.

3. Director General's report

Before giving the floor to the Director General, THE CHAIRMAN wanted to address a few words to the members and make some observations on recent developments regarding WADA, especially since the Foundation Board was currently meeting only once a year. As the members knew very well, the following year, WADA would be celebrating its 25th anniversary. He thought that a lot had been done during that time in many areas such as education, investigation, testing, science and many other fields. WADA had established many strategic partnerships. It had also gained credibility, not only as a global regulator, but also as a reliable partner for the entire sport community and for governments. That was a really big achievement.

However, he thought all the members would agree that the greatest achievement of the past 25 years was the harmonized anti-doping system, which was something to be proud of and an incredible achievement. In every country and across all sports, the same rules were being implemented and WADA was the guardian, monitoring compliance for the good of athletes around the world. That provided athletes with a level playing field and that was what they expected from WADA. Whenever he gave interviews, lectures or discussions with the Director General, he really liked to raise that argument. It was exceptional that WADA had managed to harmonize the anti-doping system for so many stakeholders. It covered almost 200 countries. From that perspective, therefore, that was the great achievement. He also thought the members would all agree that the anti-doping movement was in a very different place to 25 years previously, thanks to the great work of WADA and the engagement of all the people from the anti-doping community. Meanwhile, he wanted to raise with the members that it could be observed around the world that each day was increasingly complicated. There were still some actors and countries seeking to weaken the system. They argued for some sort of national sovereignty by which WADA should not monitor legislation, for instance. He was not surprised that most of them were either currently facing or in the past had faced Code compliance issues. He also thought that, thanks to the tools that WADA had been given in recent years, it was currently able to take a closer look at each set of rules, including national legislation where necessary. That was to better protect athletes around the world, to whom WADA must provide a level playing field. That was its duty and obligation. Indeed, that was its mission. Hence, WADA must really defend the integrity of sport. He believed that was the only factor that could still unite people. And, in that divided world, more unity than ever was needed. He therefore wanted to stress the importance of protecting that achievement. That was why he was mentioning WADA's 25th anniversary and the harmonized system, and its role in coming years would of course be thinking about how it could strengthen the anti-doping system. However, WADA definitely had to defend those achievements and that harmonized anti-doping system.

Before concluding, he wanted to mention one more rather optimistic thing. As the members knew, recent months and years had been difficult in terms of harmonized collaboration with the partners and colleagues from UNESCO. There had been some differences between the organizations. However, he had to say that WADA was looking to the future with cautious optimism. Also, some colleagues from WADA had held meetings with the new leadership of the COP (conference of the parties) bureau secretariat, and he thought there was a willingness to come back to the previous style and good collaboration. He thought it looked quite optimistic. Of course, the two organizations would work together and look at how they could contribute

and how their collaboration might be beneficial for athletes. He wanted to inform the members because they had been informed about the situation at previous meetings. He thought it was moving in the right direction. On that optimistic note, he thought it the best moment to give the floor to the Director General.

THE DIRECTOR GENERAL thanked the Chairman and greeted the members. He wanted to give the members an update on the Director General's report that they had in their files. They had a summary of the year plus all the reports that had been produced for the different Executive Committee meetings that had taken place between that Foundation Board meeting and the previous one held in November 2022. He wished to start by briefly updating the members on the Executive Committee meeting of the previous day and the decisions taken. He firstly reported that the Executive Committee had held a discussion on the hosting of the African regional office. As the members knew, there had been a tender process for the hosting of the office. Three very good offers had been received from Egypt, Morocco and South Africa. The Executive Committee thanked all three countries for the offers they had made and their willingness to host that office. After discussion, in particular with the South African authorities, it had become clear that the main issue in South Africa, which was the difficulty in obtaining work permits for staff working from the current office in South Africa, could be solved. Hence, the decision made the previous day by the Executive Committee was to pursue the dialogue with the South African authorities because, of course, from a financial point of view, it was the best option for WADA. It would not have to move the office to another African country. That discussion would hopefully be finalized by having a new agreement in place relatively quickly and then it would move in that direction. If that was not the case, the Executive Committee would pursue other options. That was the situation at that time and WADA would henceforth continue the discussion with the South African friends.

The next item that had been decided was the audit report for the Intelligence and Investigation Department. As the members knew, the department operated independently and was being audited separately by an independent auditor. The report had been approved and a summary of it would be put on the website in the following days. At the same time, a new auditor also had to be appointed for that department because the current auditor's term had come to an end. The Executive Committee had appointed Mr Emmanuel Leclaire, who had been a commissaire in the French police force with more than 23 years of police experience and hands-on experience in doping matters, sport and auditing. He was therefore a very good candidate for the position and that had been approved.

The standing committees for the following year had also been approved. The composition was in the files. He highlighted that there was perfect gender equality in the committees that year. All of the continents were represented. There was almost an equal number of nominees from the public authorities and the sport movement, and more than 20 athletes on the various committees had been approved. Also, the Executive Committee had appointed a new athlete as a member of the Compliance Review Committee to replace Ms Penny Heyns, whose term had also come to an end. That process had been led by the athletes and had been proposed by the WADA Athlete Council with the endorsement of the Nominations Committee, and Dr Renae Domaschenz from Australia had been appointed to the committee. The Executive Committee had also accepted the idea from the Nominations Committee that Mr Stewart Beck, who was the Canadian member on that committee, should pursue his mandate for another three years. That would be formalized in March, but the Executive Committee had confirmed that the Nominations Committee did not need to search for a replacement for him..

The Executive Committee had then had a discussion on a number of non-compliance cases. The members would later hear a report from the chairman of the Compliance Review Committee. The previous day, the Executive Committee had heard a full report. Two NADOs, from the Bahamas and Cambodia, had been put on the watch list based on issues related to their programme and legislation. A few others had been recommended for immediate non-compliance: Nigeria and Tunisia, following an audit. Following a review of the Code compliance questionnaire and issues with the programme, the Venezuelan NADO had also been put on that list. Finally, for the first time, there had been a case of non-respect and non-implementation of an Executive Committee decision by the Olympic Council of Asia (OCA). That was in relation to the sanction that applied to North Korea. The OCA had also been declared non-compliant.

The Executive Committee had held a discussion on the modification of the International Standard for Code Compliance by Signatories, which needed a few updates for the first time since its initial adoption.

Those changes had been adopted with the exception of one annex, which would be adopted in March, either as was or with some amendments, depending on what was received between then and March from One Voice. A bit more time would be granted to receive comments on that annex B4.

A technical document on sport-specific analysis had been approved which basically gave a percentage of certain tests that had to be done in certain sports or disciplines.

A technical letter had also been approved, mainly addressed to the laboratories in relation to tramadol, which would be on the list as of 1 January 2024. The laboratories needed to have a minimum reporting level to be clear.

Finally, not the previous day but rather in September 2023, the Executive Committee had recommended that the members approve the 2024 budget, which would be dealt with later in the agenda.

That concluded the summary of the previous day. He would move on to other updates for the members.

First of all, the WADA management had had a discussion with the Korean friends in the previous days and received a delegation from Busan in relation to the organization of the World Conference on Doping in Sport in 2025. The Republic of Korea was going to be the host of the APEC (Asia-Pacific Economic Cooperation) summit in 2025 which was a very big gathering. It just so happened that it would be taking place in November and most likely in Busan. There was obviously a small issue with WADA having its conference at the same time in the same city, and it had been asked to move the date forward a little so there would be no risk of a clash, to which WADA had agreed. The conference would therefore be moved to the first week of December, from 1 to 5 December 2025. He understood that it might have an impact on agendas; but, as it was still two years away, he hoped it would not create too much inconvenience. To be frank, WADA had not had much choice.

With regard to UNESCO, which had already been mentioned by the Chairman, the Director General's report had been written just before COP9 held in late October 2023. Later that day, the members would directly hear a report from Mr Marcellin Dally, who was the secretary of the International Convention against Doping in Sport. As the Chairman had said, Mr Bouchard and he had had a meeting with the new chairman of the bureau, Mr Bâ, the former sports minister for Senegal, and the secretary, Mr Dally. The meeting had been fruitful, with a very collaborative tone, and was hopefully the start of an encouraging way forward where there could be more regular dialogue and so on. The COP itself remained relatively challenging. The format of the COP, which brought together a mix of permanent delegates from UNESCO and anti-doping experts, sometimes made it quite complicated for the chairman of the meeting to manage the meeting because not everybody came with the same agenda. As far as WADA was concerned, two issues were of importance. The first was the discussion on the regional split formula for the funding of WADA. WADA maintained its position that UNESCO did not have the legal authority to deal with that matter, that in any case there was not enough information for all states to understand what it would mean for them, and that consensus on that issue was absolutely required. If some countries were to pay more and some were to pay less, they would need to agree on who would do what to avoid complete disruption to the system. He was pleased that this position had been supported by a large number of states parties. The end result had been an agreement that more work needed to be conducted. WADA was awaiting the exact wording of the final resolution made in Paris, and would continue the work from there. The other issue that the Chairman had mentioned earlier was legislation, and the fact that there had been questions from a few states parties. He stressed that it was a few, but still, questioning WADA's authority to actually monitor legislation. He had to say that WADA had to be very clear on that because, first of all, there was no requirement under the World Anti-Doping Code (Code) or the international standards for the Code and the Standards to be adopted through legislation. An anti-doping organization could do that by adopting its own rules, entirely outside of a governmental framework. Some had decided to do that differently. Some had a legislative tradition in their country which forced them to do that. Both existed. But when the Code was adopted through legislation, mostly only in part, it was very important for WADA to actually ensure that the whole system remained coherent, and therefore that there were no loopholes being created in the system by having legislation that started deviating from what was in the Code and the requirements of the Code. Otherwise, there would be a two-tier system between those who had actually adopted the Code as they should, and those who were using legislation and were doing something different. The day before, there had been a detailed discussion on that in the Executive Committee with clear examples given of current issues with Spain; for example, athletes

who had positive passport cases were being allowed to potentially compete in major competitions. That was a major concern for WADA which it was addressing with Spain. It was important for members to understand that it was not mere theory but actually had very practical implications. It had therefore been raised at UNESCO. There had been a decision that the discussion would continue on that with a group of legal experts and the WADA management would wait to see what the consensus was exactly. But, as the Chairman had said, that was something that the members collectively needed to remain very vigilant about because they had a duty to ensure that the harmonization that had been built over more than 25 years remained in place and remained strong.

He also drew the members' attention to something that those who followed the sports press might have already seen: the news that Russia had the intention of potentially organizing a multi-sport event in 2024 called the Friendship Games. As the media had reported, it would seem to be organized outside the framework of sport, to the extent that even the chairman or the president of the organizing committee would be the president of a federation that had recently lost its recognition by the sport movement. The Director General did not have any more details nor fully understood how that could be feasible, but believed it was important for WADA to draw the attention of both the public authorities and the sport movement to concerns that existed from an anti-doping perspective. That event would be organized in a non-compliant country by a non-signatory, and therefore would not be subject to any WADA rules. There would be concerns in terms of the reliability or the robustness of any anti-doping programme put in place there. WADA would have no oversight. Obviously, there would be no independent observer team there to oversee what was going on, and therefore the athletes could not have any confidence that they would be competing on a level playing field. Furthermore, he added that, from a Code perspective and a rules perspective, the Code was very clear that major events should not be granted to countries that were non-compliant. Russia was a country that was non-compliant and that had a second case pending with the CAS (Court of Arbitration for Sport) for non-compliance. Doing that would go against or clearly circumvent the principle set down in the Code. It was something he thought the community and the members collectively needed to watch carefully and remain vigilant about because it was not clear exactly where that was going to lead.

His last point before concluding was also on Russia: it was almost the end of the year and it was pretty obvious to the Executive Committee that neither Russia nor Belarus would pay their contribution to WADA that year. The Executive Committee had been told that the reason for non-payment was that they claimed that the split had been decided for Europe through the mechanism of the Council of Europe and they did not want to recognize that because they were no longer part of the Council of Europe. That was a question that WADA wanted Europe to look at. It did not expect an answer that day, but it was something that would affect the overall European contribution if a major contributor from that split was not paying its contribution. And, of course, there would be a major impact on WADA because it was a significant amount and would not be matched by the sport movement. The effect on WADA would therefore be twofold.

MR BERGE thanked the Director General for his oral update and written report, which also raised a number of interesting and important points that were worth discussion. He wanted to just briefly touch upon the emergence of e-sports that the Director General also focused on in his report. Of course, e-sport was huge and was growing. Its following, especially among young people, was really increasing, with hundreds of millions all over the world. And, on behalf of Europe, he wanted to invite WADA to continue its discussions with all relevant stakeholders on how to best approach the e-sport issue. In that context, there was also the issue of the possible inclusion of e-sports in the Code revision process. Maybe it would be necessary and helpful to launch a study including a definition of e-sports. But it was also natural for WADA to focus on the prevalence of use of performance-enhancing drugs in e-sports. He thought that it could be a good start to do a study with certain recommendations on this issue.

MS BERHANE wanted to echo the previous speaker in congratulating and, on behalf of the sport movement, thanking the Director General for the detailed and extensive report. She wanted in particular to draw attention to the work the sport movement wanted to support and the decisions regarding the work of ADAMS in particular. It was very relevant to the work of both the anti-doping professionals and the athletes, and the sport movement wanted to make sure that the tool was fit and efficient enough to support both the work of the athletes and the anti-doping professionals. She also wanted to take that opportunity to confirm the commitment of the IOC (International Olympic Committee) and the sport movement to support WADA's

engagement with the sport community. It was important to raise awareness about and conduct research into e-sport. She also emphasized that the sport movement welcomed the dialogue between UNESCO and WADA. As the members knew, it was very important to keep working on the harmonization of the anti-doping efforts among the public authorities. Hence, the sport movement took that opportunity to call for the support of the public authority representatives to that end. It was vital to not lose sight of the common objective, which was to have very well-established anti-doping organizations that could perform and deliver in terms of their work respecting the rights of the athletes.

MS GRANGE thanked the Chairman and colleagues and was pleased to have been selected to represent CADE (American Sports Council) on the Foundation Board. She congratulated WADA on implementing all the recommended governance reforms adopted the previous year. Her region supported the additional consultations that would ensue between then and the following conference of the parties regarding the matter of the new formula for the funding of WADA. She looked forward to participating in those consultations. She also congratulated WADA on the provision of the 4.5 million US dollars annually to fund scientific research. All ADOs (Anti-Doping Organizations) must be encouraged to make use of the provision for the benefit of their organizations.

MR KIM thanked the Chairman and President of WADA. On behalf of the NADO Expert Advisory Group, he wanted to express gratitude to the WADA leadership for the governance reforms, which had included NADO representatives on the Foundation Board. As the members were aware, NADOs were the grassroots of the worldwide anti-doping community, covering more than two-thirds of testing and education. The NADO Expert Advisory Group would do its best to bring the constructive voice and ideas of NADOs to the decision-making process. He therefore strongly requested that the WADA leadership and the honourable Foundation Board members consider the development of NADOs. He also appreciated the leadership of WADA partnering with an IT company to upgrade ADAMS. Many ADOs were still using the paperless system of private sample collection agencies. He wanted to strongly request the urgent upgrading of the central paperless system for ADOs worldwide.

MR KASAPOĞLU stated that, as a representative of the Council of Europe, he wanted to extend his respectful and cordial greetings to all the members of the Foundation Board whom he was very pleased and excited to meet again in Montreal. Firstly, he wanted to share his opinions on two points in the inclusive report of the Director General of WADA. The first topic was the partnership formed with Sword. He welcomed the partnership formed by WADA with a new independent IT company in order to assess athletes' data professionally and also more effectively and efficiently within the framework of ADAMS. He considered it important that, whatever role Sword would undertake, such as sponsorship or service provision, there be no doubt that all stakeholders had the utmost priority of protecting athletes' personal data. On that point, he expected WADA to provide more information on its partnership with Sword with regard to the potential transfer of data in particular. On the other hand, as the members were aware, WADA was the sole responsible organization for the protection and operational supervision of ADAMS. He believed that the new partnership with Sword would not cause any change in the responsibility of WADA, which he had mentioned.

The second point was related to UNESCO and the role of governments in the fight against doping in sport. He recalled that countries had different approaches regarding the implementation of the Code. In that regard, the Council of Europe always attached importance to the establishment of a more transparent, inclusive and fair environment, and was aware of the undeniable role of WADA on that topic. Türkiye was on the verge of an important turning point in the fight against doping. In addition to its role in WADA as the representative of the Council of Europe, his country had been chosen for the deputy chairmanship of the bureau at the ninth conference of the parties representing the Western European countries, the USA and Canada. Türkiye was striving to continuously increase its international experience in the fight against doping. In addition, it was implementing the process of drafting national legislation in consultation with all relevant stakeholders and especially WADA, by conforming to the Code and international standards. In that regard, Türkiye believed that national legislations should conform to the Code, be flexible, but not be uniform. However, as the members were aware, the signatories of the Code were mainly NADOs and the countries were parties to the anti-doping convention. In other words, Türkiye thought that the intervention limits of WADA for national processes regarding making and implementing laws should be clear. Therefore, he would be pleased if WADA would share its criteria for the implementation and assessment of national legislation.

THE DIRECTOR GENERAL thanked the members for their questions or remarks and would try to address the questions in order. Starting with e-sports, WADA would continue the work on that front. The sport movement was actually also setting up a working group on that, of which WADA would be a part. Hence, he thought the dialogue would continue. Obviously, e-sports raised a number of questions on many different fronts, not just anti-doping, but on integrity more broadly and other fields. WADA would certainly stay involved and monitor that carefully to see what eventually needed to be brought into the future Code, if it was ready for that, and to make sure that real progress was made in terms of preserving the health of e-sport participants, which there were some concerns about.

In answer to the question raised by various delegations on ADAMS, WADA would certainly continue prioritizing work on ADAMS. He was aware of the expectations of athletes on the one hand, and had also heard the expectations of NADOs on the other hand and the need to upgrade the system. That was one reason why WADA had been looking for a partnership with an IT company, because more resources available for that task were needed. As the members knew, IT was a never-ending story, but it was clearly high on the agenda. The IT department would regularly update the members on progress and hopefully they would also see progress. He thought that the agreement with Sword would allow WADA to increase development capacity by about 30%. That was the goal, which should allow the whole community to see progress faster.

He had two points to respond to the important question raised by the minister from Türkiye. First of all, there was no transfer of data to Sword. Mainly, it was a development partnership, but the data remained in the same place as always and would not be transferred (the data centre in Canada, and there would be no migration). And, of course, WADA remained fully responsible for ADAMS. Sword was a partnership and the company was mainly in charge of development, either redevelopment of existing branches of ADAMS or development of new branches of ADAMS. On that front, WADA was well aware of the requirements and especially the legislation requirements.

He thanked Ms Grange for her remarks, which he did not think required a specific response, but noted that WADA would certainly continue the work on funding. He reiterated that WADA was waiting for the final wording from the resolution taken at UNESCO, and would then hold discussions with the bureau of the COP9 and with the member states to progress the matter further.

The issue of UNESCO had already been raised by the minister from Türkiye. With regard to the legislation, as he thought he had said in his introduction, he fully understood and respected the fact that the Code and the standards concerned the signatories to the Code and that governments were signatories to the convention, and therefore there were different scopes. Where the two overlapped was when the Code or the standards became part of the legislation. As the minister had pointed out, it was very important and had been discussed the previous day, when the work was done in close collaboration with WADA, when legislation was developed, there was no problem. In other words, the vast majority of countries that had legislation had no problem in terms of making sure the legislation was compatible with the Code. A number had been given the previous day. As reiterated, he encouraged governments that wanted to pass new legislation to consult WADA in advance of doing all the work and going through parliament and so on, to make sure that, if there was anything to be fixed, it was done before the heavy legislative process, which took time and put a burden on everybody. That worked well. WADA had a responsibility to make sure that, when there was legislation, the whole system remained coherent. Of course, outside of that, it was not the role of WADA. WADA never had and would never monitor any government legislation that resulted from the UNESCO convention because there were many other areas of activity in which governments could play a role that was beyond that scope.

DECISION

Director General's report noted.

- **3.1 Hosting of WADA Africa office**

THE CHAIRMAN believed that the Director General had already covered that agenda item in his report and would therefore move on.

DECISION

Hosting of WADA Africa office update noted.

- **3.2 Human rights impact assessment update**

MS SAMARDŽIĆ-MARKOVIĆ greeted all the members in the room and online, whom she was pleased to join. She had prepared a PowerPoint presentation to make her presentation shorter and easier to follow. She wished to start by noting that, during her work, she had enjoyed autonomy and that nobody from the senior management, the Foundation Board or the Executive Committee had tried to influence or manage her work. She herself had initiated regular consultations with the Chief Executive Officer on the process, and sometimes occasional consultations with the Director General to clarify certain issues. She also wished to state her gratitude to the Athlete Advisory Group and the Athlete Council, in particular the Chairman of the Athlete Council, Mr Ryan Pini, but also the group of athletes who had committed a lot of their time to human rights. The Athlete Advisory Group was composed of Ms Gaby Ahrens, Ms Adriana Escobar, Mr Iñaki Gómez and Mr Humphrey Kayange, who had helped her a lot in her work. Before presenting the report, the members had received a document and she would just say that it presented the process thus far. She was mainly pleased with the gender balance, but would also be very frank and say that the geographic balance could be improved a little, so she expected that to change after the meetings of the Executive Committee, the Athlete Council and the Foundation Board. She had tried to explain that, in the past, WADA had taken a more reactive approach, which was normal when reacting to certain scandals, and the view from the human rights perspective brought a proactive approach. That was one of the examples that she had already given in the document, so she would not go through that. The main takeaway from the meeting should be that consultations had, to date, been mainly in an individual capacity. She had consulted a lot of athletes, athlete representatives and stakeholders but in an individual capacity and what she wanted to change was to make it a more representative capacity, not only individual, but multilateral. One of the other important takeaways from the meeting that day should be to find the best position for human rights within the existing system. She respected the system, which had been built, as the Chairman had said, for 25 years. It was very important to help improve the system and above all protect individual rights.

She also wanted to briefly present what her principal approach had been and would continue to be. Firstly, changes to the Code would be proposed only and strictly if necessary and she would rather not change a lot. There might be some small textual contributions, such as in the introduction to state that the place of human rights could be separate from the rule of law. But, as she had said, the principle was to change as little as possible in the Code itself. There were other ways. She also stressed that, when it came to recommendations, she of course wanted them to be aspirational, but it was also very important they be implementable and could be translated into concrete actions so that WADA did not only endorse its commitment to human rights, but also enforced that commitment. She would also particularly like to avoid duplication of work. She was aware of certain initiatives, one of which was, of course, the initiative from the Council of Europe. It was about gender equality and anti-doping and was a very interesting new initiative. As an individual, she did not have the same outreach as the Council of Europe had, so she would build on what it had. It would do the focus group and other important work. The second very interesting initiative was the initiative of the International Olympic Committee, which had started or was about to start consultations with children on human rights. That was something the IOC could do much better than she as an individual, and she would build on that as well. And the third initiative she wanted to mention was also the excellent work by ASOIF (Association of Summer Olympic International Federations) on governance. The members were aware of its work, but in its fifth questionnaire it had added five new indicators on good governance, one of which was on human rights. She thought it was a huge impact that could make a difference and would also inform her work in future.

About the report itself, the first chapter would be about existing acquis of WADA. She could not propose something if she did not understand what already existed. To do so, she had carried out an evaluation of the Code and compared the 2003 Code with the existing one. The 2003 Code mentioned human rights only once, in a comment. The 2021 Code was undoubtedly much more human rights-friendly. For example, it had gone much further when it came to flexibility of sanctions and when it came to targeted and smart testing, which was important for individual athletes and human rights, when it came to independent hearing

panels, access to legal aid, and when it came to recognition of para athletes and athletes with impairments who were acknowledged alongside minors as protected persons in the anti-doping framework. She had also analysed international standards where there was also the declaration of commitment to human rights, but not only the declaration. The International Standard on Testing and Investigation had a very clear focus on integrity, security, privacy, dignity of athletes, etc. When it came to statutes and governance regulations, she had also looked at how, for example, the Foundation Board was treated from a human rights perspective. Indeed, in Article 6 of the Statutes, which pertained to the composition of the Foundation Board, there was an emphasis on regional balance and on gender balance, for example. And when it came to requirements for members, for the candidates to the position of president or vice-president, it clearly stated that the candidates should respect human dignity, reject discrimination, prohibit harassment, abuse and any physical or mental injuries. Looking at the WADA strategy, it clearly included equal opportunities for representation involving athletes in decision-making and inclusivity, and she also wanted to mention good practice. Examples of good practice were stakeholder consultations, the Athletes' Anti-Doping Rights Act, the governance reforms, and the Athletes' Anti-Doping Ombuds programme. She had noticed when speaking with some other colleagues in the consultations that, as an organizational culture, there was something resembling a human rights due diligence procedure, which she thought would be very good to build on to continue working in that direction. That was as far as the first chapter was concerned.

The second chapter would be about the context, because it was fine to know what WADA already had, but the context in which her assessment had been done and attention to human rights had been clearly articulated. As the members knew, athletes had already challenged the anti-doping rules and the regulations, and they had done that at both national and at international courts. One of the examples was the European Court of Human Rights, where there were cases such as the FNASS and others versus France on whereabouts or Pechstein versus Switzerland. There was also a pending case in Luxembourg, for example, on data protection at the European Court of Justice. Hence, there were still ongoing challenges when it came to human rights. But it was also worth looking at the broader context, such as the United Nations Sustainable Development Goals, where sport was recognized as a vehicle to achieve rights, among other things, human rights. With regard to what public authorities had done and what the sport movement had done when it came to human rights, she wished to mention the Kazan Action Plan and the recommendations from European ministers in 2016, where they had clearly stated in their resolution that there should be attention to human rights in anti-doping. There were also the Antananarivo Recommendations of African ministers of sport. Therefore, there was a corpus of thinking about human rights in that context. The sport movement had done the same. FIFA had its own report on human rights, and the IOC was a very significant movement, not only with the report but also the strategy later. There was also the Commonwealth Games, World Athletics, etc., and she was also aware of the work done by INADO on studies about integrity for sport. Of course, the Institute for Human Rights in Sport had recently produced new research, so there was a lot in that context too.

The third chapter of her report would be not only what the context was and what WADA already had, but also what the understanding of WADA's role was in the given circumstances. WADA had a unique role as a regulator and compliance monitoring agency which was, as the members knew, distinct from public authorities, sport organizations and event organizers. That was important because, if WADA had the power to harmonize, which was obviously very important and had been mentioned earlier by the Director General, but also by many of the members, if there was that possibility, that meant a kind of hard power to leverage influence on the issues of human rights. On the other hand, WADA enjoyed international reach and influence and impact, but it lacked supranational prerogatives. It therefore had to employ more soft power. She recognized that both public authorities and the sport movement acknowledged the significance of human rights. But the question was how they perceived WADA and its role within that context. That was something she would learn during her forthcoming consultations.

She believed the members were also interested in the fourth chapter, which would be about challenges and risks. It was, of course, a work in progress, and one immediately evident challenge for human rights was the growing complexity of anti-doping regulations. There was also the question of awareness of human rights being scattered in the anti-doping system. If the members were to ask stakeholders in the anti-doping system how human rights had been violated and what to do to address that, there was no awareness about the clear paths and how they could proceed to bring change. One of the challenges and risks was of course

the athletes' perspective. She thought that there was a lot of space to increase their views and perspectives in the WADA acquis. In her opinion, privacy and data protection could be an issue and a challenge, in addition to unintentional doping, of course, and education. Whenever she spoke with athletes, one of the issues that they underlined was education. There were many others that they mentioned, and issues that they did not mention that were still important for human rights, but education continued to be seen as very relevant in her and athletes' perception. The fourth chapter addressed risks, therefore.

The fifth and final chapter of her report would naturally be recommendations. That was also a work in progress, but she could already say that the idea was to have several recommendations with more precise actions to be able to implement them. One of the recommendations would definitely be for WADA to adopt a public policy statement on human rights. She would definitely recommend that WADA consider human rights in its next strategic plan, which was about to be developed. One of the recommendations would be more meaningful participation of athletes so that there were clear pathways on how to get the information from the field and how to give feedback, for example. One of the recommendations would definitely be not only her human rights due diligence procedure, but it was a requirement of the UN Guiding Principles on Business and Human Rights, her benchmark for that research and for that work.

Her final slide was on next steps. At the WADA Annual Symposium the following year, she would present her main findings. Her presentation at that Foundation Board meeting was a progress report; but, at the WADA Annual Symposium, she planned to present the main findings. She would then close the consultations and go back to the documents to compare and check if she had understood everything well; then, in April 2024, there would be a final delivery of the draft to the WADA management to consider whether the recommendations were implementable and whether the wording was correct. She would then present it to the Executive Committee and Foundation Board. At the end of the report, her initial human rights impact assessment report should become public. She thanked the Foundation Board members for their attention and would be happy to answer any questions.

MS EARLEY welcomed the members to Montreal. She was pleased to be there on behalf of Minister Qualtrough, Canada's Minister of Sport and Physical Activity. She thanked the presenter for the very dynamic presentation and congratulated WADA on the very important initiative. It was very important to both the Canadian Government and Minister Qualtrough to continue advancing human rights through sport. She appreciated what had been said about the role of athletes in terms of the consultation and how athletes could be more involved in the process, and simply recognizing how intrusive the anti-doping process could be in their daily lives. She strongly encouraged continuing that work with athlete groups. She also thought it was important to have clarity on what mechanisms existed in the event that people felt their human rights had been violated in one way or another, what the outcome would be and what people could do if they were in a situation in which they felt like their rights had been violated. The Canadian Government was looking forward to that report and the assessments, and very much looking forward to how WADA would be able to implement it, not only potentially through the Code, but also through all of the other auxiliary avenues that had been mentioned.

MS TERHO thanked Ms Samardžić-Marković for the great initial report and especially the work on a very important topic. All of the members knew that active testing was crucial in order to keep the playing field level for all. They also knew that whereabouts and anti-doping testing were very important for athletes and could therefore have major consequences not only on the athletes' sporting careers but also lives. Therefore, she welcomed the human rights work done and supported the idea that the effectiveness of the doping model through its deterrence system should not be contrary to the embedding of a human rights approach. Together with the sport movement and athletes, she looked forward to the recommendations to ensure that the two coexisted and also hoped that WADA would pay special attention to minors, as had been mentioned, as that issue had frequently arisen in discussions.

MR REINHARDT conveyed the apologies of Dr Ádám Schmidt, the Hungarian Minister of Sport, who had been unable to go to Montreal but who found it very important to have the European mandate represented in person and had asked him as the head of the sport department to substitute him in representation of the European Union. Hungary welcomed the work carried out by Ms Samardžić-Marković and congratulated her on her work. He highlighted the importance of taking into account all human rights, including the right to privacy, the right to fair procedure, as well as the gender equality dimension, and

wanted to further encourage WADA to include the relevant recommendations from the impact assessment into the update of the Code and the international standards.

MS BERHANE thanked Ms Samardžić-Marković for her initial report on behalf of the sport movement. She also wanted to indicate her support for the initial assessment that the effectiveness of the doping model through its deterrence system should not be contrary to embedding a human rights approach. The sport movement looked forward to receiving the recommendations to ensure that the two coexisted and supported WADA being even more proactive about the human rights consideration. Future considerations in the next report might highlight the value of the existing provisions and procedures in the Code. That would offer already some protective human rights measures and highlight any differences. The fact that WADA had listened to the Athlete Council demonstrated the willingness to hear athletes' concerns. Maybe highlighting the human rights challenges that WADA was currently facing would also be beneficial in terms of knowing what the issues were and working on the ways forward and recommendations.

MR O'LEARY noted his confidence in the work being done by wanting to comment on the next step. He thought the athlete-centred work that had been initiated was very positive and he believed it necessary to consider whether the next step should be wider than the Code. WADA had many interactions with governments and many bodies. There were human rights aspects to that which he thought were not really being considered currently but perhaps the next step might include some guidance for WADA on that.

MS SAMARDŽIĆ-MARKOVIĆ appreciated the comments made, both those expressing full support which she took note of and which gave her even more responsibility in a way, but also those that indicated where her work should continue. Indeed, she had been surprised that some issues had emerged more than others, while artificial intelligence and the use of technology in anti-doping and the link to human rights had not been as present as she had expected. That did not mean those issues were not relevant, however. She would try to continue with the individual consultations. She also wanted to use the opportunity to invite the members to approach her when they had the time. She would provide her e-mail address to them. She would particularly appreciate their assistance in reaching out to more athletes and their representatives and stakeholders in multilateral contexts. She therefore asked members to inform her of any conferences or similar where she could gain additional knowledge. She also wanted to consider, together with WADA, what the best way to raise awareness of human rights in anti-doping and continue that work would be. The reason why she wanted to have implementable recommendations was not to make her look nice or smart and WADA and its stakeholders to look bad. She was not going to recommend that type of language. It was going to be something that could be done together to seriously change or improve the human rights situation of athletes. As she believed there were many other matters to address, she wished to conclude on that and reiterated her thanks to those who supported the work.

DECISION

Human rights impact assessment update noted.

- **3.3 Strategic plan 2025-2029 process update**

MS TAILLEFER was pleased to present an update on the strategic plan process. As the final year of the 2020-2024 strategic plan was approaching, it was a pivotal moment to assess progress since 2020, but also to identify the strategic priorities for the 2025-2029 strategic plan. She acknowledged it was the first time some members were hearing about the strategic plan exercise, so she explained that the purpose of the update was to briefly present the methodology and progress made thus far.

The strategic plan approach for that year and cycle was to first understand the current situation, where WADA stood and how its environment had evolved over time to better define where it was going. WADA was currently in the process of concluding the first phase, which was the current situation assessment, so she would present the progress made on that. As soon as 2024 began, the WADA management would start working on the vision and priorities. The aim of that was to submit the 2025-2029 strategic plan for approval at the Foundation Board meeting in December 2024. She had a few key elements to share with the members. The first was that the intention in starting the new strategic plan was to build upon progress made. The next strategic plan would hence be built as a continuation of what the 2020-2024 plan had created in terms of progress. In 2022, a mid-term review had been carried out to assess the situation at that time and

examine what had been delivered compared to the plan. Following the mid-term assessment, a strategic session had been held with the Executive Committee members on 22 September 2023 in Shanghai. The update she would present that day would focus mostly on the takeaways from that session. The consultation process was thorough and, as with the 2020-2024 strategic plan, WADA had maintained its commitment to listen to open feedback from key stakeholders. It had retained the services of an agency called Altman Solon that supported WADA to ensure objectivity and an appropriate consultation process to define priorities for the next cycle. Altman Solon was currently helping to conduct interviews with athletes, representatives from the sport movement and governments, the global network of NADOs, the external industry influencers and WADA-accredited laboratories.

With regard to the takeaways captured from the Executive Committee session in September, it was useful to know and understand that the session had been structured in three different sections or phases. The first had been to understand how the anti-doping ecosystem had evolved since 2020. To that end, a discussion had been facilitated on a number of trends that had been highlighted and discussed with the Executive Committee members, and the trends the Executive Committee members believed would be the most influential for the next strategic plan cycle were the economic slowdown and inflation, financial pressure on governments to tackle other public issues and challenges associated with the complexity of the system. That was important because the strategic planning exercise required an understanding of how the environment would evolve in the coming few years. An understanding of how the ecosystem was evolving had then made it possible to take a retrospective look at what WADA had achieved as part of the strategic plan. The management had therefore reviewed each of the strategic pillars with the Executive Committee members and looked at the achievements they had delivered and the impact for improvement in the future and reviewed a number of key performance indicators. In that update, she wanted to focus on the elements that the Executive Committee members wanted to highlight for 2024 and onwards. She would not go through all of them, but was happy to provide details on those that had been discussed the most. The discussion had started with the issue of improving the ADAMS user experience, under the Lead strategic priority. The importance of the Sword partnership in order to help WADA achieve that had been discussed at the opening of that meeting. As the Director General had said, Sword was providing support in the development and acceleration of capacity development for WADA. Other elements repeatedly highlighted during the discussion included the importance of communicating WADA's impact, both on the research advancements it was supporting and the overall impact it was creating with its programmes. The members would hear more about those initiatives shortly. When looking at the Be Athlete-Centred strategic pillar, one point the Executive Committee members had stressed was the importance of having rules that athletes could understand, which could also be seen as ensuring that athletes could understand the rules. WADA was already implementing initiatives to improve that because it was ensuring that, as the Code update process was ongoing, it was identifying at an early stage the areas that might require nuance or education for athletes to understand how those rules were changing. With regard to the Collaborate and Unite strategic priority, there was a very important point that was on the collaboration with ADOs to provide guidance on resource allocation. The dialogue being held with the stakeholders was how they could share guidance based on the information and the insight they might have so as to support the optimization of resource allocation with NADOs. Again, that had been a request from the Executive Committee members. The point was that WADA was listening. On the Be Visible strategic pillar, WADA was building greater engagement with the mission of achieving doping-free sport. She would return to that because it had a strong link with one of the themes identified by the Executive Committee members. Finally, on the Perform strategic priority, the Executive Committee members had requested an evaluation of the impact generated by the governance reforms. The purpose of that presentation was to show what had been discussed in the session in Shanghai, what mattered for the Executive Committee members and to try to find ways to achieve those takeaways.

Finally, for the last phase of the strategic plan, after understanding the environment and progress to date, a discussion had been facilitated on themes that could be considered for the next strategic plan. She highlighted the importance of the themes shared or proposed by Executive Committee members which were being considered as part of the next strategic plan. The WADA management had not yet committed to those themes and had grouped them into four bigger themes. But, looking at them together, it was possible to see the very strong message that it was expected that WADA focus on the core roles, which was the first theme. WADA was not expected to expand its scope broader than what it was at that time but rather to focus on

what it was doing and even to double down on it. The second theme, considered environmental, social and governance (ESG) factors in the decision-making, and she was sure the members would be happy to hear that human rights was a top priority theme that had been identified there, but there were also sustainable development imperatives. In both of these points, the message was to be able to consider human rights and sustainable development imperatives in decision-making. The third theme was on maximizing impact in the different ways possible, and the last theme was exploring the interplay between the fight against doping and public health issues. The aim was to keep that conversation going, because it was an exciting moment when themes and ideas were being exchanged and discussed on a weekly basis since the consultation process had been under way. The previous day, there had been some requests to clarify that fourth theme and the management had realized that, with the focus that had been requested and presented a few moments ago, there were some initiatives that WADA was about to launch that related to the angle under consideration with that specific theme. She believed that there were some initiatives that the management wanted to share with the Foundation Board based on the theme of the interplay between the fight against doping and public health issues.

THE CHAIRMAN thanked Ms Taillefer and, before opening the floor for comments or questions, wanted to mention an important matter as it related to amateur athletes, which was to tell the members about a social media campaign that WADA would be launching the following week that aimed to raise awareness among young gym-goers in Europe on the growing use of anabolic steroids and the threat to their health. The campaign, called Natural is Enough, was one of the key elements of WADA's intelligence and investigations capability- and capacity-building project, which was co-funded by the European Union. Of course, anabolic steroids represented a major threat to public health and society at large. Tragically, young people in gyms were increasingly taking anabolic steroids in a bid to look good and there was a criminal underworld feeding the demand, largely by trafficking an unregulated and unsafe supply via the Internet. The WADA Natural is Enough campaign would encourage young people to dedicate themselves to training naturally and living a healthy lifestyle without using anabolic steroids. The unique feature of that campaign was that WADA had engaged a team of natural fitness social media influencers from France, the UK, Germany and Spain who had certain duties and would promote the actions. It was the first such campaign and WADA was happy with it and he hoped and believed that it would be a very good template for the future. WADA campaigns were, of course, a good template for NADOs and he knew there was a discussion with NADOs about it. They could carry out similar campaigns using their own influencers. The outcomes of that campaign would, of course, be reported at the WADA Annual Symposium to be held in March.

MS BERGQVIST expressed her pleasure at attending her first Foundation Board meeting as she was taking the floor for the first time. The core of the anti-doping work was also the very core of all sports overall: fair competition. She thanked WADA for the hard work on behalf of athletes and sport integrity worldwide, and appreciated the presentation on that item. European representatives had discussed this matter at CAHAMA and taken note of the consultation process. They had read with interest the key themes identified in the discussion at the Executive Committee meeting in September 2023 and especially welcomed the inclusion of gender equality and the UN Sustainable Development Goals in the strategic plan. Drafting a strategy was a key process of the organization and it should be done openly and with the widest possible participation in order to commit and to achieve results. Therefore, she invited WADA to increase the number and diversity of stakeholders to be consulted, in particular with more representatives of public authorities, and to take into consideration the use of other methods for gathering opinions, for example questionnaires and surveys to broaden the consultation. She was pleased to hear that the mid-term review of the ongoing strategy had been carried out and was being used in drafting the new strategy. It gave a good insight into the strength and challenges of the organization. Concerning challenges, CAHAMA invited WADA to take into account areas for improvement identified by the KPIs (Key Performance Indicators), notably transparency and good governance and, as the discussion on the relationship with public authorities and the interactions was topical and very important, CAHAMA invited WADA to consider including in the strategic plan the relationship with public authorities and notably the interaction between the Code and the two international conventions, as well as the role and responsibilities of governments in the fight against doping.

MS GRANGE commended WADA on the efforts made to date, especially in relation to the engagement of public authorities. Given the risks identified in the evolution of the anti-doping ecosystem, she wanted to encourage WADA to continue the engagement in order to facilitate in-depth discussion on possible

strategies for mitigating those threats. One area she believed public authorities could benefit was the analysis and sharing of drug testing data and capacity-building to enhance national testing programmes. Using the data available from WADA was one way that public authorities could be assisted to improve whatever structures and systems they had in place.

MS TERHO wanted to comment only that it had been great to see how WADA had put the Be Athlete-Centred priority very high on the plan. It was of course important to continue in that direction and bear it in mind, in particular the bullet point about the athlete entourage, during the Code review.

MR BERGE appreciated the oral update and introduction given. In addition to the excellent point already presented by Minister Bergqvist from Finland and the previous speaker, he had a couple of points that focused on issues of strategic importance. They were also a strategic priority in sports and also discussed and focused upon in Europe and in the Council of Europe, but also relevant in the discussions with other continents and other stakeholders in their joint anti-doping work. The first was the implementation of 12 fundamental principles adopted the previous year by 46 European governments on fair anti-doping procedures. An important follow-up conference had been held in Riga, Latvia, the previous month with key stakeholders and very importantly also with the participation of a number of NADOs. The recommendation, with its 12 general principles, had been integrated in the anti-doping monitoring group's evaluation scheme, and was also currently used to assess several anti-doping systems at national level, where some national governments had already made quite good progress on their implementation of those principles. Perhaps the next helpful step to implement those very universal principles could be taking them up in the discussions and the process of revising the WADA Code and the standards. Secondly, 46 European countries had adopted a new declaration on sport integrity in September 2023. That was also a very important follow-up of the revision of the European sport charter two years previously. With that new declaration on sport integrity, the countries called for enhanced cooperation to combat cross-border crime linked to sport. They also supported the new international network of magistrates and prosecutors known as MARS. That network acted as a hub for sharing information and best practices among judges and prosecutors responsible for sport. His last point was that the monitoring group of the Council of Europe and the doping convention would forthwith work on the harmonization and strengthening of criminal legislation to better combat doping. He hoped that WADA and all anti-doping stakeholders would join forces and contribute to that very important initiative and process.

MS SÖRLING greeted the members and appreciated the very comprehensive report. The sport movement welcomed the process and congratulated WADA on the work conducted thus far. The sport movement felt that it had been heard and was looking forward to continuing that very important work together.

MR TAN echoed the comment that there were a few new faces on the Foundation Board. As it was also his first Foundation Board meeting and the first time he was taking the floor, he wanted to take the opportunity to thank the WADA leadership since, as a result of the governance reforms, the athletes had seats on the Foundation Board, which was a great step for athletes and athlete representation. With regard to Ms Taillefer's presentation, the Athlete Council was also working on its own strategic plan and welcomed the opportunity to contribute to the WADA strategic plan. The Athlete Council hoped that it would be able to align its strategic plan to the WADA strategic plan in the future.

MR SOBHY thanked the Chairman for all his efforts and support for the anti-doping programme in the whole world over the past few years as well its development for the future. He appreciated it and thanked him from the bottom of his heart. He also wished to thank the Director General for his comprehensive report and the valuable information shared with the members, representatives of the sport movement and public authorities from around the world. He appreciated the support given to Africa, and together with the Africa office, Egypt committed to support any action taken to assist and support Nigeria and Tunisia. He was sure that collective collaboration would provide important support to the nations in Africa to get them back on the right track. Egypt had also noted the recommendation to engage South Africa as the host of the Africa office. He congratulated South Africa and hoped that the issue that caused major administrative and staffing concerns to Mr Swigelaar and his team would be solved. Egypt fully understood the challenges that the office faced and he wished those involved in the negotiations on the details of the new hosting agreement all the best. Egypt remained available to assist and support the team and Mr Swigelaar with the Africa office.

He welcomed the presentation on the strategic plan. The KPI for increasing the distribution and number of laboratories was important when it came to development. The Egyptian laboratory was following the whole requirement process with successful actions and he would welcome approval of the laboratory, which would be of value to WADA, Africa and even the Middle East.

MS TAILLEFER stated that she was very happy to hear questions and comments regarding the key performance indicators that WADA had been developing. As rightly mentioned, the key performance indicators were directly linked to the strategic plan, and were the guiding baton to know if WADA was going in the right direction. But before she continued with that topic, she wished to thank the members for their questions and comments on the 2025-2029 strategic plan process and to advise them of what was now to come in the process. As part of the next steps in continuing the consultation process (and she hoped that some of those next steps would answer the comments and questions received), WADA was continuing the interviews with key external stakeholders up to the first quarter of 2024, all of the feedback and insight would then be integrated into the overall consultation material, and WADA would then work on a draft to present strategic priorities and key initiatives. That would basically be the structure of the next strategic plan that would be presented to the Executive Committee members in March 2024 at the meeting in Lausanne. At that point, any feedback received from the Executive Committee would be integrated. Following that meeting, she would send a preliminary version of the strategic plan structure to the Foundation Board members in writing, and would invite and welcome any feedback the members might have on the preliminary structure that would be sent. Once again, feedback received on that second validation process would be integrated in order to present a draft strategic plan at the September 2024 Executive Committee meeting, once more to validate that WADA was going in the right direction before submitting the strategic plan to the Foundation Board for approval in December 2024. That concluded her presentation.

THE DIRECTOR GENERAL had two responses to the remarks from Europe. The day before, that discussion had also been held at the Executive Committee meeting. It had been agreed with the European representative on the Executive Committee that she would be able to consult with colleagues from Europe and bring the results to WADA before the March 2024 meeting. That would be done. Of course, the idea was to keep a balance between regions and stakeholders and therefore WADA had to ensure a relatively equal consultation with all stakeholders, but that would pose no problem.

Mr Berge had previously shared with him the 12 principles. He had given it to the Code update drafting team and he was sure the team members would take that into account in the 2027 Code update process. He thought, as discussed, that many of those principles were actually already embedded in the Code. There were a few that might not be, and that would lead to discussion. Of course, the Code was a consensus document, so some of it, at least one aspect that he was aware of, would need a bit of discussion, but that would certainly be fully on the table. He just wanted to add that the MARS group was very interesting in terms of models, because the work WADA had been doing with the EU project in terms of educating investigators was something that would have to continue, as it had proved to be very important to have that ongoing education of educators. There was also a turnover of investigators within anti-doping organizations, so the MARS group was a model that WADA should also perhaps bear in mind for investigators. As everybody knew, the investigators represented the first step and the prosecutors the second, and they needed to work together.

DECISION

Strategic plan 2025-2029 process update noted.

- **3.4 Strategic key performance indicators update**

MS TAILLEFER noted that key performance indicators were the logical measurement of the implementation of the strategic plan. They were the way to ensure that WADA was going in the right direction. Any sign of alarm drew WADA's attention to make sure that it could focus on those specific areas. The objective of that update was to present the second edition of KPI measurements done in 2023. In the interests of time, she would not go over the 20 strategic KPIs and the 70 detailed KPIs in the dashboard but rather present the main strengths and areas for improvement identified during the whole exercise. As stated, it was the second year of measuring the KPIs, of sending a perception survey to stakeholders and athletes and analysing internal data to be able to report on progress. With regard to the main strengths and areas

for improvement for the year 2023, the main ones were that, when it came to leadership, there was an overall positive perception of WADA, and she would go into more detail shortly. In terms of compliance impact, as a degree of maturity was being reached, making it possible to assess the same ADOs with an interval of time, it was possible to observe that there was a decrease in the number of total non-conformities. As for capability-building impact, the training delivered through the ADEL (Anti-Doping Education and Learning) platform was increasing in terms of the number of athletes, as well as support personnel and ADO practitioners, but even more so in terms of level of engagement with the platform. In terms of the governance bodies' perception, there were also major improvements in the perception of competencies and openness following the governance reforms. In terms of areas for improvement, there was the user satisfaction towards ADAMS, which the members had discussed earlier, the athletes' perception about WADA seeking feedback from athletes and, finally, the stakeholders' perception of WADA being associated to innovation and transparency, which were the attributes that WADA was the least associated with. To provide the measures behind those strengths and areas for improvement, when looking at key insights, as part of the perception survey conducted the previous year, the members could see that questions had been asked on overall leadership perception, but also on perceptions of performance of WADA in the different anti-doping areas. The survey data showed that 83% of respondents believed that WADA was the leader in the field of anti-doping and 78% believed that WADA acted as a thought leader. The members could also observe that the roles closer to the role of regulator scored quite high, such as developing anti-doping rules and policies. Since it was the second year of measurement, the members could also see the delta, the progress in perception since the first year measured, which was the previous year.

The second KPI was the compliance programme, which showed a decrease in total non-conformities. There were many nuances that were necessary to really understand that number. For ADOs that WADA had been able to assess for a second time that belonged to tier one or tier two, either through the Code compliance questionnaire or the audit, it had been possible to compare how many non-conformities had been observed from the first time to the second time they had been assessed. For that population, there had been a decrease of 22% in total non-conformities. The third strength was capability-building. The key message was that there had been an increase in the number of users, but a more than proportional increase in the engagement that those users had with the material, including the online programme and online education resources. Finally, in terms of governance bodies' perceptions, the members could see that all the KPIs were at 75% or higher. The most interesting point was that they had all increased since the first year of measuring that KPI, including the perception of collaboration, constructive dialogue, competencies and expertise for decision-making and openness and transparency. When looking at areas for improvement, she believed that it would not come as a shock to anybody that ADAMS user satisfaction could be higher. In 2023, WADA had used its surveys as a baseline to understand the current level of satisfaction by module and overall satisfaction. Given that development was an iterative process and WADA had to develop one module at a time, in the future, WADA would measure KPIs and satisfaction based on the modules that were being developed, so as to focus attention on the impact on satisfaction when putting the effort into developing a module in a new way. Regarding the second area for improvement, a number of elements of perception had been sent to athletes, and the members could see that, among the various elements, seeking feedback from athletes had room to grow. The figure currently stood at 65%, and she was very confident that working with the Athlete Council on different initiatives would help improve that. Finally, every year, WADA tested the perception of attributes regarding WADA. As the members could see, some attributes were very strongly associated to WADA, such as legitimacy and trustworthiness, but there were others where WADA could still work on presenting what it was doing, especially to do with being innovative and transparent. The perception on those was that a number of initiatives were innovative and WADA could do better at communicating them to the community.

Finally, to give the members a glimpse behind the scenes, the survey had been sent for the second year in 2023. WADA had managed to increase the number of respondents thanks to the very hard work of the regional offices, which had made a conscious effort to distribute the survey, as well as the WADA athlete engagement team and the various Athlete Council members. She was very grateful to all those who had been part of the effort in distributing the survey. However, with roughly 2,600 respondents, WADA could still work on getting more respondents and ensuring that the picture being drawn with the KPIs accurately represented the perception that the ecosystem had of WADA. The members could play an active role in

that. There was a QR code included at the end of her presentation. If the members could take three to four minutes to fill in the survey when they had a moment before the end of that day, it would be very helpful to have their perception as governance body members. That concluded her presentation.

DECISION

Strategic key performance indicators update noted.

4. Governance

- 4.1 Governance reforms implementation update

THE DIRECTOR GENERAL informed the members that he would provide an update on the progress made in terms of implementing the governance reforms to which they had agreed. Obviously, from the work of the working group and the recommendations voted on by the Foundation Board, a lot of work had had to be done to implement them and make it a reality. They would be pleased to hear that all the reforms foreseen had been adopted and implemented. The Statutes from WADA had been modified. The members had voted on those in the middle of the year by circular. Following that, they had been submitted to the Swiss authorities, whose role was to supervise the Foundation, and they had needed to agree to the change in the Statutes. That had been done and WADA had received confirmation from the Swiss authorities that there was no issue with the modification of the Statutes. That was currently in place and WADA was operating under those new rules. He briefly recapped that WADA had achieved the creation of the Athlete Council. As the members knew, the structure was a broader group with a majority of athletes elected. A new NADO Expert Advisory Group had been created, again through an election process. The members had been designated and had appointed their representatives on the Foundation Board. WADA had a new independent member at the Executive Committee table and the Foundation Board had new members around the table, both from the athletes and the NADOs. The Independent Ethics Board and the independent Ethics Officer were in place and working. After the previous Executive Committee meeting, the Risk and Audit Committee had been finalized, the members had been appointed, they had had their first induction and they would have their first working meeting in the coming weeks. That was also in operation, and WADA had revised the format of the Finance and Administration Committee in light of the creation of the Risk and Audit Committee. All of that was in place. The athletes and NADOs also were in each of the standing committees. The processes were in place, the work and the relationship with the Nominations Committee were working. WADA would see how things worked. As said at the beginning, after a few years of practice, it would be time to go back and assess what worked and what maybe did not work, and then move forward. At that time, however, he was happy that WADA had been able to implement everything and work under the new rules.

MR ROLLAND thanked the Director General for the update. It had been quite a long journey since the governance reform process had been launched. Governance reforms were not simple and it was far from easy to address what was an ambitious and to a certain extent a difficult and very complex exercise. That exercise had actually required significant resources, including financial resources, of course, but also many contributors had participated and been involved in the debates. Thankfully, WADA had moved on to the implementation phase. He appreciated the short summary. The sport movement was very pleased to see the concrete applications and he wanted to thank WADA for the efforts made to ensure swift implementation of the reforms. Of course, some adaptations might still be needed and obviously all organizations must remain in a continuous improvement mode. But, at the same time, the sport movement was pleased to see WADA focusing and engaging its resources on its core mission and activities.

MS EARLEY stated that Canada, on behalf of North America, wanted to share its appreciation of the work that WADA had undertaken in strengthening and adjusting governance to address the current needs. In parallel, in Canada, hard work was being done to modernize the governance of the federally funded national sport organizations. That leadership from WADA, in terms of looking at the rest of the sport system, was therefore highly appreciated and very relevant to the context everybody was working in.

MR BINDRA wished to express collective appreciation on behalf of the athlete community for the governance reforms and, in particular, regarding the WADA Athlete Council and ensuring representation of

athletes across the different WADA bodies. He thought that those steps had significantly strengthened their trust in the system and ensured that athletes' voices were acknowledged and respected.

DECISION

Governance reforms implementation update noted.

4.1.1 Draft electoral package for 2025 WADA president and vice-president election

THE DIRECTOR GENERAL explained that the governance reforms had also entailed some changes to the rules for the election of the president and vice-president. The general principles were provided in the revised Statutes. It had been agreed that when these had been approved, WADA would provide detailed procedural rules for those elections. The members therefore had a draft of those rules in their files. They were divided into three parts: the proposed timeline, the rules of conduct for the candidates and the candidacy forms. As the members would see from the rules, the elections would be overseen by a member of the new Independent Ethics Board. The management had also asked the Independent Ethics Board to review these rules and make comments. He knew that the Independent Ethics Board had done that, as it had been meeting over two days in Montreal, so the management would receive any comments and suggestions on how the rules should be improved and factor them in. The Foundation Board members were also invited to make comments, although they could also be sent in over the following weeks. After that consultation, the management wanted to finalize a revised draft that would be circulated for final comments to the Executive Committee. As Foundation Board members, it would then be up to them to adopt the rules by circulatory vote because they needed to be in place and adopted before the next Foundation Board meeting, which would be around the time where the process actually started. He invited the members to have a look at them. They were very similar to the rules in the previous election, with the difference that there was a possibility under the rules for the current leadership to run for re-election and specific rules to deal with the possible rules of conduct of those who were in position already in the organization. He was happy to answer any questions but also invited the members to send in any remarks or comments to be integrated into the next draft.

MR ROLLAND thanked WADA for providing that clarity on the timelines and process. It was very much appreciated and he would certainly submit any comments if any became apparent to him in due time.

DECISION

Draft electoral package for 2025 WADA president and vice-president election noted.

- 4.2 Executive Committee and Foundation Board memberships

4.2.1 Executive Committee 2024 composition

THE DIRECTOR GENERAL noted that, regarding the composition of the Executive Committee for the following year, the members had received by e-mail the night before the latest list, in which there were three positions to be renewed. They had the names of two of those and were missing one, which would come later in the process. He therefore proposed that the members formally appoint the two proposed names on that list and they would have a circulatory vote for the remaining name as soon as that name was provided.

THE CHAIRMAN asked the members for the record if they were in agreement with appointing the Executive Committee for 2024 as it was presented in the Executive Committee paper provided to them by e-mail the previous night.

DECISION

Proposed Executive Committee 2024 composition approved.

4.2.2 Foundation Board 2024 composition

THE DIRECTOR GENERAL noted that the members also needed to formally approve the composition of the Foundation Board for 2024. The members did not yet have all the names for the following year's board. As soon as the list was completed, it would be sent to them so that they could formally approve it

and start the paperwork with the Swiss authorities. He urged those regions that had not yet provided all the names to do so as quickly as possible so that they could move on with the full process.

MR AOYAMA introduced himself. He was the State Minister of Education, Culture, Sport, Science and Technology of Japan, succeeding his predecessor, Mr Ide. It was his first time at a WADA Foundation Board meeting and he was committed to working with the members in the fight against doping in sport. He understood that, since 2023, as a result of the governance reforms, there had been representatives from the WADA Athlete Council and NADO Expert Advisory Group at the Foundation Board meeting. In the decision-making process of that organization, he thought that it was important to listen to the voices of athletes at the centre of sports and NADOs, as they were active in the field in which anti-doping activities took place. With a more inclusive decision-making process, he hoped that the WADA anti-doping programme would become even more widely accepted.

MR KASAPOĞLU thought that the governance reforms were one of the most important points on the agenda. He thanked WADA for the implementation of governance reforms transparently. It was beyond any doubt that athletes and NADOs were the most important actors to be supported by WADA's anti-doping policies. For that reason, perhaps the most crucial governance reform was increasing the representation of athletes and national anti-doping organizations in the governance structure of WADA. In that regard, he considered that it was very valuable in terms of inclusive management that representatives of WADA's Athlete Council and WADA's NADO Expert Advisory Group took part in the Foundation Board and Executive Committee after the reforms. He believed that WADA would be represented more powerfully in the fight against doping after the appointment of those and other members. He congratulated all newly joined members of the WADA family and thanked all former members whose term of office had ended for their efforts in the fight against doping. On another note, having received the sad news that Dr Hanem Amir from Egypt, a WADA NADO Expert Advisory Group member and Chief Executive of the Egyptian NADO, had passed away, he wished her family strength and patience and offered his condolences to the sport community.

DECISION

Foundation Board 2024 composition noted.

4.2.3 Approval of current composition of Foundation Board for Swiss authorities

Before giving the floor to the Director General, THE CHAIRMAN noted that one minor editorial change had been made the previous week. The spelling of the name of the public authority member from Japan had been corrected and would be included in the version submitted to the Swiss authorities.

THE DIRECTOR GENERAL thanked the Chairman and explained that the Foundation Board was required to formally approve the current composition of the Foundation Board to send to the Swiss authorities.

THE CHAIRMAN asked the members for the record if they formally acknowledged the composition of the WADA Foundation Board as of 17 November 2023, so that any member changes could be filed as required by law with the Swiss authorities. He thanked the members.

DECISION

Current Foundation Board composition approved.

- 4.3 Permanent special and standing committee compositions 2024

4.3.1 New or renewed standing committee members 2024

4.3.2 Athlete member of Compliance Review Committee 2024

THE DIRECTOR GENERAL thanked the Chairman for giving him the floor; but, as he had dealt with the matter in his summary of the previous day's meeting, he had nothing more to say on the new or renewed standing committee members 2024 and the athlete member of Compliance Review Committee 2024.

4.3.3 Independent Ethics Board membership terms ending May 2024

MS SMITH-GANDER greeted the members of the Foundation Board. That agenda item was a recommendation related to the Independent Ethics Board membership terms. As they would be aware, the terms of the board members were staggered so that the board could maintain continuity and history as it moved forward. Two members' terms were expiring and one of those members, Dr Prezelj, was prepared to continue for a further term. She had sent the members a letter referring to her correspondence with Professor Hartlev, the Chair of the Independent Ethics Board, in which she had been advised of Dr Prezelj's willingness to serve the additional term and that, given his contribution to date, she was very supportive of that. It had further been determined that, as the vetting had taken place recently, that step would not be necessary. On behalf of the Nominations Committee, she therefore recommended that the board appoint Dr Prezelj to serve a further three-year term as an independent member of the Independent Ethics Board. Unfortunately, Mr Perna, one of her compatriots from Australia, was unable to continue post his term. The Nominations Committee would therefore be supporting WADA to conduct an open call process to have another member join the board to fill the vacancy created by the expiry of Mr Perna's appointment. She would be happy to answer any questions.

THE CHAIRMAN asked the members for the record if there were any objections to the reappointment of Dr Rozle Prezelj to the Independent Ethics Board for a further three-year term from May 2024 to May 2027. He noted that there were no objections. Dr Prezelj was hence automatically approved for a further three-year term commencing on 19 May 2024.

DECISION

Proposal to reappoint Dr Prezelj to the Independent Ethics Board from May 2024 to May 2027 approved.

- 4.4 Amendments to the WADA Code of Ethics

PROFESSOR HARTLEV was pleased to have the opportunity to give the members a very brief introduction to the proposed amendments to the Code of Ethics. As they knew, the WADA Code of Ethics had been approved by the Foundation Board on 21 November 2021, only two years previously. One might ask why amendments to the code were already needed. However, when drafting and adopting the Code of Ethics, it had been foreseen that revisions would be needed both to ensure alignment with the planned and prospective development of the WADA governance structure and regulations and also to benefit from experiences gained with the application of the code. Section 7 of the Code of Ethics set down the obligation for the Independent Ethics Board to examine the fundamental principles of section 3 once a year to determine whether they should be amended and, if so, to report such recommendations to the Foundation Board. During the previous month, a sub-committee of the Independent Ethics Board had been tasked with carrying out that review of the code. In addition to the amendments proposed by the Independent Ethics Board, the WADA management had also suggested some changes. The proposed amendments under consideration were therefore the result of both the Independent Ethics Board's and WADA's reviews in 2023, and the amendments aimed to improve the clarity of the code.

With regard to the review process performed by the Independent Ethics Board, as she had said, a sub-committee had been tasked to work on that and identify issues where clarifications and improvements were needed. The proposed changes had been submitted for discussion to the entire Independent Ethics Board at its meeting in Lausanne in March 2023. Afterwards, it had been refined and clarified through internal discussion by the Independent Ethics Board, but also with input from the Ethics Officer, the WADA management and the legal counsel. As such, the proposed amendments put to the Foundation Board by the Independent Ethics Board were the product of both a careful but also a very consultative review process. Moving on to the review made by the WADA management, a number of changes were required due to the 2022 governance reforms and the adoption of the revised WADA Statutes and governance regulations in June 2023. In addition to that, the WADA management had also made an internal review in which it identified some amendments to clarify the inaugural Code of Ethics. Those suggestions had, of course, also been validated by WADA's legal counsel. The members' files included both an explanatory table and a red-line version of the code so they could see the changes and also the justification of the changes. She would not

go through all those amendments. It was a long and comprehensive document. Like all legal texts, it appeared to be complex and so it had to be eaten in small bites to make it easier to digest.

She would therefore try to present an overall justification of some of the proposed amendments. First of all, the Independent Ethics Board had suggested including hyperlinks in the document to facilitate access to other documents referenced in the Code of Ethics. That made it easier to access other relevant statutes when reading the code. As mentioned, some adjustments were needed due to the ongoing governance reforms. She showed examples on the slide of some of the changes that had been necessary due to the reforms. For instance, there was currently a special category with the permanent special committees. It was necessary to ensure that members of those committees were also covered by the Code of Ethics. That was one example of a change. Also, the independence criteria had been changed after the code had been adopted so that had, of course, also been revised. And the two-thirds majority vote that currently applied to the Executive Committee had, of course, also been changed in the code so that the Executive Committee could perform its reconsideration process in compliance with the rules regarding majority voting. In addition to those necessary changes during the internal review of both the Independent Ethics Board and subsequently the WADA management, some parts of the text had been identified where clarification was needed in order to avoid uncertainty in interpretation of the Code of Ethics, especially in section 2. It had been necessary to clarify how the code applied to WADA staff members, because staff members had a special status in the code. The code applied to WADA staff members but, due to national labour law regulations, it was necessary to exempt WADA staff from the procedural measures adopted in the code. Therefore, there would be a separate system applying to the WADA staff members. That had not been crystal-clear in the code from the very beginning, so it had been adjusted. There were also other examples of small uncertainties and provisions where more clarity was needed in order not to create uncertainty when interpreting the code.

The process had also identified a number of new provisions deemed necessary, for instance also related to WADA staff members. There was a duty to report to the Ethics Officer; but, for WADA staff members, there were other reporting mechanisms. The question could be whether, if they reported it through the labour law or human resource complaints mechanism, that would be sufficient to fulfil the obligation to report to the Ethics Officer. That had since been clarified in the code. There had also been other areas where clarification was needed and also where amendments were deemed necessary. For instance, the Independent Ethics Board had suggested that mediation and conciliation and training should be added to the measures that would be available as a sanction or a measure in specific situations where those measures would seem more appropriate than other measures already in the code. Finally, it had been necessary to correct a few clauses, which were not entirely accurate or considered fully appropriate. For instance, there was a clause about consent which was not in compliance with data protection regulations, in particular the European Union General Data Protection Regulation. She hoped that overview gave the members some idea of the rationale underpinning the vast number of amendments recommended for their approval but would be happy to respond to any questions.

MS SÖRLING noted that the Independent Ethics Board had started its work very actively and ambitiously. The sport movement was, of course, very satisfied with the existing framework. However, she wanted to stress the importance of sticking to priorities. Finally, the sport movement supported the adoption of the modifications.

MS GRANGE commended the rigorous work of the Independent Ethics Board and WADA in reviewing and recommending the proposed amendments to the Code of Ethics which facilitated its alignment with the revised WADA statutes and governance regulations. She also wanted to commend the WADA management on proposing the amendments to the conflict of interest policy to ensure coherence with the Code of Ethics. Her region appreciated the establishment of the ethics platform, which allowed for allegations of professional misconduct by WADA officials to be reported.

THE CHAIRMAN asked the members for the record if they approved the proposed amendments to the WADA Code of Ethics.

DECISION

Proposed amendments to the WADA Code of Ethics approved.

- **4.5 Adoption of the WADA conflict of interest policy**

THE DIRECTOR GENERAL agreed with Ms Grange that everything was linked. Hence, as the Code of Ethics had to be amended with the revision, WADA also had to amend the conflict of interest policy to be aligned with the Code of Ethics and other documents. What was proposed was therefore an update of the conflict of interest policy, which referred to the Code of Ethics, which clarified that, in particular, breaches of the policy would be dealt with by the Ethics Officer and the Independent Ethics Board, and no longer by the Chairman and Director General, given that WADA had the tool, and that the definition of *official* that was in the conflict of interest policy was the same as the definition of *official* in the Code of Ethics. The proposed policy also sought to make the system coherent.

THE CHAIRMAN asked for the record if the members agreed to approve the conflict of interest policy.

DECISION

Proposed WADA conflict of interest policy approved.

- **4.6 Adoption of WADA's 2022 activity/annual report**

THE DIRECTOR GENERAL noted that that agenda item was also a formality. In the past, WADA had had to provide the Swiss authorities with the approved audited accounts, but it currently had to provide the audited accounts at the same time as the annual activity report that the Foundation Board had to approve. The members were therefore asked to formally approve the 2022 activity report that was in the file to be able to submit it to the Swiss authorities with the 2022 audited accounts.

MR CEPIC remarked that he was glad he was not the only new member on the Foundation Board. Much more importantly, he thought that it was the first time in the history of WADA that the NADOs were represented on the Foundation Board. He thanked the WADA leadership and all those Foundation Board members who had worked on that and enabled the representation of NADOs on the Foundation Board. Secondly, he congratulated WADA on the 2022 activity report, which was great, structured and showed the wide scope of activities that WADA had to deal with. He was also glad that it showed the vast amount of energy, work and dedication that the NADOs had put in to make it possible.

THE CHAIRMAN thanked Mr Cepic and gave the floor to Mr Rynkowski.

MR RYNKOWSKI thanked the Chairman and greeted the members in the room and online. He had the pleasure of representing the Minister of Sport and Tourism of the Republic of Poland, Mr Bortniczuk, who for organizational reasons had had to stay in the country as a result of the recent parliamentary elections and upcoming changes to the Polish Government. As a European representative, he wanted to ask for approval of WADA's 2022 annual activity report, which took into account requests made by the Swiss Federal Supervisory Authority for Foundations. Taking advantage of the opportunity, he also congratulated all of the active and former members of the Foundation Board, the Executive Committee and numerous committees and, in particular, the WADA staff members who had contributed to achieving a robust performance in 2022 as well as the successful implementation of the governance reforms.

THE CHAIRMAN thanked Mr Rynkowski and asked for the record if the members agreed to approve WADA's 2022 activity/annual report. He thanked the members.

DECISION

Proposed 2022 activity/annual report approved.

5. Finance

- 5.1 Government/IOC contributions

MR NG was happy to update the members. As of 17 November, WADA had received from the public authorities 93.4% of contributions compared to 97.2% at the same time the previous year. Hence, some 1.6 million US dollars had yet to be received, mainly from Europe as well as from the Asian region. Europe, including Israel, had contributed 89.5% compared to 100% at the same time the previous year. Some 1.2 million dollars were still pending from Russia and Belarus. Asia was at 94.1%, compared to 92.3% the previous year. About 286,000 dollars were pending, mainly from Lebanon, Indonesia and Pakistan. The Americas were at 99.3% compared to 96.5% the same time the previous year, with a further 46,000 dollars to be received. Africa was at 52.8% compared to 54.5% the previous year, with 56,000 dollars pending. Oceania had contributed 100%. Additional contributions of 62,000 dollars had been made, with 58,000 dollars contributed by Japan for programme development in Asia and 4,000 dollars contributed by Nigeria for the African region. WADA had also received a grant from the European Union for Erasmus+ of 51,600 euros, specifically for the Global Learning and Development Framework. He thanked everyone for their contributions.

MS BERHANE reiterated the support of the sport movement to adopt the 2024 budget.

MR COSGROVE asked if there was a plan to assist, support and work with member countries in order to recover past outstanding contributions. He noted, notwithstanding, that many of those countries might have economic and social challenges that would make payment of contributions difficult, while others might not.

THE DIRECTOR GENERAL responded to Mr Cosgrove that WADA always tried to collect past contributions that had not been paid. WADA had done that, for example, with Venezuela and kept pushing for payment. There might have been other examples, but it was something that WADA certainly kept doing. Indeed, if the members looked at past years, WADA had often suddenly exceeded 100% because it had managed to collect past contributions that had not been paid. In that case, the Olympic Movement agreed to match the past dues when they were collected. The current challenge with Russia would perhaps be a bit more complicated.

MR SOBHY said that, on behalf of the Egyptian Government, he would consider paying for the rest of the African contribution.

THE CHAIRMAN thanked Mr Sobhy and noted his surprise and great pleasure before giving the floor to Mr Tan.

MR TAN remarked that, from an athlete's point of view, it was particularly sad when governments did not pay their contributions or did not pay in a timely manner, as that obviously had a big effect on athletes and on the fight for clean sport, especially given that athletes were held accountable to very strict rules in the Code and subject to possible sanctions when they did not comply with those strict regulations. He therefore hoped that a solution could be found to ensure that the governments contributed accordingly.

THE CHAIRMAN reiterated his thanks to Mr Sobhy for his gracious offer.

DECISION

Government/IOC contributions update noted.

- 5.2 2023 quarterly accounts (quarter 3)

MS CHUNG greeted the members in person and online. She would give a quick update on the accounts up to 30 September 2023. The total income stood at 44.2 million dollars, representing 87% of the budgeted income from all sources of funders, and the total operating expenditure had reached 61%, or 29.3 million dollars, of the budget. From the numbers reported, the spending level was lower than budgeted. That was mainly due to timing; however, as travel restrictions had been widely eased, more in-person activities and meetings and events had taken place over the past nine months. The WADA Annual Symposium had been held in Lausanne. In May and September, the Executive Committee had met in Montreal and Shanghai, where a large majority of members and participants had attended in person. Of course, WADA continued to

carry out meetings and activities with stakeholders in person or in hybrid mode when possible. To provide a comparison, total travel expenses for the previous nine months had been recorded at 2 million dollars, compared to 2.3 million dollars at the same time the previous year. The previous year, the Winter Olympic Games had been held in Beijing. Thus far, the level was still far from the level of travel in the pre-pandemic era. Of course, more expenses would be incurred in the fourth quarter, with the Executive Committee and Foundation Board meetings in person, along with all the meetings held and projects to close the year, which would increase total expenses. Those should remain within the revised budget and the surplus currently recorded at 13 million dollars would be adjusted accordingly. Depreciation was at 76%. Overall capital expenditure was at 1.4 million dollars, at 45% of the revised budget. Again, that was due to timing. The total renovation cost of the Montreal headquarters had reached 3.3 million dollars. As the members knew, during the post-pandemic period, all prices had increased. Costs had also increased during the course of the project. In terms of investment, the total value of investment at the end of September had been at 20 million dollars, split between UBS and Lombard, WADA's two main banks for investment, and 95% of the portfolio was in a high-quality bond. WADA continued to invest in secured investments as per the policy of no risk and based on the recommendations of the banks. The interest income amounted to 380,000 dollars at the end of September 2023.

MR O'LEARY apologized that his comment was a little bit granular, but it also arose in the next item on the budget. He noticed that the amount for related proficiency testing activities for the year to date was 444 euros as opposed to a budget of 942,000 euros, and the 2024 draft budget was asking for approval of 900,000 euros. He wondered what the reason for the underspend was and whether that would be closed by the end of the year.

MS CHUNG replied that, with regard to the proficiency testing, due to the lack of resources in the department, some projects had had to be postponed to subsequent years. Hence, what the members were seeing at that time was under the budget and there were only a couple of months left before the end.

DECISION

2023 quarterly accounts noted.

- **5.3 2024 draft budget**

MS CHUNG said that the 2024 draft budget had been presented to the Finance and Administration Committee in July and it had approved it for recommendation to the Executive Committee. The Executive Committee had also approved it. At the previous Executive Committee meeting in September, the WADA management had been asked to reflect the financial impact derived from the new IT partnership with Sword in the 2024 budget. The agreement had been signed and formalized on 14 September 2023. The members would find an updated version of the 2024 budget reflecting the partnership with Sword along with the detailed budgets in their papers. Elements pertaining to the Sword partnership would be included in the following highlights. As background, in May 2022, the Foundation Board had approved the annual contribution increase of 8% for 2023 and 6% for 2024, with another 6% for 2025. WADA was very grateful for that increase. Following a very robust and thorough budgeting process, aligning with WADA's strategic priorities while respecting the budget envelope, WADA had prepared a detailed budget for 2024. Income from all sources of funders was budgeted at 53 million dollars, plus 1.5 million from the Sword partnership funding. The total was therefore up to 54.5 million dollars for the year, of which contributions from the IOC and public authorities were close to 25 million dollars each. The remaining was from Montreal International, 2.44 million dollars, and other income from compliance monitoring and laboratory accreditation fees.

WADA had already reflected in the 2024 budget the increase in IT operating costs and capital expenditure in anticipation of that partnership agreement. As the agreement had not yet been concluded at that time, it had been deemed prudent not to include the annual partnership in the budget, but it had been concluded and was therefore included in the meeting papers. The transfer of activities to Sword also meant the transfer of staff members from the WADA IT department to Sword who would continue to work on WADA projects. The budget reflected the transfer. The net operating expenses in the IT budget had increased by 227,000 dollars, as critical projects needed to be carried out and to ensure business continuity. Of course, that extra cost was covered by the partnership funding. Other activities for the following year included the Olympic and Paralympic Games and the next edition of the Global Education Conference in France. As

such, there were some increases in some key departments such as the Office of the Director General and the Athlete Engagement, Education and Testing departments. They had budget increases for the following year. As mentioned also, the Athlete Engagement Department would be taking on a greater role in the coming year. There were the new Athlete Council members, a new head of Athlete Engagement and of course the work on human rights and the Ombuds. Research had been kept at and budgeted at 4.5 million dollars. Legal affairs had remained fairly stable and there was also the litigation reserve should WADA need to use it the following year. That was of course upon the approval of the Finance and Administration Committee. Some expenses had been centralized for the following year into the Office of the Director General, so there were some increases there. Previously, that had been spread out, but it was currently all centralized in one place. As Ms Taillefer had mentioned earlier, the groundwork on the strategic plan had started that year and the bulk of the work was going to continue into 2024. There had been a lot of talk about governance and, just to give the members an idea, the overall running costs for the new governance reform were about 1.3 million dollars yearly. Of course, there were new members and various new bodies. Moving towards the new cycle of the Code update, which would span 2024 and 2025, it was anticipated that the cost would be around 1.2 million dollars, which would be covered with the money received from the CAS award for the RUSADA case. Naturally, there was an envelope to respect. Some departments had been asked to budget less to fit into that envelope, including all the non-cash items such as depreciation. WADA had previously had a deficit of 1.3 million dollars, but the income from Sword had balanced the budget, leading to a net surplus of 23,000 dollars. For cash flow, in terms of cash impact, the original plan had been to use 1.1 million dollars from the unallocated fund, but the funding from the partnership had improved the cash to situate it at around 500,000 dollars in terms of cash depletion, the threshold that was allowed by the Finance and Administration Committee. In terms of operational reserves, WADA was currently sitting at 9.6 million dollars, which was less than three months of operations. The Finance and Administration Committee and the Executive Committee had approved a level of six months, so WADA was still below that level. Of course, one element WADA had not been able to ignore for some time was inflation. It was still fluctuating due to uncertainties in the economy, but economists believed that it had already reached its peak. However, the annual increase of 6% would be affected. Of course, WADA would continue to be prudent, agile and responsible in terms of spending. She would be happy to take any questions.

MR AOYAMA supported approval of the proposed 2024 budget and commended WADA on its continued efforts to raise funds through the private sector, including through the partnership agreement with Sword. In collaboration with Sword, WADA's IT staff would be seconded to Sword to engage in WADA's IT-related work. He asked WADA to verify the effectiveness of the business framework and arrangement.

MR RYNKOWSKI echoed what the distinguished minister from Japan had just said. As a representative of Europe, he requested approval of the 2024 draft budget with the agreed 6% increase decided on in 2022 and, moreover, took that opportunity to congratulate WADA on arranging the partnership with Sword.

THE CHAIRMAN asked the members for the record if they approved the 2024 budget based on the recommendation of the Executive Committee from September 2023. He noted that the budget was approved.

DECISION

Proposed 2024 draft budget approved.

- **5.4 External finance auditor update**

MS CHUNG informed the members that she would provide an update on the external finance audit. PricewaterhouseCoopers had been WADA's auditor for the past three years. At the previous Foundation Board meeting, there had been a request to extend PricewaterhouseCoopers's auditing services for one more year to 2023 to allow sufficient time for the Risk and Audit Committee to be established. The committee had been inaugurated the previous September. In the essence of time, the WADA Finance and Administration Committee had initiated the request for proposals to search for the new or renewed auditor to perform the audit of the 2024, 2025 and 2026 fiscal years. One of the first items on the recent audit work plan would be to recommend to the Foundation Board the appointment of the external auditor. Given that timing, it was anticipated that the Risk and Audit Committee would be able to make its recommendations for

the appointment to the Foundation Board in the first or second quarter of 2024, and that was straightforward. The decision would be taken via circulatory vote.

The second update was just for the members' information. WADA produced two sets of audited accounts. The International Financial Reporting Standards and the Swiss GAAP had been reported since 2020. However, as WADA was a Swiss foundation, only the Swiss GAAP financial statements were in fact required by the Swiss authorities. The question of whether or not to continue with both reporting methods had been discussed by the Finance and Administration Committee at its July 2023 meeting, and it had been agreed by the members that WADA should continue to produce both sets, given that the IFRS were more widely used and accepted by stakeholders and most likely by potential future global contributors.

DECISION

External finance auditor update noted.

6. Legal

- 6.1 RUSADA update

MR WENZEL believed that the members of the Foundation Board would recall that, in late 2020, the Court of Arbitration for Sport had found RUSADA to be non-compliant in connection with massive data manipulations in the Moscow laboratory resulting from WADA's retrieval of the data in 2019. The CAS had imposed a two-year period of consequences on RUSADA. WADA had, of course, sought four years' worth of consequences. That two-year period of consequences had expired on 17 December 2022, shortly after the previous meeting of the Foundation Board. The consequences had therefore come to an end, but RUSADA remained non-compliant until such time as it was found to have met the reinstatement conditions that had been imposed by the CAS. Those reinstatement conditions covered a number of different areas: financial, investigative, cooperation, independence and lack of interference. WADA was still in the process of reviewing those reinstatement conditions and, when the WADA management considered that the conditions had been met, it would refer the matter to the Compliance Review Committee, which, if it agreed with WADA, would then refer it to the Executive Committee for decision. As he had mentioned, that review process at WADA administration level was ongoing, but he thought the status at that time was that the management had formed the view that, in order to assess some of those criteria, in particular with respect to the independence of RUSADA, it would be necessary to conduct an in-person audit or visit. That position, the need for an in-person visit, had been endorsed by the independent Compliance Review Committee. In the current geopolitical climate, there were obvious challenges with conducting that in-person audit or visit. Even leaving that aside, there was a separate and distinct reason why, at that time, RUSADA could not be considered for reinstatement which was described in detail in the papers. In summary, it related to non-conformities between the Code and the federal Russian sports legislation which had been discovered as a result of an audit in September 2022. The details as to how that process had evolved since then were set out in the members' papers. The situation at that time was that, at the recent Executive Committee meeting in Shanghai in mid- to late September, it had been decided to accept the Compliance Review Committee's recommendation to send a formal notice to RUSADA alleging non-compliance. RUSADA had more recently exercised its right to dispute that formal notice and that had triggered, according to the rules, a requirement on WADA to file the case with the CAS, which it had done earlier that week. He had said when he had introduced that federal legislation issue that it was a separate reason for which WADA could not reinstate it, because the rules stated that, when a signatory was non-compliant, if a further non-conformity was discovered before reinstatement, the signatory could not be reinstated until that further non-conformity had been resolved.

The CAS process would run its course. He thought that the Foundation Board had the full report as well as a summary table of the latest statistics on the LIMS cases. Those were the cases arising from the data retrieved that he had mentioned at the beginning from the Moscow laboratory in 2019. Over 800 cases had been referred to different anti-doping organizations, in particular international federations and RUSADA. As the members would see from the table of statistics, the number of sanctions that had been imposed continued to rise. He thought that, at the meeting that time the previous year, there had been 162 sanctions, whereas there were currently 222. The LIMS cases were complex, not least due to the manipulation of data,

and they had to be very carefully considered and ultimately prosecuted if the evidence was sufficient. WADA, and in particular its Intelligence and Investigation Department, continued to support anti-doping organizations both in assessing those cases and also prosecuting those cases, including by providing expert evidence at the CAS or other tribunal hearings. WADA continued to exercise its right of appeal in situations where it took the view either that a case should have been prosecuted that had not been, or that an athlete had been acquitted when he or she should not have been. When WADA had taken those cases to the CAS, it had up until then been successful in all of them. It was comforting to see that the CAS panels that had considered those cases to date had taken a robust approach to them.

He would conclude with a few words on the recent case of Kamila Valieva, the figure skater who had tested positive before the Beijing Olympic Games in early 2022. The Russian court of first instance had examined the merits of the case and found that the violation had been committed with no fault or negligence. That decision had been appealed by WADA, by the International Skating Union and also by RUSADA. WADA disputed the contamination theory that had been put forward by Ms Valieva and her team, and WADA had continued throughout to seek a four-year period of ineligibility and disqualification of all results after the positive sample. The case had been heard for the first time over a three-day period at the end of September, just a couple of months previously. For procedural reasons that he would not comment on further, the panel had deemed it necessary to hold a second two-day hearing, which had taken place the previous week. WADA was certainly happy that it had been able to fully state its case to the panel, and the CAS had announced recently that an award was to be expected before the end of January.

DR MOUNTJOY greeted the members of the Foundation Board in the room and online. She thanked Mr Wenzel for his update on the RUSADA situation, which was very concerning for the sport movement as it had been going on since 2014. Indeed, with 834 cases, 222 sanctions and 145 cases ongoing, a significant amount of effort, resources, time and expertise had gone into that situation. She underscored the important contribution and significant role of the international federations in processing those issues arising from the LIMS cases. On the subject of Russia and the forthcoming Paris 2024 Olympic Games, concerns had been raised in the community about the testing of Russian and Belarusian athletes. She had confidence in the ITA's pre-Games expert working group, which was monitoring the testing of athletes prior to the Paris Olympic Games. Of course, the international federations had also been testing eligible neutral athletes throughout the process. She would suggest that WADA increase communication on testing pre-Olympic Games to Russia and Belarus and also the ITA (International Testing Agency) to help improve confidence and trust in the process so that athletes and the community heading into the Games had confidence that it would be a level playing field and that those athletes would have been tested appropriately.

MS GRANGE appreciated the update on the potential recertification of RUSADA. She wanted to use that opportunity to encourage sufficient testing of all athletes from all countries, in all regions seeking to qualify or those already qualified for the upcoming Paris 2024 Olympic and Paralympic Games. That was the only safeguard for ensuring that all athletes participating in those Games and any future Games were performing on a level playing field.

MS EARLEY noted that Canada and North America wanted to commend WADA on its diligence and management of the issue of RUSADA. They strongly felt that it was imperative that all conditions were fully met before moving forward. However, they also wanted to echo the comments made by Dr Mountjoy about the importance of very clear communications to athletes. It had been made known, at least in Canada, by Canadian athletes, that significant efforts were still required in terms of improving communications to ensure that athletes felt confident that testing was indeed happening. The material for that Foundation Board meeting explained the situation pursuant to the CAS decision and the WADA Compliance Review Committee very well, but the communications for athletes could continue to be enhanced.

MR CEPIC emphasized on behalf of the NADOs the importance of closely monitoring testing activities in an unfortunately large number of sensitive regions at that time in the world. It was important to closely monitor that to guarantee a level playing field and the same amount and quality of testing in all regions of the world. Unfortunately, it was not only one region.

MR WENZEL said that he had nothing to add and he took no issue with any of those comments .

THE DIRECTOR GENERAL indicated that the members would later hear a presentation from the ITA about the work it was currently conducting. He thought the message about communication had been well received. WADA would certainly also discuss with the ITA how the two organizations could jointly communicate better on the amount of work that was actually being conducted at that time. He echoed Mr Cepic's comment that unfortunately it was not just one region that WADA had to watch carefully. There were other problems around the world which could lead to some testing issues.

DECISION

RUSADA update noted.

- **6.2 Consequences due to voluntary withdrawal of funding update**

MR WENZEL reiterated that it was important to be able to ensure that WADA had the financial means to carry out its mission to lead the fight for clean sport. The members had also heard that from Mr Tan for the athletes. Various members had also mentioned that Russia and Belarus had yet to pay their contributions. That of course had a double impact because, when contributions were not made by the public authorities, they were not matched by the sport movement, so it was an important issue. After the meeting of the Foundation Board the previous November, it had been agreed that new representatives would be added to the working group, the discussion group, that was looking at the issue of consequences of voluntary withdrawal of funding. The representatives from the public authorities were the individuals who had been confirmed at the recent Executive Committee meeting in Shanghai in mid- to late September, just a couple of months previously. The group in its new composition had met twice since then, once virtually and once earlier that week in person. It was clear from those meetings, in particular the meeting that week, that the public authorities required and had expressed the wish to conduct further internal consultations before being able to put forward a consensus position on their side. Therefore, his sole update that day was that the group would remain in close contact. He hoped to be in a position to provide a more concrete update to the Executive Committee the following March.

MR LANGE greeted the members and, as it was the first time he was taking the floor, noted his appreciation of all of the work they had done for clean sports. He thought that nothing was more fitting to the Olympic value of being stronger together. He thought that WADA had to focus on that value to be stronger in the critical funding support for clean sports. He believed funding was critical to the organization and everybody needed to keep working hard on the rules and the consequences of the voluntary withdrawal of funding.

MR TAN knew it had already been said but thought it was also important to say from the athletes' perspective that they were closely monitoring and concerned about the situation in Russia and RUSADA. It was clear when speaking to athletes that they were concerned, especially with two major events the following year, about athletes being tested strictly. He therefore thought it important to address it once again. Also, as Dr Mountjoy had said, proactive communication was required from all stakeholders involved, not only WADA but also the ITA and other parties, to reassure athletes that efforts were being made with regard to the testing of athletes from Russia and Belarus leading up to 2024.

DECISION

Consequences due to voluntary withdrawal of funding update noted.

7. Athletes

- **7.1 Athlete Ombuds update**

MR KEMP noted that it had been some time since the Foundation Board had received an update on the progress of the Athletes' Anti-Doping Ombuds project. It was his pleasure to introduce the project to the members that day and provide an update. He recalled that the Athletes' Anti-Doping Ombuds project was the brainchild of WADA's former Athlete Committee. However, it was also very much aligned with the Agency's ambition to be a more athlete-centred organization. A pilot project had been approved by the WADA Executive Committee in November 2021, prior to which a working group had been formed to develop

the terms of reference for such an office. That working group had comprised an expert in the field of ombudspersons in sport, in particular, and representation from the WADA management as well as the IOC and the Athlete Committee itself. Subsequent to the approval of that pilot project, WADA had received more than 140 applications for the position of the Athletes' Anti-Doping Ombuds, despite it being a pilot project. In March 2023, Ms Anna Thorstenson had been introduced to the anti-doping community as the first WADA Anti-Doping Ombuds. In September, WADA had launched the Ombuds platform, which Ms Thorstenson had been able to use to communicate and promote the office. Only two months had gone by since the platform had been launched and Ms Thorstenson was engaging with athletes on a regular basis. WADA continued to support that project and the new Athlete Council continued to be involved. It was his pleasure to introduce Ms Thorstenson to the Foundation Board to provide an update on her activities.

MS THORSTENSON was delighted to be attending the Foundation Board meeting for the first time. By way of a brief introduction, she was Swedish, a lawyer based in Lausanne, had worked in the anti-doping sphere since 2009, and was currently also working as a legal counsel at the International Federation for Equestrian Sports. She worked with all levels of the anti-doping community: athletes, IFs, NFs, NADOs and also on the sport movement side. She had managed cases before sporting tribunals, and before the CAS. She was a sport lover. She used to compete in horse riding and equestrian jumping and freeride skiing, but she also did many more sports.

Mr Kemp had already given the members a short introduction of the project, but she thought it was good to have that on paper as well. The initiative had been raised in relation to the Athletes' Anti-Doping Rights Act and the former Athlete Committee had obviously taken that initiative. The reason had been to ensure athletes' rights and give them help when they did not feel that they could go to their national anti-doping organization. There had been a demonstrable need for an ombuds service that could be mutually beneficial for the athletes, for WADA and for the anti-doping community at large. WADA was also seeking to be a more athlete-friendly and athlete-centred organization. That required means for athletes to feel that they could be heard by a neutral and well-informed Ombuds. The working group that Mr Kemp had mentioned previously had therefore been created.

The pilot project had been approved for a one-year part-time term, and she had then been initially assigned to be the independent Ombuds and hired on a contractual basis based in Europe. The Ombuds finalized the terms of reference and procedures, rolled out the services and raised awareness and reported to the Executive Committee on trends, recommendations and expenditure and maintained a very close relationship with the WADA Athlete Council. Also, the current working group would become the advisory group and still comprise the WADA management's, Athlete Council's and the Ombuds' expertise.

Before she explained what she had done in the previous months, she wanted to remind the members of the role and duties of the Ombuds, because she thought it was important to have that in the background. The terms of reference of the Ombuds stated that the Athletes' Anti-Doping Ombuds provided athletes with cost-free, neutral, impartial, fair advice and assistance in relation to the World Anti-Doping Programme and the entities that played a role within it, and should act under the principles of independence, impartiality, confidentiality and informality. The scope of the Ombuds was very large. It was for any athlete subject to the World Anti-Doping Code in relation to any anti-doping-related issue. She highlighted some of the duties that were also referred to in the same terms of reference: to provide information, guidance, independent and confidential advice and assistance at no cost to the athletes; assist athletes by connecting them to relevant information such as to other professionals; assist athletes with their concerns and disputes through reviewing and reporting, fact finding, facilitated communication and mediation on a case-by-case basis; advise on how to file formal grievances in cases where informal resolution was not attained; advocate for fair, transparent, timely and equitable administered procedures within anti-doping; and assess athlete rights within anti-doping and advocate for their fair and equitable administration.

She normally summarized the role as being to offer cost-free, confidential, independent advice to athletes and recommendations on best practice. In many cases, it was just about listening and understanding the issues while remaining neutral. Assistance with disputes and concerns was an advisory function. She stressed that she would never represent an athlete. The role was also to inform about and ensure athletes' rights and responsibilities; guide, direct and refer individuals to other parties; advocate for fair and transparent policies; identify new issues, opportunities and trends; and aim for issues to be resolved

more quickly, at a reduced cost and to increase the satisfaction of all parties. The Ombuds office was currently up and running.

With regard to what the Ombuds would actually do, the Ombuds was responsible for setting up the office; finalizing the procedures internally; rolling out and delivering the Ombuds services; raising awareness among the athletes and anti-doping community; creating trust and relationships with athletes and the anti-doping community; maintaining a working relationship with the WADA Athlete Council; and being there for athletes.

There was also a timeline in the paper that had been submitted to the members. Since March, when the project had been initiated, preparing for the WADA Annual Symposium had obviously been the main task along with following up on connections made during the symposium. In April to May, efforts had focused on raising awareness; connecting and meeting with the anti-doping community and reaching out to NADOs, NOCs and IFs and the ITA, athlete representatives and other ombuds; and starting to look into IT solutions. In June to August, the emphasis had been on creating the necessary IT systems with the very important support of WADA. On 5 September, the web page and the platform had finally been launched and it was only as of that date that she could officially say that she was starting to assist athletes. In terms of what had been done thus far, if the members had not yet seen the website, it was a very simple website with basic information on how to contact the Ombuds. The sender could submit a request through a secure inbox and she would reply via that inbox. There was also an e-mail address. She invited the Foundation Board members to scan the QR code or look at the website or send an e-mail if they had not yet done so.

Other work performed during the past month had been, of course, athlete engagement, which was key to success. She had tried at every given possibility to engage with athletes, initially from referral from stakeholders, and lately obviously through the website, but also through the recommendation of other athletes. She tried to seek every opportunity to engage with athletes and athletes' representatives, and to promote and raise awareness about the Ombuds. She had had a great opportunity to meet athletes in person also, most recently at the IOC's international athletes forum, and maintaining working relationships with the Athlete Council was key. There had been two in-person meetings to date, one in Lausanne in March and the last one in Montreal two days previously. The mission was to build further on the relationship and to gather athlete input and evaluate the development and the future success factor of the Ombuds.

Considerable efforts had also been put into promoting the Ombuds by building relationships, networking and discussing with anti-doping organizations, IFs, the Intelligence and Investigation Department, athletes, athlete representatives and other ombuds, and also the Council of Europe. As a result, the anti-doping community was well aware and updated on the Ombuds services. It had also been a pleasure for her to be invited to present or sit on panels to talk about the Ombuds services and athletes' rights at very important events. Such invitations to speak at important events confirmed the need for an Ombuds service, affirmed the Ombuds' credibility, and asserted a raised voice for the athletes.

Awareness and credibility among athletes and stakeholders in the anti-doping community was also key. In the anti-doping community, awareness had been proven through various forms of interaction and invitations, which confirmed the credibility and belief in a future Ombuds office. The next step was to raise further awareness among athletes globally. One great piece of news was that the ITA had included the contact details on its website in its notification letters in mid-October, and other NADOs and IFs had been asking for similar inclusion in their letters, and some NADOs and IFs were promoting the services on their websites.

With regard to progress and success, to actually judge success, it was necessary to look at the mission and duties of the Ombuds. The mission and duties stated that the Ombuds was responsible for setting up the Ombuds office; finalizing terms of reference, procedures, processes, scope and authority; rolling out and delivering the Ombuds services; promoting and raising awareness among athletes and the anti-doping organizations; enabling anti-doping organizations to support the Ombuds and create important cooperation; creating trust and credibility in relationships with athletes, anti-doping organizations and the community; maintaining close working relationships with the WADA Athlete Council; creating close working relationships with ombuds and other athlete representatives; advocating for fair and transparent, timely and equitably administered policies and processes; and ensuring athlete rights. Over the past few months, all of the points she had mentioned had been successfully completed, if success was defined as at least partial

accomplishment. There was of course room for improvement, especially in raising awareness among the athletes and getting athlete uptake. In the following months, she would be working on trying to get more athletes to contact her. That would partially be done through the Athlete Council relationship, and she would continue to work with other sport-related ombuds if there were any, and refer athletes, if relevant, to the right unit for their case. For the information of the Foundation Board, there had been a creation of an alliance of sport ombuds in order to support and advance sport ombuds programmes across the globe. She had a very close working relationship with the athletes ombuds from the USOPC, Kacie Wallace.

Success was also measured in statistics, as it was all about numbers and figures. In order to evaluate it properly and fairly, it was necessary to look at the starting date of 5 September. Two months had passed since the Ombuds had been available for the athletes, and 33 had contacted her through the website. There had been global uptake of the services thus far. Athletes contacted her and asked questions, including very simple questions and complicated questions on prohibited substances, whereabouts failures, TUEs, the Athlete Biological Passport, and so on. There were all kinds of questions.

With regard to where they were going from there, she was very positive and saw a bright future. The Ombuds service was there and established to guide athletes on best practice. The Ombuds functioned as a liaison between the athletes and anti-doping organizations. There was obviously a need for such a service, which could be mutually beneficial for WADA, the anti-doping system at large and, of course, also for the athletes. She reiterated that the WADA Athletes' Anti-Doping Ombuds had been recognized as an important part of the anti-doping community, confirming the need for the office, affirming the Ombuds' credibility and asserting a raised voice for athletes. Her aim was therefore high. Her vision was to assure a permanent Ombuds office and a successful continuation of the Ombuds project, continuing to meet the needs of athletes and finding out what those needs were, in addition to developing and growing resources and adding capability and capacity after demand. Perhaps in the future there could be continental offices and a future regionalization of the office, but more experience and time would tell.

THE CHAIRMAN thanked Ms Thorstenson for her presentation. He had told the Executive Committee members the previous day that Ms Grange would be happy to see the photo of Usain Bolt in the presentation.

MR O'LEARY supposed that the Athlete Council was the very lucky inheritor of that project from the previous Athlete Committee. The Athlete Council had been very happy to see the progress both through Mr Kemp's work and Ms Thorstenson's work. He thought it was a unique opportunity for WADA to present a project that was universally accepted and endorsed and liked by athletes. Not necessarily everything that WADA did was universally accepted or taken in a positive light, so he thought it had been extremely positive. He thought the progress that Ms Thorstenson had made had been hugely positive and he urged the Foundation Board and WADA in general to put a pathway in place to make that a permanent feature of WADA's work. The Athlete Council had had very positive interaction with Ms Thorstenson in March and again at that meeting and he hugely welcomed the progress.

MR DAHLIN greeted the Foundation Board members and thanked the WADA Ombuds for her update on behalf of the sport movement. Continuing the initiative as a pilot was the right approach for the sport movement. The sport movement also welcomed the objective of developing the Ombuds alliance as noted in the documents. As mentioned on multiple occasions, the sport movement was of the view that such capacity should be first and foremost at national level, rather than growing capacity within WADA.

MR ARCE thanked the Chairman. He was very happy with the innovative initiative that was being taken in the field of sport. The office of the Ombuds had been established to defend human rights in relation to the issues discussed in the various presentations made that day. The Ombuds would help defend the rights of athletes. He congratulated Ms Thorstenson and Mr Kemp on their work and congratulated the Athlete Council on all the work done to make that project possible. He hoped that, in the near future, plans to expand the service would include translating the website into Spanish and other important languages, thus enhancing opportunities for all athletes.

MS ZHANG thanked the Chairman and wanted to take that opportunity to thank the Ombuds and the Foundation Board for the support given to athletes. That initiative was very important for athletes. Figuring out all the rules on doping was tough for athletes and she was making it easier for them.

MR KASAPOĞLU thanked Ms Thorstenson for her presentation. He thought that the project, which was very important and valuable for athletes, was providing independent guidance to athletes who faced difficulties in the anti-doping ecosystem. However, as the members were all aware, the Ombuds service had been conceived as a one-year pilot project. He requested confirmation of that and would welcome an assessment containing the project details being shared before making concrete decisions.

MS YANG reiterated her congratulations on the progress and simply wanted to add that, in the future, as the Athlete Council was working on entourage programmes, if there was any help that Ms Thorstenson could provide or if there any questions from athletes about entourage, it would be extremely helpful to know about them for the programmes.

MS THORSTENSON thanked the members and said that it was indeed very interesting and also very valuable to have their support and also their valuable opinions. She would try to comment on one of them, which was in relation to Mr Dahlin's comment on behalf of the sport movement. She wanted to highlight one important thing: the Ombuds office was not hindering the development of any local ombuds. They were all in that together, and she was very grateful to see that entities were creating local ombuds offices. She also wanted to make it clear that, in fact, not many countries actually had a functional ombuds service, especially in relation to anti-doping. She did not think that WADA could deprive athletes who did not have an ombuds function in their country from being able to contact the WADA Ombuds. She therefore thought it fulfilled a function on that level. Equal treatment for all athletes was another important point: equal treatment and fairness for all athletes to have access to an ombuds office did not necessarily exclude national ones, but she thought the global and international WADA Ombuds office provided important access for all athletes.

DECISION

Athlete Ombuds update noted.

8. Code and international standards

- 8.1 World Anti-Doping Programme update process

MR HAYNES greeted the members of the Foundation Board. It was his pleasure to update the members on the activity undertaken in 2023 on the World Anti-Doping Code and international standards update process, as well as to provide the timelines for the project leading up to the World Conference on Doping in Sport in Busan, Korea, in 2025. The Code was the staple document of the World Anti-Doping Programme and had first been approved in 2003. Since then, there had been a number of reiterations and WADA was currently working under the 2021 Code. In addition to the Code, there were a number of international standards that focused on specific areas of anti-doping. As that regulatory framework had evolved and matured over time, there was strong support from stakeholders that the current system was robust and fit for purpose. However, as with all regulatory environments, continual improvements could always be made. As a result, the Code update process would focus that time on fine-tuning through practical experiences rather than a comprehensive review. Thus far in 2023, in agreement with the Executive Committee, which acted as the steering committee for that project, drafting teams had been created for the Code and each standard, combining external experts and WADA staff who had experience in drafting such regulatory documents. Terms of reference for each drafting team had been created, and both the teams and the terms of reference had been published on the WADA website, and the timetable for the project between 2023 and 2025 had been approved. The timetable had been divided into distinct phases. The first phase was currently open and had been launched in September after the Executive Committee meeting in China. That phase had been referred to as the stakeholder engagement phase. Each document had certain concepts that had been identified to generate feedback from stakeholders. The window for feedback would close in December 2023 for all but one of the documents, the International Standard for Education, for which the consultation window had closed earlier that week. He had been encouraged to hear that nearly 250 comments had been received on the ISE. The purpose of that phase was to guide the drafting teams in developing their first drafts, which would then be available for more thorough stakeholder consultation between May and October the following year. That window was longer than usual due to the Paris Olympic and Paralympic Games. Therefore, if the members had missed their chance to provide comments on the concepts currently out for consultation, they would have another opportunity to comment on the actual amendments proposed for each

document the following year. He strongly encouraged the members and all their stakeholders to provide their comments in the platform dedicated to that process, the system that was referred to as WADACONnect. Between October 2024 and January 2025, the drafting teams would reconvene to take into account the feedback received and provide additional drafts for consultation, if required, in 2025. Final or almost final versions would be presented to the Executive Committee in September 2025, and all versions would then go to the World Conference on Doping in Sport in December 2025 for final approval. Once approved, signatories would have one year to update their anti-doping rules and legal frameworks in time for the Code and standards coming into force on 1 January 2027.

DECISION

World Anti-Doping Programme update process noted.

9. Permanent special and standing committee annual reports

THE CHAIRMAN noted that, before giving the floor to the various committee chairs, the members would have seen in the agenda that the chairs had been asked to provide an annual update to the Foundation Board members on the work in 2023. They would be invited to join each annual Foundation Board meeting so that the members could all be informed of all aspects of the work.

- 9.1 Athlete Council

THE CHAIRMAN noted that, as Mr Pini had left Montreal in order to travel to the Pacific Games in the Solomon Islands, the Vice-Chair of the Athlete Council, Ms Ahrens, would provide the 2023 Athlete Council update.

MS AHRENS was pleased to give the Athlete Council update and the report for 2023. The Foundation Board members would recall that, in May 2022, as part of a series of governance reforms designed to strengthen the athletes' representation within the Agency, the WADA Foundation Board had approved the creation of the WADA Athlete Council. As such, the newly-formed Athlete Council comprised 20 members. It was a permanent special committee with terms of reference, and its first inaugural in-person meeting had been held in March 2023, after which elections had taken place. Mr Pini had been elected Chairman of the Athlete Council and also formed part of the WADA Executive Committee. She had been elected Vice-Chair and also the deputy to the Athlete Council Chairman on the Executive Committee of WADA, and the council had elected the two Foundation Board members who were there that day, Messrs O'Leary and Tan.

While the Athlete Council had recently been established, several activities had occurred that year which she wanted to take a few moments to highlight. The Athlete Council members had attended the WADA Annual Symposium in March. An initial Human Rights Impact Assessment Group had been created with Athlete Council members to ensure an athlete-centred approach. The Athlete Council member Mr Gómez had been appointed to the ITA pre-Games taskforce to ensure that the athlete perspective was considered. The Athlete Council member Ms Kit had been appointed to the WADA Finance and Administration Committee. The Athlete Council member Ms Hegyi had been elected to the WADA Education Committee and her term would start on 1 January 2024.

The Athlete Council had also led the selection process for the athlete member of the Compliance Review Committee, and she was very pleased to share that the nominated candidate, Dr Renae Domaschenz, PLY, of Australia, had been endorsed by the Executive Committee the day before. The Athlete Council had been represented at both the International Paralympic Committee athlete forum, as well as the IOC international athlete forum. It had been a great opportunity to engage with athletes and raise awareness on clean sport in both the Olympic and Paralympic environments. Athlete Council members had participated in various panel discussions about athlete rights and clean sport, and the WADA Athlete Council and the IOC athletes' commission had held a joint meeting with the aim of further strengthening collaboration and increasing the voice of athletes across the sport movement in the fight against doping in sport. WADA Athlete Council Chairman Mr Pini also held a seat on the IOC athletes' commission as liaison.

WADA's athlete engagement programme was an integral part of major games. Athlete Council members had been actively involved at the WADA athlete engagement booth, and had been part of the independent

observer teams at the European Games, Asian Games and Pan American Games, and they were currently also delivering an engagement programme at the Parapan American Games. She shared a brief video highlighting the Athlete Council's engagement at the European Games that year.

With regard to the future, the Athlete Council continued to support the great work of the initial human rights impact assessment. It had built and extended the Anti-Doping Ombuds pilot project, and she wanted to highlight that both the human rights impact assessment as well as the Anti-Doping Ombuds were legacy projects from the previous WADA Athlete Committee. The Athlete Council expressed its appreciation for the work started by that committee under the leadership of Mr Ben Sandford. The Athlete Council also looked to engage in the Code and international standard update process. The Athlete Council was actively contributing to the development of WADA's next strategic plan to ensure that WADA was truly an athlete-centred organization and would consider the development of a specific Athlete Council strategic action plan aligned with WADA's strategic plan. That concluded her presentation.

MS GRANGE was encouraged by the work of the Athlete Council, which was both a critical strategy and tool for engaging with athletes and athlete groups. As a region, she was pleased to learn of the Athlete Council's plan to develop a website to support its communication with its constituents. The establishment of that entity and the others established as part of the governance reforms implementation could only strengthen the work of WADA. She concluded by saying that she had been pleased to see the image of Usain Bolt in the earlier Ombuds presentation.

MS YANG thanked Ms Ahrens for her excellent report. As one of the first group of members of the WADA Athlete Committee 20 years ago, she was very proud to see the improvements made and was very proud of the Athlete Council. She gave the members all the support of the WADA leadership.

DECISION

Athlete Council update noted.

- **9.2 Compliance Review Committee**

MR GOURDJI greeted the Foundation Board members. Before he presented the paper, he wanted to give a brief introduction to the Compliance Review Committee. The Compliance Review Committee was one of the permanent special committees of WADA and comprised only six members. It was independent and non-political. Its purpose was mainly to oversee WADA's efforts to monitor ongoing compliance by signatories with the Code and the standards. The six members comprised one member nominated by the Olympic Movement, one member nominated by the public authorities and one member nominated by the Athlete Council. They did not report in any way to those constituencies that had nominated them. The three other members, including himself as the chairman, were independent members bringing expertise in compliance, auditing, legal, oversight and risk management. For instance, he himself was not involved in competitive sport in any way, although he wished he was. Other than his leisure sport activities, he was a pilot, an engineer and had worked for over 22 years for a UN agency leading an audit programme performing aviation audits on all countries.

The paper before the members provided a summary of the main activities undertaken by the Compliance Review Committee in 2023. The Compliance Review Committee had been quite busy that past year. It had met four times, twice in person and twice virtually with the WADA management. In preparation for all meetings, the Compliance Review Committee held in-camera sessions to review documentation and discuss decisions to be made. Additionally, meetings were held to document and enhance Compliance Review Committee operations by putting in place procedures to ensure that the Compliance Review Committee operated in a consistent and standardized manner.

At each Compliance Review Committee meeting, the Compliance Review Committee reviewed cases of non-compliance and received updates on any latest developments concerning non-compliant signatories. That year, 20 cases of non-compliance had been reviewed, of which 16 had been eventually presented to the Executive Committee for a decision. At each meeting and pretty much every two weeks, the Compliance Review Committee had visibility on the latest updates concerning non-compliant signatories. The summary provided a list of signatories currently in non-compliance. The Compliance Review Committee was also updated on those signatories on what was known as the watch list, and the progress being made by those

signatories. Following the Executive Committee meeting the day before, there were nine signatories on the watch list, essentially meaning they had four months from the time of an Executive Committee decision to implement the critical corrective actions. Otherwise, automatic consequences agreed upon by the Executive Committee would come into effect. There were currently two signatories whose cases would be referred to the Court of Arbitration for Sport, namely the NADOs of Russia and South Africa. The Compliance Review Committee received updates on those NADOs as well. With respect to the Ukrainian NADO, there was currently a compliance procedure that was suspended by force majeure following its invasion by the Russian Federation. In each meeting, the Compliance Review Committee continued to review the progress being made on the anti-doping programme implemented by the Ukrainian NADO and the testing of Ukrainian athletes who were still competing. The Compliance Review Committee had been kept informed of ongoing communication between the NADO and WADA and the work being performed by the NADO with support from other national anti-doping agencies.

With regard to the review of standards, the Compliance Review Committee did have a role in providing its input to draft revisions of standards as and when it related to compliance. When a revision was in the works, as had just been seen, the Compliance Review Committee received updates throughout the process.

The Compliance Review Committee also had a role with regard to providing guidance and oversight on WADA's compliance programme, and was quite satisfied with the progress and maturity of the programme to date. The Compliance Review Committee had been participating in and advising on the development and effective roll-out and implementation of a compliance risk management system, which was maturing quite nicely. The committee had also been receiving updates on WADA's progress in achieving its 2023 annual plan, which included strategic objectives and targets for the year. Finally, the committee had also endorsed the Compliance Taskforce's proposed signatory audit plan for 2024. That year, as the Compliance Review Committee's chairman, he had also been pleased to work closely with the WADA Athlete Council and the Nominations Committee on the selection process for the athlete position on the Compliance Review Committee, due to start in January 2024. He wanted to take that opportunity as the chairman and on behalf of all the Compliance Review Committee members to formally thank the current Compliance Review Committee athlete member, Ms Penny Heyns, for her service on the Compliance Review Committee for the past three years. Ms Heyns had brought an invaluable athlete perspective to the Compliance Review Committee, and she was an overall an incredible person. The Compliance Review Committee looked forward to welcoming the new member, Dr Renae Domaschenz, in the New Year.

MR ARCE welcomed the work done by WADA to assist NADOs and ensure that they complied with the Code. The Government of Panama, which he was representing, and CONCECADE, the organization that represented Central America and the Caribbean, supported dialogue, exchange and cooperation. One week previously, Panama had hosted a meeting of various NADOs in the region and a number of important points of interest had been discussed. Regarding national legislation, he believed that WADA should oversee the drafting of anti-doping rules and also ensure that all legislation be in line with the Code. As to the concerns regarding sanctions, there should be further dialogue to seek common, realistic solutions that could be implemented. He was confident that, under the Chairman's leadership, a positive message could be sent out in relation to the concerns raised. At the event in Panama, a manifesto had been drawn up. He was confident that, under WADA's leadership and through dialogue, it would be possible to send out a positive message.

DECISION

Compliance Review Committee update noted.

- **9.3 Independent Ethics Board**

PROFESSOR HARTLEV informed the members that, on behalf of the Independent Ethics Board, she was very grateful for the opportunity to give a brief update of the activities during the six months since the previous report. She would also give them some insight into future priorities, but first, she would present the Independent Ethics Board. There were nine members, who could be seen in the group photo, which had been taken in Lausanne during the WADA Annual Symposium, at which the Independent Ethics Board had also had an opportunity to host a workshop on good ethics practices. That photo was also on the dedicated website, where more information about individual members and other relevant information could also be

found. Some of the members were still there in the room that day. The Independent Ethics Board had just had a very fruitful two-day meeting with discussions about past activities, ongoing business and future priorities. The board met regularly every month online to keep up with ongoing commitments. She stressed that it took some time to build up a new governance body from scratch. The Independent Ethics Board had been operating for only one-and-a-half years, and had been dealing with recruiting an ethics officer, designing and launching the website, finding a suitable reporting platform, engaging in information and education activities, and much more. Hence, the members easily ran out of time at their meetings and, of course, work also needed to be done between meetings.

As the members could see on the slide, the Independent Ethics Board's dedicated website had been completed. The Independent Ethics Board members worked in sub-committees. That morning, she had presented the work of the sub-committee on the revision of the Code of Ethics. There was also a sub-committee dedicated to education, information and communication activities and the members had worked hard on establishing a dedicated website, which contained comprehensive information. It was produced by the Independent Ethics Board members but, of course, also with input from the WADA secretariat and input from the Ethics Officer. The website contained information about the Code of Ethics, about WADA officials' rights and duties, how to report and also a number of Q&A responses. Also, in collaboration with the Ethics Officer, the Intelligence and Investigation Department and the IT Department of WADA, the Independent Ethics Board had established a reporting platform operating under the name of WADA Ethics Reporting Platform. It had been launched in August and, as she would explain later, it had been a key achievement, because without a reporting platform the Independent Ethics Board had not been fully operational. Ms Thorstenson had also stated that, from her perspective, a platform was needed to become fully operational.

As the members had heard that morning, the Independent Ethics Board had also spent a significant amount of time reviewing the Code of Ethics. That would certainly be an ongoing task as the Independent Ethics Board was continuously gaining experience with the code and areas where further clarification was needed. But it was also an interesting task to look into and try to find solutions to uncertainties that might still be in the code. The information and education activities had a key priority. The Independent Ethics Board's task was, in general, to ensure that there was awareness about the Code of Ethics and compliance with the Code of Ethics, and raising awareness was, in many ways the most important part. If the Independent Ethics Board could avoid any infringements of the Code of Ethics, it would of course be better than retroactively responding to infringements that had already taken place. Hence, information and communication activities had been a key priority from the beginning. It was important to raise awareness about the Code of Ethics, especially among WADA officials for whom the Code of Ethics was of direct importance. One of the activities the Independent Ethics Board had been involved in during the past six months had been hosting a virtual training session directed specifically at WADA staff members. She recalled from her presentation that morning that WADA staff members had a special status in the Code of Ethics and, because the initial Code of Ethics had not been very precise about what that more specifically implied for their status vis-à-vis their obligations as employees, that had been a very useful session attended by a large number of WADA staff members.

Finally, she wanted to mention the collaboration established with the Ethics Officer since his appointment in March 2023. As the members could see from the written report, the Independent Ethics Board had received three information reports and there were currently two cases under investigation.

With regard to the key highlight from 2023, she would say that it would be the launch of the reporting platform. The platform was easily accessible. It provided a lot of useful information about the Code of Ethics such as which situations to report, how to report, how the reports were handled, and the role of the Ethics Officer in his investigation. It was, of course, a secure platform. It was based on the same technology as the SpeakUp! platform, and so a key priority for the following year would be to ensure that the Code of Ethics and the platform were not only available, but also well known. That related to another key priority, which was, as already mentioned, education and communication. During the in-person meeting in Montreal, the Independent Ethics Board had met with the WADA Education Department and the Communication Department to discuss a mutual strategy. Among other things, the Independent Ethics Board had investigated options to include a learning course on ADEL. The board had also discussed and approved a draft for a summary guide for WADA officials with information about the Code of Ethics and WADA officials'

rights and duties under the Code which would be provided to officials in the annual information package. Furthermore, the board had looked into how the insight of the Independent Ethics Board could be used to provide broader awareness about ethics in sport, for instance, using WADA communication spotlights to address special ethical themes. Those were issues that the board would explore further at the beginning of the new year.

She noted it had been a very intense and interesting journey to start implementing the Code of Ethics and to get the infrastructure up and running. Fortunately, there was a fantastic board with very dedicated members who would really do their utmost to ensure compliance with the Code of Ethics and to spread insight into and awareness of ethics in sport. However, the board would not have been able to achieve what it had already without the very professional and dedicated support of WADA's staff in general. She wanted to mention Ms Samantha Dubois especially. There was still much to do and probably many stumbling blocks along the way, but she could assure the Foundation Board that the Independent Ethics Board was determined to do its utmost to ensure both awareness of and compliance with the Code of Ethics. That concluded her presentation.

DECISION

Independent Ethics Board update noted.

- **9.4 Nominations Committee**

MS SMITH-GANDER highly appreciated the opportunity to report to the Foundation Board. She really felt the need to congratulate WADA, of course, under the Foundation Board's stewardship, for making such great progress with really significant governance reforms in recent times. Of course, it was those governance reforms that had led to the creation of the Nominations Committee, and that new practice of providing an annual report increased transparency further and further matured WADA's governance. On behalf of the Nominations Committee, she wanted to thank the members very much for the trust they placed in the committee. Given that it was the first annual report, she took the opportunity to give a little bit of background and look at activities prior to 2023 before also briefly discussing what 2024 might look like.

Starting with the background, it was in November 2018 that the Foundation Board had decided to create an independent Nominations Committee, or rather a majority independent Nominations Committee. The mandate had been approved in September 2019 and, in December 2019, the committee had started work. A number of standing committee chairs had been appointed and the permanent Nominations Committee had been appointed in May 2020. In fact, the Nominations Committee had taken the opportunity to recommend that the Foundation Board appoint the inaugural committee as the permanent committee.

In 2020, there had been a number of other appointments to recommend to the Foundation Board and, in 2021, there had been two assignments to have an independent Compliance Review Committee member and Signatory Expert Group chairman. The members would note that, in 2020, the Nominations Committee had also been asked to support the ITA with the appointment of two independent members. That was something that the Nominations Committee was able to do as an example, at the request of the WADA Foundation Board or Executive Committee, to undertake additional mandates.

2022 had been a very busy year, and it was the year the Nominations Committee had become a permanent special committee under the 2022 governance reforms. That year, there had been the Independent Ethics Board with the chairman and seven independent members, which had been a different thing for the Nominations Committee because it was a new body. Not only had the Nominations Committee been concerned about getting the right skills, but it had also sought to get the right blend and mix of people who were able to work well together. She hoped that the members had heard from Professor Hartlev that it seemed to have worked out well. But there were also standing committee chairmen, Compliance Review Committee appointments and the group three appointments for the Athlete Council, which had the Nominations Committee working with Athlete Council members. The Nominations Committee had continued that type of work with the Compliance Review Committee athlete appointment that the Foundation Board had heard about that day. All of that had resulted in a very stable committee. There had been no movement since the very beginning. One of the inaugural members of the Nominations Committee had been unable to continue almost as of the first meeting, so Mr Stewart Beck had been able to join the committee, but the

members could see that there was a blend of countries and some very important skills on the committee. She highlighted Ms Regine Buettner from Germany, who had held a very senior global human resources role with DHL, a company she was sure the members had all heard of, and Mr Stewart Beck from Canada, who had been with the Canadian Foreign Service. Although the country of origin was stated in the presentation, the committee had deep international exposure and very varied careers, which enabled the members to bring a lot of diversity of thought to the work they did.

The Nominations Committee currently had very well-established protocols, so when it conducted an assignment, it designed a bespoke recruitment process. It always conducted virtual interviews and reference checks, and shared the workload amongst the committee. Such meetings were recorded to allow full visibility through the committee. As the Foundation Board was aware, the committee undertook background checking via Control Risks and was very careful with its data retention policies. It followed WADA's policies and used the Sharefile system, and all meetings were minuted and agenda-ed. The committee would provide feedback to unsuccessful candidates and successful candidates on request. The members were making sure that the committee was operating effectively by conducting self-evaluation of their performance. Also, when there were reappointments, a 360° assessment process was carried out. Although those protocols were very well-established, what was evolving was the way the committee was able to think about the skills profile that it was developing for the members of the very senior governance bodies that it had been asked to assess, so being able to go to the Independent Ethics Board, being able to go to the Athlete Council and seek input on what the members believed were the hallmarks of a successful profile for the appointments that were being made. The committee was looking forward to getting more information on the human rights angle from the independent expert once that report had come out. She would also observe that, over time, the open call and application process had become way more embedded across the WADA ecosystem and the proxy that she was using for that was the number of applications received for positions. Some of the members who had been around that table for a long time would recall that, initially, the committee had been concerned at the depth of the candidate pool and not getting enough candidates, but now WADA was getting a very good bench of candidates, and candidates were uniformly enthusiastic about the process and very accepting of the process. She knew there had been some concerns that asking people to go through an open assessment process that was very transparent might limit the quality or the number of candidates, but the committee had gone through that barrier and it was no longer a cause of concern.

With regard to 2023, the members would be well aware of the following appointments: the third independent Executive Committee member, Ms Venetia Bennett, had been appointed in April 2023. The Risk and Audit Committee independent expert appointments had been made recently in September, and the members had heard a lot about the support that the Nominations Committee had given the WADA Athlete Council in the recent selection process for the Compliance Review Committee.

Looking forward to 2024, there would be an assignment for one independent member of the Independent Ethics Board. She had addressed the Foundation Board earlier that day on that matter, but also the committee would do some work later in 2024 regarding the chairman and two members of that board, to see whether that would be a reappointment process or if an assignment would be launched. The Compliance Review Committee would definitely require work because the independent member and the sport movement nominee had served their allowable terms. With the Nominations Committee, the members would again go through an assessment of whether reappointment was a sensible process. She thought that, in many ways, the most important was the role that the Nominations Committee would take in the appointment or reappointment of the WADA president and vice-president. The members had seen the draft election package earlier that day, and the Nominations Committee was very much looking forward to progressing the elements of its work that were required of them, which would start with the development of the skills profiles. The committee members were looking forward to having a consultation process in relation to that but it would have to be done during the first half of the following calendar year. That drew her presentation to a close, and she would be very happy to take any questions.

DECISION

Nominations Committee update noted.

- **9.5 Risk and Audit Committee**

THE CHAIRMAN noted that the item had already been covered under the governance reforms implementation update and since the Risk and Audit Committee would have its first meeting in December 2024, it was obvious there was no report.

DECISION

Risk and Audit Committee update noted.

- **9.6 Education Committee**

MS TOUNKARA thanked the Chairman and the esteemed members of the Foundation Board for the opportunity to report on the activities of the Education Committee. The members already had her report in their files along with the report from the Education Department. The Education Committee would have had the opportunity to meet three times that year. It had met in a hybrid format and only one of the members from Oceania had not been able to attend in person. She thought that one new element of the meetings was the opportunity to meet in person, also with the Social Science Research Expert Advisory Group and the opportunity to review with the group project proposals for funding and to be able to address pertinent questions, and also to really contribute to the process of the selection of projects for funding. The interaction had been very fruitful and she thanked the WADA Education Department for facilitating that process, and the Chairman of the Social Science Research Expert Advisory Group for the flexibility of his team in interacting with the Education Committee, as everybody knew how essential social science and evidence-based science were in putting together a meaningful educational programme. The last meeting would be an ad-hoc virtual meeting to update members on what had happened at the Foundation Board and Executive Committee meetings, but also to say farewell and thank those members who would be leaving the committee and briefly introduce the newcomers. She had had the great pleasure of meeting Ms Dora Hegyi from the Athlete Council. She would be the council's first official representative on the Education Committee and she very much looked forward to collaborating with her as well as the new members appointed.

She would highlight some key focus areas that the committee had been involved with that year. Obviously, the Education Committee worked according to a work plan that was agreed upon with the Education Department in advance and some key areas where the department might need the committee's expertise. One of those core focus areas was the global education strategy, which entailed producing a long-term vision of an overall strategy that would be motivated by the collective commitment between key stakeholders of the clean sport community and the WADA Education Department to come up with a process in which every party would understand and endorse their role and responsibilities in anti-doping education to ensure that education progressed at a pace which required athletes and athlete support personnel to be protected. Several of the members had been involved with the review and input of the global education strategy. There was also the Global Learning and Development Framework (GLDF) that the members had heard about and that she would develop further on during her presentation. A key role was the endorsement of professional standards and role descriptors for testing that year but also for practitioners. In terms of social science research, of course, two members of the committee were also part of the Social Science Research Expert Advisory Group. The main role of the committee there was to support the review and recommendations for funding that the Executive Committee endorsed. The International Standard for Education Drafting Team, as part of the Code and standard update process, had been approved by the Executive Committee earlier that year, and that work was ongoing since there would be a meeting the following week in Vienna to finalize some of the process for that.

She had mentioned the Global Learning Development Framework, which was a core priority and one of the six priorities under the WADA 2024 strategic plan to grow impact. The key there was really for the WADA Education Department to be able to play its role of enabling ADO practitioners and enabling them and empowering them with some standards with which they could work. That year, the focus had been mainly on professional standards and the role descriptors that came with that, as she had mentioned. There were members of the Education Committee involved with drafting those professional standards and role descriptors, and also some train-the-trainer programmes on site. There was also an in-person component for the GLDF that had been under way also in Europe, where members of the committee were involved in supporting in different ways, such as working group chairmen, but also trainers or GLDF for clean sport

partners. They were contributing heavily to delivering that project, which was funded by Erasmus+ and by the EU, and five NADOs were involved with that process and two IFs. The committee had received some requests from other regions as to whether that would be continued. She would say that it was a matter of resources and funding, but overall the GLDF was currently scheduled to be delivered more in an online format than in person, although it was a key project that was highly successful in Europe.

She also highlighted the social science research strategy, as that was a core component of the work of the Education Department. She recalled for new Foundation Board members what the goals and the aims of the strategy were: first, to coordinate a social science research agenda that was clearly assessed, and to contribute to global insight and representation of the social science work. Her next slide showed how that could be reflected. It was also about sharing knowledge and knowledge transmission across all research endeavours, leading by example, developing research capabilities and establishing strategic research partners. Research priorities had been outlined and were quite well known. The members could see that they varied from impact on anti-doping policy to effectiveness of anti-doping education, but also the athletes' pathway and athletes' experience through clean sport behaviours were some of the key priorities. As a result of the great work achieved, she was happy that the Executive Committee had accepted funding for nine projects in total, carried out in 14 countries, divided into different tiers. The tiers varied from tier one, which would be projects with the main resources because they could be conducted by multiple researchers with experience, but also covered multidisciplinary sports and could be more costly than tier-three projects, which could be very small projects under 20,000 US dollars of funding and potentially involving one sport and one researcher. The goal with regard to the strategy was to have global access to research and to encourage even smaller-scale researchers to contribute. She also noted that all regions had submitted applications in that process, and a high number had come from Africa and Asia that year, but all continents were represented.

Another of the strategic goals (or endeavours) of the Social Science Research Expert Advisory Group was to make sure that social science research was visible and was also shared among practitioners so that everyone could benefit from the outcomes of the research. The idea of the platform that had been recently launched and that the committee fully supported and was keen on promoting was to build an informal community of practice of international organizations that funded and supported social science in sport integrity matters. As such, the committee was very happy with that collaboration established by WADA, the Council of Europe, the European Commission, the IOC, the Partnership for Clean Competition and UNESCO to raise the visibility of social science research. The outcomes would be published on a specific page on that platform and would be accessible to all.

Last but not least, she wanted to say that it had been very nice to hear about key performance indicators, and to see that the use of ADEL had increased. She highlighted the progress made on that platform that was being highly used, especially in the context of pre-Games course completion, in collaboration with the IOC, the ITA and also the IPC. The platform was being used and should be a key tool available for athletes and perhaps for NADOs that had no other means at that time to raise awareness among athletes and inform them about anti-doping. There were 160 ADOs using ADEL as power users, meaning that they could customize and promote their own education tools through ADEL and monitor as well.

Finally, the Global Education Conference was upcoming, and all stakeholders were invited not only to join the Education Committee but also to allow their constituencies to come and support that initiative and contribute. The committee members had been supporting the programme process for the agenda of the conference. She recalled that some of the recommendations from the previous conference in Australia had been also to see regional and continental organizations being able to carry out their own mini-conferences. She was happy to report to the Foundation Board that, since then, that recommendation had been implemented. She had been very proud to attend the first African regional conference on education. She congratulated the WADA African regional office, Mr Swigelaar and the team for putting together a great conference that had been really customized to what the athletes needed but also to what ADOs and practitioners could adapt to the reality in the African continent. A similar operation had happened in Europe in February 2023, and Latin America had held its own conference, as had Asia. She was pleased to see that one of the outcomes of the global conference was also being replicated at continental level. She looked

forward to the Foundation Board members joining the Education Committee members. That concluded her intervention and she would be happy to take any questions from the floor.

MR BERGE firstly wished to thank Ms Tounkara very much for that very important report. He highly appreciated and welcomed the work of WADA and the Education Committee in the Global Learning and Development Framework. He also appreciated the very close cooperation between the Council of Europe and WADA on education and also very much shared the vision and the priority to promote and strengthen education in clean sport. The following week in Vienna, in Austria, the Council of Europe's anti-doping monitoring group specialized in education would organize a meeting with the Austrian NADO and with WADA experts to discuss ways to improve international standards on education.

He wished to close with a few words on the Council of Europe's programme on human rights education for legal professionals, which was called HELP. It was online and provided numerous courses to help judges, lawyers and prosecutors to apply the European Convention of Human Rights, which was built on the Universal Declaration of Human Rights. A special eight-hour course on human rights in sport had been developed which he recommended to anyone interested.

THE CHAIRMAN thanked Mr Berge for his intervention. Of course, WADA was looking forward to continuing the great collaboration in the area of education. Education was one of the most important pillars of the WADA policy, so it was good to have strong partners with the knowledge and experience, and to share positive practices. Education was the future of anti-doping.

DECISION

Education Committee update noted.

- **9.7 Finance and Administration Committee**

THE CHAIRMAN noted that Mr Ng had already addressed the Foundation Board under the item on finance.

DECISION

Finance and Administration Committee update noted.

- **9.8 Health, Medical and Research Committee**

PROFESSOR ENGBRETSEN greeted the Chairman and the Foundation Board members. It was his pleasure to present part of the report that afternoon on behalf of the 12 committee members. The Foundation Board members had received the written report and he would concentrate on the research part of it. However, the Health, Medical and Research Committee also oversaw the Prohibited List. That year, there had been only one major addition to the Prohibited List: tramadol, a painkiller used widely in cycling and rugby, found to be performance enhancing and thus on the Prohibited List in-competition from 2024. The committee also oversaw TUEs. There had been 2,390 applications in 2023 worldwide, which was an 11% increase from 2022, so that seemed to work.

With regard to research, his presentation showed that 76 grant applications had been submitted to WADA in 2023. He would not concentrate on the various kinds, but highlighted the maps, which showed the principal investigators representing 21 different countries from four continents. There were no principal investigators from Africa or South America, which meant no protocols from those countries. There were 28 projects, 38%, which had been submitted by teams not affiliated with anti-doping laboratories, which meant that there were very few university laboratories around the world that actually participated in that project. When it came to the research projects that were sent in, they were reviewed at three different levels: external reviewers, internal reviewers and then the Health, Medical and Research Committee discussed them at the September meeting. As such, all of the projects were very well reviewed. His next slide showed what the research projects amounted to. A total of 30 projects that were recommended for funding accounted for about 3.5 million US dollars as resources, which was quite good, but the approval rate had previously been about 45%. The previous year, it had been 40%, which meant that 40% of the proposed research projects had been funded or could be funded. That was not very high. He wanted to see that figure drop to about 25%, which meant he wanted to see many more proposals submitted to WADA for review. As unfortunately

he could not see the following slide from his virtual seat, on what kind of funding was being put into the various areas, he asked Dr Rabin to take over.

DR RABIN noted that the slide was about the areas where the projects had been selected, not only in terms of grant applications that were received, and many of them did of course cover some of what he would consider traditional areas such as detection of anabolic steroids and improvement of detection methods, support for the Athlete Biological Passport, for example, and development of dried blood spot, which had been spoken quite a lot about. There were two specific areas. There had been a special call for dried blood spot and the detection of specific classes of substance with dried blood spot, namely heat stabilizers, which was a new form of EPO, what some people called oral EPO, and also for small peptides. There had also been a special call for gene doping detection to complement the methodologies that had been developed and were currently implemented in anti-doping laboratories. In total, 30 projects had been received, 23 with the traditional call for projects, and seven split between dried blood spot and gene doping.

As Professor Engebretsen had mentioned, a total of 3.5 million US dollars had been committed in 2023 divided between the 30 selected projects in the three different categories mentioned. There was a total budget of 4.5 million US dollars that year in what was called the organic budget, which was the budget received from the annual budget, of which 1 million dollars, left over from the 4.5 million, had already been committed to various projects, or at least those responsible had identified the projects where that money would go, to support tramadol studies, for example, which needed to be completed, and additional projects related to meat contamination, which was an issue in some countries, for example, or the development of certified reference materials to support the activities of the WADA-accredited laboratories.

He briefly wished to mention, as had been recently presented to the Executive Committee, that a new review process would be put in place in 2024. The main reason was that it had been realized that the current process was very robust but probably too long and less attractive to researchers because when researchers had an idea that they wanted to submit to WADA, they tended to want a quick response. They usually had the human resources to support the research project and wanted it to start quickly. He would say that the current process was a bit too cumbersome, so the idea was to use the three meetings of the Executive Committee to present selected projects. It would be a more continuous process, allowing researchers to apply to WADA at any time during the year. Initially, it would not be a full project but an expression of interest, which could then be converted into a full application and then continue with the usual process. However, it would be more continuous and much more dynamic, so that no researcher should be further than four months from a decision once they had applied to WADA. It was thought that the process would be more attractive and probably respond more to the expectations of the researchers. As Professor Engebretsen had mentioned, he wanted to see more applications being submitted to WADA. It was thought that that would attract more applications, even if the budget would not necessarily grow and the success rate would probably be slightly diminished. By attracting more projects, he believed that WADA would have more interesting projects to support as well. As mentioned, there would be three steps the following year. He believed that concluded the presentation.

MR KASAPOĞLU requested possible explanations for the 11% increase in TUEs between 2022 and 2023.

MR CEPIC appreciated the presentation and, on behalf of the NADOs, asked if there was additional information available regarding tramadol, which would be on the Prohibited List in less than six weeks' time. They had received many enquiries from athletes and wanted to make sure they provided them with all the information possible, especially regarding the washout period and so forth.

PROFESSOR ENGBRETSEN answered that the 11% increase in TUEs was not in fact very good because, in 2022, the figure had been down for a couple of years due to Covid-19. WADA was recovering a little at that time and, in his opinion, 2,390 on a worldwide basis was still not very high. It meant that not everybody was using that system as well as they should, and the members would see a better increase in the coming years in his opinion.

DR RABIN replied that the decision had been approved the day before to cover the technical aspects of analysis for tramadol to inform the laboratories about the minimum reporting level (MRL), which had been set at 20 mcg/ml, and the fact there would be a washout period of 24 hours. With that decision taken, all the

documentation was ready to be released to the anti-doping laboratories to inform them about the testing rules, in particular the new MRL, and also information in the explanatory note and beyond as necessary to inform the athletes of the washout period of 24 hours before the in-competition status started. WADA would be ready to release that information within hours.

DECISION

Health, Medical and Research Committee update noted.

10. Other organization reports

- 10.1 Institute of National Anti-Doping Organizations (iNADO)

MR PATERSON greeted the Foundation Board. He would give the update from iNADO for 2023 and would, of course, bring a deeply operational lens to the proceedings that day. After all, that was the role of the NADOs. Before he did so, as the Chairman had done that morning, he also wanted to quickly acknowledge Joseph de Pencier, who had been the founding father of iNADO. He had contributed an enormous amount to the organization as well as anti-doping more generally, and certainly there in Canada. He was a huge loss personally. Mr de Pencier had introduced him to anti-doping when he had first joined and created a running group for NADO chief executives, and they would go out running, whether it be 5 o'clock in the morning in Switzerland or 6 o'clock at night, with former Olympians who were older than him but ran faster than him, in America. But it had all been about anti-doping and bringing that community together. It was a very sad moment and he just wanted to acknowledge him once more.

In terms of iNADO itself, it remained an organization which was a membership organization of NADOs. It had a global reach and global representation. As he had said to the Foundation Board the previous year, it was a network of thousands of experts entailing the single greatest coming together of anti-doping experts on a practical level, on an operational level. He was very proud of that. What it had not done particularly well in previous years was actually getting out to the different regions. If he was honest, it had focused on Europe, and it was determined to change that that year. Hence, that year, iNADO had reached out into Africa and had been to Kenya to visit one of the RADOs. It was increasing membership in the African region. It had been to China. It had been to the CHINADA symposium, which was an excellent symposium, and to the Asian Games. He was hoping to get to the JADA symposium in a month's time and iNADO was also increasing membership there. iNADO had made it to Argentina and Panama. For some reason, it had taken a while to get to that region, despite the fact that the chief executive was a native Spanish speaker, but it had finally made it there too. But the aim for that year was really to expand representation, expand the membership, and actually listen more to members all around the world. iNADO had not forgotten Europe. For the first time, it had led a webinar in French, which it had never done before, amazingly, on treating substance abuse, and the French speakers who had attended had really engaged in a way that they had not done before or had not had the opportunity to do before, and it had been huge. It was an enormous thing for iNADO to do and he had learned that iNADO needed to do more of it.

A recurrent question that he had addressed at that forum a year before and had been asked again at the symposium in March was how iNADO, as a membership organization of NADOs, fitted into the ecosystem. He was very proud that there were currently two NADO representatives on the Foundation Board: Messrs Kim and Copic. It was fantastic to have NADOs around that table. He did note on principle that Mr Rynkowski was also present, wearing a different hat perhaps, and with the addition of him speaking, there were suddenly four NADOs around that table for the first time. That was perhaps a record, but he was very pleased to have permanent members in terms of the NADO EAG membership. With regard to what the EAG had pulled together in terms of the EAG's role, but also iNADO's role and how it came together, looking briefly from the bottom up, the members would see the NADOs doing the testing and education work. They then coordinated with regional groups and discussed operational issues and tried to operationally resolve things. If those operational issues gathered such importance that they were strategic and of importance across the system, it was raised to the EAG and then the EAG raised it to that group. That was not to say that there was not interaction all the way through the system from top to bottom with WADA. The aim there was to fix problems, not bring up problems, so the information went up and down. But the system was working and iNADO was improving every day. That was how everything fitted together, and that was a really

important piece of work for iNADO and the EAG and all the member NADOs to see how they fitted into that system.

The biggest event for iNADO in any one year was the workshop that it ran annually in Lausanne around the WADA Annual Symposium. That year, it had run a one-and-a-half-day workshop on women in anti-doping. Vice-President Yang Yang had given huge support for that initiative, starting 12 months previously in Montreal, where she and he had discussed it as a possibility and up to her opening keynote speech for iNADO. That was very much appreciated. Other members of the WADA senior team had also attended and, in total, over 215 people had attended the discussions on the contribution of women to anti-doping. It had been fascinating. It was known that medically and physiologically women and men were different, but it had transpired that researchers were different too, science was different, and the way it was approached and the way in which the operational work was approached within NADOs was different. It had been a very eye-opening day-and-a-half with some fantastic speakers, not just women. There had been men there too, of course, because there was a role for everybody. He would encourage all sport leaders, including the male leaders around that table and elsewhere, to attend those events. They all had a role to play, and it remained a male-dominated sector. The earlier agenda item on human rights had also covered the same point. iNADO would repeat that workshop in the future. It did it every year and it was a major piece of work.

In terms of the membership and the issues of importance to the members during the year, of which there had been a few, iNADO had covered such items as Russian and Belarusian participation in Paris. He knew that had been a conversation again in Montreal, but iNADO had talked about it from a purely operational perspective for NADOs. It had talked about the testing regime for transgender athletes and what that meant for iNADO. It had talked about NADO and WADA collaboration with huge input from Mr Tom May and his team, of course.

In terms of the bigger picture, iNADO was about to launch a report into the effectiveness of EPO programmes. The members had had concerns in that area because it was very complex and hard. Therefore, iNADO had conducted some statistical research using an external provider, looking at how each NADO approached that. He had found it fascinating to hear Dr Rabin prior to him talking about research into that. He strongly encouraged more research into the EPO space, because it was a concern for iNADO members in that it was hard and expensive. There had been talk about fit-for-purpose ADAMS and what needed to happen to make ADAMS as good as possible in terms of the IT systems. Again, he had been delighted to hear the input and the change in scenario at WADA in terms of Sword and what that might mean for the future. He thought that the members had heard that day about the 30% increase in productivity and output, which was fantastic news. There had been discussion about the Prohibited List in terms of cannabis and tramadol. A year did not seem to go by without the members talking about cannabis, and it was recurrent. He wished they could get to the point where they did not speak about it anymore, but it kept returning. A more recent matter was, of course, tramadol. The members had just heard that they currently had information to take back to their members which would be published by WADA within hours in terms of tramadol and what could be done to support clean athletes.

The reason he brought all of those matters to the members' attention was that they were important to iNADO's members. They had not arisen that day for the first time. Over the previous 12 months, iNADO had worked very closely again with Mr May and his team at WADA. The aim of iNADO was to fix problems. He was reporting on what members found important, but problems had been fixed throughout and the aim was to keep improving the system. The collaboration with the WADA team was fundamental and iNADO's aim was to fix any problems that it found and make it better for all.

His final words were to Mr Tom May and his team, who supported iNADO day-to-day very well. He warmly thanked Mr May for his input, and also thanked the Director General. It was probably his last attendance at the Foundation Board, as he had reached the end of his two terms on the iNADO board and so would be stepping down as the chairman of iNADO. He thanked the WADA leadership for providing the platform for iNADO to present to the Foundation Board. It was a governance group of people from governments and sport to report to the Foundation Board on the deep operational challenges and successes of NADOs, and he much appreciated that and hoped it would continue. His colleagues from the NADO EAG would continue providing the NADO perspective on matters of interest to the Foundation Board. There was no pressure, but iNADO looked to WADA to keep up the good work. That was the end of his presentation.

DECISION

iNADO update noted.

- **10.2 International Testing Agency (ITA)**

DR FOURNEYRON welcomed the opportunity to talk about the main activities of her organization. The members would see a detailed report in their files and she and the Director General would be happy to answer any questions the members might have. She would discuss the ITA's activities and the new strategic plan, the work being done on the programme carried out in advance of the Olympic Games in Paris and the situation relating to athlete testing in those countries suspended from participating in international competitions. She would conclude with the work carried out in relation to Code compliance.

She wished to thank the Chairman and the WADA team in Lausanne as well as many officials in that room for their presence at the ITA's fifth anniversary. It had been an opportunity to celebrate the initiative approved by the WADA Foundation Board in 2017 to strengthen independence, credibility and expertise regarding the fight against doping in sport and also to assess the work done by the ITA to date. She was proud about the ITA's collaboration with WADA and the IOC, the majority of Olympic IFs and many national and regional anti-doping organizations. The ITA had worked at the Asian Games with CHINADA, and was preparing with the Korean organizers for the Winter Youth Olympic Games in Gangwan and the French organizers for the Olympic Games in Paris. The ITA had worked closely with WADA's independent observer groups at the recent European Games in 2023 and the Asian Games in 2022. That spirit of collaboration was part of the ITA's DNA. A total of 37,000 samples had been collected that year and 270 new cases of anti-doping rule violations had been assessed that year to date. Over 1,000 anti-doping rule violations had been reviewed since the creation of the ITA in 2018. That showed the significant amount of work already done, although she was aware that there was much more work to be done in the future. She would always be there to hear from the WADA Foundation Board about how to improve to progress the fight against doping in sport.

The new strategic plan from 2023 to 2026 had been approved by the ITA after consultation with stakeholders. It supported the vision and mission of the ITA's work. It was based on six pillars: the contribution of the ITA to independence and transparency in the fight against doping in sport, strengthening quality programmes, cooperation with the entire anti-doping community, expertise of teams to deliver high-quality work, efficiency to maximize synergy, economies of scale and performance, and financial stability, in particular given the fragile inflationary context. She welcomed the contribution made by WADA and other partners to the drawing up of the new strategic plan, which would strengthen the global ecosystem in the fight against doping in sport.

There were two sensitive issues she wished to mention, the first regarding ITA tests carried out on athletes from countries suspended from competition or whose NADOs had been declared non-compliant with the Code by WADA: Russia, Belarus and North Korea. With a view to the athletes returning to competition, the ITA tested them daily on the basis of an in-depth risk analysis. Although the athletes were not currently competing, the ITA was duty-bound to prepare for the athletes' return to competition, to ensure fair levels of testing for athletes worldwide. Regarding Russian and Belarusian athletes, the Russian military operations in Ukraine had had a significant impact on the ITA's testing programmes. The suspension of athletes from international competition and the related logistical problems had naturally resulted in a significant reduction in the number of tests, although 400 out-of-competition tests had taken place in 2023. Samples were collected independently by the ITA and analysed at a WADA-accredited laboratory outside Russia. The reduction in the number of tests carried out was also the result of the ITA having to focus on all of the competitions taking place and prioritizing testing for those athletes participating in them. She underscored that, nevertheless, Russia was the sixth most-tested nation by the ITA. The previous spring, the ITA had recommended to all Olympic IFs that they allow the ITA to draw up a specific testing plan for their sport in those countries. The ITA had analysed all Russian and Belarusian athletes likely to participate in the Olympic Games in Paris. A list had been drawn up with a risk analysis established for each of the potential participants. The idea was to do the utmost to reassure the athlete community that there was a credible monitoring programme being carried out. The ITA was willing to implement an independent targeted testing plan regarding the return of the athletes in question to competition.

The second project she wished to refer to was the ITA's Paris 2024 pre-Games programme, which sought to ensure harmonized detection and appropriate testing for all countries and all sports prior to the Olympic Games in Paris. A taskforce was carrying out the work and comprised experts from three NADOs (China, the USA and Germany) and an IF (World Athletics). For the first time ever, the ITA had appointed a supervisory panel representing the community of athletes (the WADA Athlete Council and the IOC's athletes' commission), NADOs from all continents, including the NADO from the host country, and a WADA observer. The work had started several months previously, with an initial stage leading on from the programme that had taken place in Tokyo to analyse any gaps in the athlete testing programme. Drawing up an appropriate list of potential participants in the Olympic Games one year prior to the event was complex and time-consuming. After drawing up the list, a recommendation for targeted testing thanks to all the data on the risk evaluation for all athletes would be sent out to all NADOs and IFs prior to the end of 2023. Then, recommendations would be sent out throughout 2024 up until the opening of the Olympic village to better target athletes right up until the definitive list of qualifying athletes had been established. The ITA would adopt its testing plan for the Olympic Games and would target those athletes not tested sufficiently prior to the Olympic Games. That work would require close cooperation between the ITA, IFs and NADOs. The credibility of the Olympic Games would require the proper functioning of the programme prior to the Olympic Games and she urged all stakeholders to follow the testing recommendations issued. WADA's role as a global regulator would be decisive to ensure compliance with the requests.

As noted, she wanted to ensure transparent communication to strengthen athlete trust. She drew the members' attention to the work carried out by the ITA which had a huge impact on the anti-doping community in the field of compliance. During the past 20 months, 48 code compliance questionnaires sent out by WADA had been filled in by the ITA on behalf of its partners to provide WADA with all information required and address all of the corrective actions identified among IFs and major event organizers. She noted that the IFs that had delegated their entire anti-doping programme to the ITA had had fewer than four corrective actions on average compared to more than 15 actions for those IFs that had delegated only part of their programmes. The establishment of the ITA had led to a 72% reduction in corrective actions regarding IF programmes since the 2016 assessment. She thanked those IFs that had entrusted that essential work to the ITA and hoped that the results would encourage them to continue to work with the ITA.

She would conclude her report with an update on the certification programmes launched in 2014 to promote the quality and harmonization of work done by those people who were working on the ground and were in contact with athletes on a daily basis. She was referring to the doping control officers (DCOs), blood control officers, chaperones and educators who provided athletes and their entourage with key anti-doping elements. Since its creation in 2018, the ITA had realized, after working daily with NADOs, RADOs and private sample collection service providers in more than 190 countries in the world, that there were notable differences in terms of accessibility, training, quality and harmonization of testing protocols and education. To deal with such differences, the ITA had decided to implement, in close collaboration with WADA and a number of NADOs, RADOS and other partners, international certification programmes to enable all of the actors to carry out quality, harmonized work regardless of country or sport. All DCOs and chaperones at the Olympic Games in Tokyo in 2020, the Olympic Games in Beijing in 2022 and the European Games and Asian Games that summer had been certified to ensure standardized procedures regardless of the NADO or organization concerned. She invited WADA to support such certification programmes. She also urged all of the NADOs and RADOs to contribute to better promote the quality of the work carried out on the ground worldwide. She thanked the members for their attention and would be happy to answer any questions together with the WADA Director General.

MR O'LEARY thanked Dr Fourneyron for her comprehensive report. It was nice and refreshing to see a report on what was happening in Russia and Belarus, but also within it an acknowledgement of the difficulties and how the ITA was trying to address those. He really did appreciate that. As a para athlete himself, his understanding was that the ITA did not have the same relationship with the IPC as it did with the IOC. What Dr Fourneyron had presented that day was related to the IOC plans, and it was not something he thought she could necessarily answer then, but he would urge everybody around the table to put pressure on the IPC to be as proactive and active as possible. At that point, he knew that there were going to be independent athletes from Russia and Belarus at the Paralympic Games, and they should face the same scrutiny as would be expected for the IOC athletes.

THE DIRECTOR GENERAL thanked Dr Fourneyron for the excellent cooperation that existed between WADA and the ITA and, in particular, the great cooperation during recent events between the ITA teams and WADA's independent observer teams. He wanted to respond to a point that Dr Fourneyron had raised, which was the recommendation that the ITA pre-Games taskforce was issuing and the importance of all anti-doping organizations following that recommendation. As Dr Fourneyron had expressed, WADA could certainly guarantee that WADA was ready to put all its weight behind that recommendation and be in close collaboration with the ITA to make sure that, if anybody was not following the recommendation, it be brought to WADA's attention so that it could act.

MR TAN would not repeat the comments his colleague had made, but wanted to address education. As had been mentioned earlier, education was one of the most important pillars in anti-doping. He welcomed all the efforts being made in that regard. However, he would welcome seeing more organizations such as NADOs involving more athletes or former athletes in education. He thought there was nothing more inspiring in education than to be educated by a fellow athlete. He therefore asked NADOs and everybody involved in education to include athletes even more.

THE CHAIRMAN wanted to echo what the previous members had said about the excellent collaboration. He reiterated his thanks for that report. Many questions had been raised about the possible participation of neutral athletes in the Paris Olympic Games. He thought that Dr Fourneyron had very comprehensively explained what the ITA was doing in that regard.

DR FOURNEYRON thanked the Chairman and the Director General for their support.

DECISION

ITA update noted.

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

This agenda item took place during the morning session of the meeting, to account for the virtual nature of Mr Dally's attendance.

MR DALLY apologized for not being at the meeting in person and relayed greetings from Mr Bâ. There would be discussions with the Director General and Mr Bouchard to work out a convenient time and place to continue the dialogue. He wished to echo the Chairman's kind words in introducing the item of that meeting, whereby the cooperation between UNESCO and WADA was currently very constructive. There had really been commitment to ensure that the two organizations could work hand in hand and ensure that they pooled their efforts for the benefit of their stakeholders, as well as the cause they defended. He would be very brief to ensure that all items could be discussed that day and thanked the Foundation Board for giving him the opportunity to take the floor. UNESCO was in the midst of its general assembly, where heads of state and leaders of the world were discussing its budget and activities, and he would shortly be joining the assistant director general for some leadership discussions that would be taking place.

He wanted to chip in regarding the two issues that had been mentioned, particularly legislation, which WADA had raised through the Director General at the conference of the parties, the issue of convergence, the monitoring of legislation regarding the Code and ensuring consistency when it came to the responsibility of governments, as well as how WADA was going to monitor responsibility when it came to the athletes. There was a need to have an ongoing conversation to find out from the legal perspective and the principle of international public law, between an international institution such as UNESCO, which was hosting an international convention, and WADA, also leading the sport movement and the national anti-doping organizations' responsibility, what could be discussed and what kind of avenues could be found so that a mechanism could be put in place to resolve the issue. The process currently being undergone to find a solution was not to put WADA in a very weak position, but for WADA to understand that governments had expressed a number of concerns that Ms Grange and the minister from Türkiye had also emphasized. He thought it was an important topic that required sitting down together and looking for the best approach to find a solution not only for the sport movement but also for governments to feel that their prerogative would not be undermined.

The second matter was with regard to the WADA funding formula, and also how the public authorities, from the government perspective, could provide funding through the WADA funding mechanism, not to

interfere in the detail, but to see in principle how governments could be constructive to resolve any budgeting issues under their own responsibility and also find a consensus-based platform. Of course, that had been discussed at length at COP9. There was a certain tendency that had been reflected in the resolution. UNESCO would share the resolution as well as the report very soon. It seemed that the dominant opinion from the states parties was to ensure that the intergovernmental nature of the discussion should remain a prerequisite. When there was consensus among governments to bring the other stakeholders to the table and lead to a different platform of conversation at the COP10 in 2025, UNESCO would come back with a solution on which consensus could be reached. That discussion had initially been held between the secretariats of UNESCO and WADA. Of course, the need for consensus was not optional. The two organizations needed to work together so that consensus could be reached, but they also needed to take into consideration the interests of the governments as well as WADA. That was another point on which dialogue would be the key issue to pave the way towards consensus. Therefore, the conversation would continue. He thought that the representatives, not only from governments but also from regional institutions such as the African Union, the Council of Europe and others such as CADE, should also be at the table to reach some kind of conclusive consensus. That was his summary. He did not want to go into any more detail at that stage, but would be happy to answer any questions.

THE CHAIRMAN thanked Mr Dally for his very comprehensive report and update.

DECISION

UNESCO update noted.

11. Department/impact area annual reports

THE CHAIRMAN noted that there were no comments or questions on any of the departmental or impact area reports included in the document set for that meeting.

- **11.1 Athlete engagement**

DECISION

Athlete engagement update noted.

- **11.2 Communications**

DECISION

Communications update noted.

- **11.3 Compliance, rules and standards**

DECISION

Compliance, rules and standards
update noted.

- **11.4 Education**

DECISION

Education update noted.

- **11.5 Information technology, data and digital development**

DECISION

Information technology, data and
digital development update noted.

- **11.6 Intelligence and Investigations**

DECISION

Intelligence and Investigations update noted.

- **11.7 Legal affairs**

DECISION

Legal affairs update noted.

- **11.8 NADO/RADO relations**

DECISION

NADO/RADO relations update noted.

- **11.9 Programme development**

DECISION

Programme development update noted.

- **11.10 Science and medicine**

DECISION

Science and medicine update noted.

- **11.11 Stakeholder engagement and partnerships**

11.11.1 Sport movement relations

DECISION

Stakeholder engagement and partnerships update noted.

- **11.12 Testing**

DECISION

Testing update noted.

- **11.13 Regional offices**

11.13.1 Cape Town

11.13.2 Lausanne

11.13.3 Montevideo

11.13.4 Tokyo

DECISION

Regional offices update noted.

12. Other business/future meetings

THE CHAIRMAN asked the members if there were any issues they wished to raise.

MS FORTES noted that the sport movement thanked WADA for the detailed management report and, regarding the Intelligence and Investigation Department, the sport movement congratulated WADA on the European project and recommended that it be extended to all continents. The support of the law

enforcement agencies was essential to the success of WADA's efforts. It was also important that WADA continue to raise awareness among decision-makers and society at large about the permanent threat of doping as a public health problem. The sport movement noted the significant amount of work that WADA had to ensure compliance with the Code and consistent sanctions. That demonstrated the importance of disciplinary panels comprising members with the necessary know-how to ensure application of the Code. That was also essential to reassure athletes that they were all being treated fairly. She congratulated the Chairman on his leadership.

MR BAUZÁ AMENGUAL introduced himself. He was the minister of sport for Uruguay and the CONSUDE representative. He had followed the meeting online. Unfortunately, due to a problem with his flight, he had been unable to attend in person. He supported the progress made by WADA regarding the Athlete Council and confirmed his support for all projects to ensure fair play and cleaner sport. The WADA Latin American office was based in Uruguay and he supported the work done by CONSUDE to ensure the involvement of the region. The Minister of Sport for Chile, the president of CONSUDE, had been unable to attend the Foundation Board meeting as he was at the Parapan American Games. Nevertheless, he also wished to support WADA's work in the region and was ready and willing to work when necessary.

MR AFRIYE apologized on behalf of Minister Mustapha Ussif for not being able to attend the event. Mr Ussif sent his best wishes and was unavoidably absent due to matters related to his office portfolio, including preparation for the African Games in Ghana the following March. In that regard, he wished to use that opportunity to thank WADA and in particular the WADA Africa office for the assistance, guidance and support the office continued to provide to the team entrusted with the implementation of a comprehensive anti-doping programme at the Games. It was important to consider that the Games, while bringing the best of Africa together to compete and show solidarity, provided the region with a huge opportunity to develop, enhance and escalate the development of anti-doping capacities in the region. WADA's role in that regard was appreciated and commended. He looked forward to the ongoing assistance of Mr Swigelaar and his team, and to having the WADA leadership in attendance at the Games. In conclusion, Ghana was firmly behind the Africa office and urged those responsible to ensure that the office, including the valued staff, was hosted under the best possible conditions and had the relevant status, as it served a purpose that some might not fully appreciate or understand.

MR SOBHY appreciated what Ghana was doing for the African Games after a lot of work and pressure. He congratulated and thanked Ghana very much for that on behalf of sport in Africa. As always, there was a lot of support from the whole of Africa for the WADA office in Africa. Egypt was looking forward to going for the African Games in 2027 and to hosting the Olympic Games in 2036 also, God willing. He welcomed the fact that the issue of tramadol had been dealt with, as it was very serious and very common worldwide, especially in football. He welcomed and appreciated those discussions based on the scientific research.

As the president of CONCECADE, MR ARCE wished to publicly note his thanks on behalf of the countries in his region for the close cooperation and assistance provided by the WADA Latin American office headed by Ms Pesce Cutri. He paid tribute to the work done by all of the WADA regional offices in providing assistance to achieve the Olympic objectives for global sport. Sport united countries and the world. He wished to congratulate the Chairman and management and the regional offices and staff for the difficult task that they carried out, as they were sending out a very positive message to athletes.

THE CHAIRMAN thanked the Foundation Board members for their comments and support and reiterated his thanks to the minister from Uruguay, the colleague from Ghana, Mr Sobhy and both of the ministers representing the Americas. He highly appreciated all of the positive comments and good collaboration. He wanted to stress that that was very important, as anti-doping was all about collaboration. He was looking forward to continuing the work for the good of athletes. Ms Fortes had asked about the intelligence and investigations project. Of course, the capability and capacity-building project co-financed by the European Union was a very successful project. WADA would of course continue that project and would be extending it to other continents, because it was a very successful project and was yielding many positive results. Thanks to that project, WADA was able to bring together representatives of law enforcement agencies from various countries and, in Europe alone, 21 operations were currently being conducted. WADA had received confirmation that the next step would be Asia and that project would be partnered by Interpol.

With regard to forthcoming meetings, the Executive Committee would meet on 11 March 2024 in Lausanne, just prior to the WADA Annual Symposium, and on 12 September in Türkiye, hosted by Professor Erdener. The Executive Committee members would then meet in Riyadh for their last meeting of the year on 4 December and the annual Foundation Board meeting would follow on 5 December 2024. He thanked all the members for their participation that day and the interpreters, audiovisual providers, all of the WADA staff and all of the people engaged to deliver a great meeting.

Before closing, as he had done the previous day at the Executive Committee, one important thing from his perspective was to take a moment to mention a very important person who was soon to retire: the honourable Kazuhiro Hayashi, the long-standing Asia/Oceania Regional Office Director. Mr Hayashi had been with WADA for almost two decades and he wanted to mention that he was an exceptional person and thank him for his great work and passion. It had been an honour and a pleasure to work with Mr Hayashi and he wanted to thank him for his sense of humour.

He officially closed the Foundation Board meeting.

DECISION

Executive Committee – 11 March 2024, Lausanne, Switzerland;
Annual Symposium – 12-13 March 2024;
Executive Committee – 12 September 2024, Belek, Republic of Türkiye;
Executive Committee – 4 December 2024, Riyadh, Kingdom of Saudi Arabia;
Foundation Board – 5 December 2024, Riyadh, Kingdom of Saudi Arabia;
Executive Committee – 17 March 2025, Lausanne, Switzerland;
Annual Symposium – 18-19 March 2025, Lausanne, Switzerland.

The meeting adjourned at 3.25 p.m. GMT-5.

FOR APPROVAL

M MR WITOLD BAŃKA
PRESIDENT AND CHAIRMAN OF WADA

MR OLIVIER NIGGLI
DIRECTOR GENERAL AND RECORDING SECRETARY