

ANNUAL  
REPORT

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14



A NEW CHAPTER FOR CLEAN SPORT



**WORLD  
ANTI-DOPING  
AGENCY**  
play true



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# play true

## **THE WORLD ANTI-DOPING AGENCY**

OUR MISSION IS TO LEAD A COLLABORATIVE WORLDWIDE CAMPAIGN TO PROTECT THE CLEAN ATHLETE.

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

# MESSAGE FROM THE PRESIDENT



**WADA's five-year Strategic Plan focuses on the clean athlete as we enter this crucial new chapter for clean sport.**

Formed in 1999, WADA marked its 15th anniversary this year by overseeing the adoption and implementation of the 2015 World Anti-Doping Code (Code). The arrival of this new chapter for clean sport represented a major undertaking for the Agency and its signatories in 2014.

The Agency assisted no fewer than 665 Anti-Doping Organizations (ADOs) from every corner of the globe in the transition to the new rules, and ensured that a robust compliance process was well underway by year end.

We accomplished this due to the determination and commitment of International Federations; Governments and National Anti-Doping Organizations; Regional Anti-Doping Organizations; Athlete Committees and Associations; and, all others who help champion clean sport worldwide.

**“WADA marked its 15th anniversary this year by overseeing the adoption and implementation of the 2015 World Anti-Doping Code.”**

It is gratifying to see just how far we have come. The original struggle was to create a document that harmonized sanctions across every country and every sport. At the time, some stakeholders were reluctant to agree to a two-year sanction for a serious doping offence.

Today, stakeholders support a sanction of four years for serious offenders. This didn't happen by accident. Public opinion shifted because of a constant debate that WADA has driven.

Throughout, WADA has remained committed to research, which has led to better tests and testing procedures. To date, the Agency has invested approximately \$60 million in research, thanks to support from the International Olympic Committee (IOC), Governments and other stakeholders.

Excellent progress has been made since the IOC announced creation of the Special Anti-Doping Research Fund in December 2013. Through the IOC's pledge of \$10 million, and its commitment to match all Government funding dollar for dollar, WADA secured the backing of a number of Governments and reached a potential \$12 million in 2014. The funds will be aimed at innovative anti-doping research focused on protecting the clean athlete.

Education and awareness are equally vital contributors to clean sport. WADA rolled out new programs and materials over the year targeted at youth, university students, adult athletes, and physicians. The Agency joined with the Commonwealth Games to conduct a 'better practice' model Independent Observer Program that puts a greater focus on planning and pre-competition testing.

Regrettably, confidence was shaken by a series of shocking revelations aired on German television in December alleging systematic doping in Russia, and other grave potential breaches of the Code.

WADA takes such allegations very seriously and appointed a three-member Independent Commission led by former WADA President Richard W. Pound to initiate an investigation in January 2015.

It should be noted that Russia is not alone in facing such challenges. In 2012, the same broadcaster alleged widespread doping among Kenyan athletes. This prompted formation of the Kenyan Anti-Doping Task Force in April; and, as a direct result of its report, WADA initiated discussions with Kenyan officials to establish the Anti-Doping Agency of Kenya, with technical training and guidance to be provided by Anti-Doping Norway and the Chinese Anti-Doping Agency.

WADA also had concern with the India National Anti-Doping Agency (NADA) program and; therefore, facilitated a partnership between NADA and the Australian Sports Anti-Doping Authority.

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Similarly, we engaged with the Jamaica Anti-Doping Commission (JADCO) when their efforts came under fire around the 2012 London Olympics. In 2014, the Canadian Centre for Ethics in Sport partnered with JADCO to help build further capacity in Jamaica. I am pleased to say that good progress has been made.

No country or sport is immune to doping. At the end of the day, WADA is here to provide the clean athletes of the world full confidence in the anti-doping system. WADA's work on all fronts is carried out with this mandate top of mind.

Doping results from a combination of individual, cultural, societal, and physiological factors. Prevention must be based on a clear understanding of the complex nature of the problem and the comprehensive mix of strategies needed to address them.

The Agency's Strategic Plan for 2015-2019 takes this into account. The Plan, approved by WADA's Foundation Board in November, aligns WADA's activities and resources under nine Strategic Objectives. This Plan arrives at a perfect time as we turn the page and enter this crucial new chapter for clean sport.



**SIR CRAIG REEDIE**  
PRESIDENT

# MESSAGE FROM THE DIRECTOR GENERAL



**THE CODE'S contribution to the protection of clean athletes is certainly significant. Yet, there are also the human aspects of an anti-doping program to consider.**

**T**he 2013 World Conference on Doping in Sport concluded with a universal commitment to prioritize the protection of clean athletes—through the Johannesburg Declaration, and through the unanimous approval of the 2015 World Anti-Doping Code (Code).

2014 saw WADA and the global anti-doping community put that commitment into action through the implementation of the revised Code, which introduced a new set of rules to provide equal protection around the world.

WADA understands that Code implementation and practice place high expectations on Anti-Doping Organizations (ADOs), requiring increased efficiency, effectiveness and transparency—and optimizing the use of every dollar—all for the benefit of those we serve, the clean athletes.

To assist ADOs in the transition, the Agency provided the right processes, tools

and guidance to ensure the potential of the Code is realized; and, that ADOs obtain higher quality results.

WADA formed an Independent Compliance Review Committee to support the Board; and, ISO accreditation of the compliance program will underpin the processes undertaken by the Agency and the Committee to deliver added confidence in the system.

The Code's contribution to clean sport is certainly significant. Yet, we know there are human aspects of an anti-doping program to consider. Just as the revised Code represents the input of many individuals, the enhanced rules rely on the commitment and values of the many people responsible for their implementation and practice.

Dealing with breaches of integrity and having to make decisions about people who have broken the rules is not easy.

We in the anti-doping community realize that to do better, we need to work together, which is why collaboration is central to the revised Code.

Prior to 1 January 2015, WADA initiated several actions associated with the revised Code and International Standards.

In response to greater emphasis put on investigations and information gathering, WADA organized an ADO Investigators' Network and formed a diverse working group to define the parameters of an Anti-Doping Information Network (ADIN).

The first WADA Science and Investigations Symposium brought together experts from the scientific (anti-doping, forensic, drug regulatory) domain and the investigations (drug enforcement agencies, police, and customs) area to debate how science and investigations could collaborate for clean sport.



WADA teamed with EUROPOL, INTERPOL, the World Customs Organization, and numerous national law enforcement agencies to pursue a global strategy aimed at reducing the availability of performance enhancing drugs.

In support of 'smart testing,' WADA introduced the new Technical Document for Sport Specific Analysis (TDSSA) that focuses on sport/discipline physiological risks and a specific set of 'heavy' prohibited substances and methods that sports/disciplines at risk are now required to test at a minimum level. The Agency also introduced development of an effective Test Distribution Plan that takes a broader approach to risk assessment.

Outside of Code implementation work, WADA made progress on other critical anti-doping fronts.

The Agency released the Athlete Learning Program about Health & Anti-Doping (ALPHA). Based on the latest findings in social science research and learning technology, ALPHA addresses how attitudes shape an athlete's intentions, and ultimately determine behavior.

WADA added Novartis and Pfizer to the list of major pharmaceutical companies with which it has partnered. Such partnerships are hugely important in our efforts, as these companies can share information on pipeline products that have potential for performance misuse and, in parallel, WADA can share information on substances that are being abused by athletes.

Preventative education remains a priority for WADA. Outreach activities filled our calendar, with the clean sport message spread from Sochi to Glasgow and Incheon to Nanjing. Independent Observer Missions were conducted at the Olympic and Paralympic

**The 2015 CODE introduced a new set of universally HARMONIZED ANTI-DOPING RULES to provide equal protection to clean athletes right across the world.**



Winter Games in Sochi, the Commonwealth Games in Glasgow, and the Asian Games in Incheon.

WADA met with Major League Baseball (MLB), the National Hockey League (NHL) and the National Football League (NFL) in November. MLB remains extremely proactive in their program, which has evolved through a very good relationship with the Players' Association. The NHL invited WADA to assist with the testing program that they plan to implement for the World Cup of Hockey in 2016. The NFL met with WADA to discuss advances to their human growth hormone (hGH) testing program. WADA also had a special meeting with the NFL to ensure full preparation for any possible doping cases in the future.

2014 also welcomed new WADA leadership—Sir Craig Reedie as WADA President; Rev. Dr. Makhenkesi A. Stofile as Vice-President; Valérie Fourneyron as Chair of the Health, Medical and Research Committee; and, Beckie Scott as Chair of WADA's Athlete Committee. I feel very confident that, supported by the excellence of the Agency's personnel worldwide, we enter this new chapter for clean sport well equipped for the challenges that lie ahead.

**DAVID HOWMAN**  
DIRECTOR GENERAL

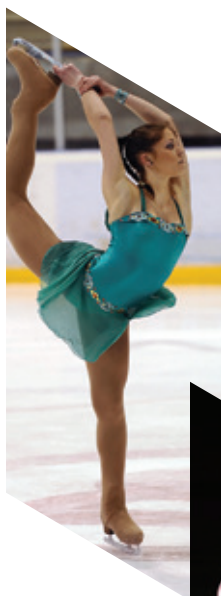
# 2014 WADA EXECUTIVE COMMITTEE

## Chairman

Sir Craig REEDIE  
IOC Vice President  
*United Kingdom*

## Vice Chairman

Rev. Dr. Makhenkesi A. STOFILE  
South African Ambassador to Germany  
*South Africa*



## Olympic Movement

### IOC Representative

Francesco RICCI BITTI  
President ITF (tennis)  
*Italy*

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

Beckie SCOTT  
*Canada*

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

Ugur ERDENER  
IOC Member, President WA (archery)  
*Turkey*

### SportAccord Representative

Gian Franco KASPER  
IOC Member, President FIS (ski)  
*Switzerland*

### IOC Athletes' Commission Representative

Tony ESTANGUET  
IOC Member, IOC Athletes' Commission  
*France*

## Public Authorities

### Europe Representative

Valérie FOURNEYRON  
Member of Parliament,  
National Assembly  
*France*

### Africa Representative

Alain Michel LOBOGNON  
Minister for the Promotion  
of Youth, Sports and Leisure  
*Ivory Coast*

### Americas Representative

Francisco BOZA  
President,  
Americas Sports Council (CADE)  
*Peru* (January – October)

Akio TAMASHIRO  
Deputy,  
Americas Sport Council (CADE)  
*Peru* (November – December)

### Asia Representative

Yoshitaka SAKURADA  
Minister in charge of Sports  
*Japan* (January – August)

Hideki NIWA  
State Minister of Education, Culture,  
Sports, Science and Technology (MEXT)  
*Japan* (September – December)

### Oceania Representative

Peter DUTTON  
Minister for Sport  
*Australia*



# 2014 WADA FOUNDATION BOARD

## Chairman

Sir Craig REEDIE  
*United Kingdom*

## Vice Chairman

Rev. Dr. Makhenkesi A. STOFILE  
*South Africa*

## Olympic Movement

### IOC Representatives

Patrick BAUMANN  
IOC Member, Secretary General FIBA  
(basketball)  
*Switzerland*

Joseph BLATTER  
IOC Member, President FIFA (football)  
*Switzerland*

Robin MITCHELL  
IOC Member  
*Fiji*

Richard W. POUND  
IOC Member  
*Canada*

### ANOC Representatives

Rania ELWANI  
*Egypt*

Eduardo Henrique DE ROSE  
President, Pan-American Sports  
Organization (PASO) Medical Commission  
*Brazil*

Andrey KRYUKOV  
Executive Board Member, Kazakhstan  
National Olympic Committee  
*Republic of Kazakhstan*

Beckie SCOTT  
*Canada*

### ASOIF Representatives

Tamas AJAN  
IOC Member, President IWF (weightlifting)  
*Hungary*

Ugur ERDENER  
*Turkey*

Francesco RICCI BITTI  
*Italy*

### SportAccord Representative

Gian Franco KASPER  
*Switzerland*

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

Anders BESSEBERG  
President IBU (biathlon)  
*Norway*

### IOC Athletes' Commission Representatives

Claudia BOKEL  
IOC Member, Chair,  
IOC Athletes' Commission  
*Germany*

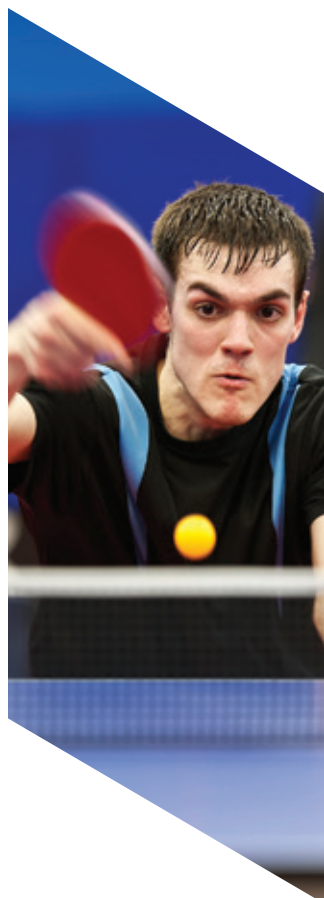
Kirsty COVENTRY  
IOC Member, IOC Athletes' Commission  
*Zimbabwe*

Adam PENGILLY  
IOC Member, IOC Athletes' Commission  
*United Kingdom*

Tony ESTANGUET  
*France*

### International Paralympic Committee (IPC) Representative

Toni PASCUAL  
Chairman, IPC Anti-Doping Committee  
*Spain*



# 2014 WADA FOUNDATION BOARD

## Public Authorities

### Member States of the European Union Representatives

Leo VARADKAR  
Minister for Transport, Tourism & Sport  
*Ireland* (January – June)

Chris AGIUS  
Hon. Parliamentary Secretary for  
Research, Innovation, Youth and Sport  
*Malta* (July – December)

Romain SCHNEIDER  
Minister of Sports  
*Grand Duchy of Luxembourg*

Philippe MUYTERS  
Flemish Minister for Work,  
Economy, Innovation and Sports  
*Belgium*

### Council of Europe Representatives

Gabriella BATTAINI-DRAGONI  
Deputy Secretary General,  
Council of Europe (CoE)  
*Italy*

Pavel KOLOBKOV  
Deputy Minister of Sport  
*Russian Federation*

### Africa Representatives

Shaw KGATHI  
Minister of Youth, Sport and Culture  
*Botswana* (January – March)

Vincent SERETSE  
Minister of Youth, Sport and Culture  
*Botswana* (April – October)

Thapelo OLOPENG  
Minister of Youth, Sport and Culture  
*Botswana* (November – December)

Taher Abou ZEID  
Minister of State for Sport  
*Egypt* (January – February)

Khaled Abdel AZIZ  
Minister of Youth and Sports  
*Egypt* (March – December)

Abdisa Yadeta MULETA  
Commissioner, Federal  
Sports Commission  
*Ethiopia*

### Americas Representatives

Bal GOSAL  
Minister of State (Sport)  
*Canada*

Javier TEIJEIRA  
President of the Central American  
and Caribbean Council of Sport  
(CONCECADE)  
*Panama* (January – February)

Ramon Orta RODRIGUEZ  
President of the Central American  
and Caribbean Council of Sport  
(CONCECADE)  
*Puerto Rico* (March – December)

Ernesto IRURUETA  
President of the South American  
Sport Council (CONSUDE)  
*Uruguay*

Michael GOTTLIEB  
National Program Director,  
White House Drug Policy Office,  
Executive Office of the President  
*United States*

### Asia Representatives

Duan SHIJIE  
Vice Minister, State Sport  
General Administration  
*China* (January – October)

Tian XIAO  
Deputy Minister,  
General Administration of Sport  
*China* (November – December)

Yoshitaka SAKURADA  
*Japan* (January – August)

Hideki NIWA  
*Japan* (September – December)

Kim CHONG  
Vice Minister of Culture,  
Sports and Tourism  
*Republic of Korea*

Mohammed Saleh AL KONBAZ  
President, Saudi Arabian  
Anti-Doping Committee  
*Saudi Arabia*

### Oceania Representatives

Peter DUTTON  
*Australia*

Murray McCULLY  
Minister for Sport and Recreation  
*New Zealand* (January – October)

Jonathan COLEMAN  
Minister of Sport and Recreation  
*New Zealand* (November – December)

# WADA MANAGEMENT

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**Sir Craig Reedie**  
CBE, President



**Rev. Dr. Makhenkesi A. Stofile**  
Vice President



**David Howman**  
Director General



**Olivier Niggli**  
Chief Operating Officer  
and General Counsel

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**María José Pesce Cutri**  
Director, Latin America  
Regional Office



**Frédéric Donzé**  
Director, European Regional  
Office and International  
Federation Relations



**Kazuhiro Hayashi**  
Director, Asia/Oceania  
Regional Office



**Rob Koehler**  
Senior Director, Education  
and NADO/RADO Relations



**Catherine MacLean**  
Director, Communications



**Dr. Olivier Rabin**  
Senior Director, Science



**Tim Ricketts**  
Director, Standards  
and Harmonization



**Rodney Swigelaar**  
Director, Africa  
Regional Office



**Dr. Alan Vernec**  
Director, Medical

# ORGANIZATIONAL OVERVIEW

## WADA BY THE NUMBERS

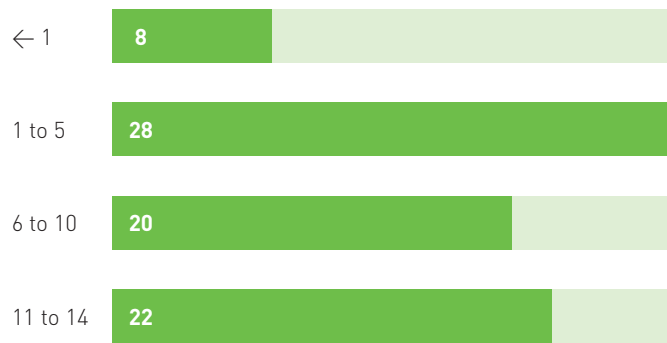
The World Anti-Doping Agency (WADA) employs **78 dedicated and capable individuals who collaborate day-in and day-out with their global partners in the clean sport movement.**

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

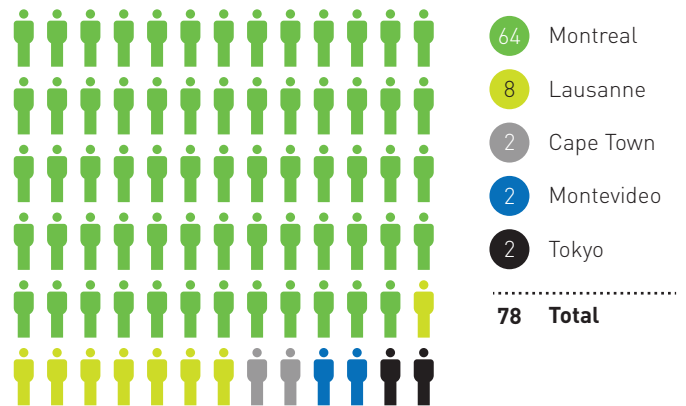
## AGENCY DEPARTMENTS

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

## 2014 PROFILE: YEARS OF SERVICE AS OF 31 DECEMBER



## PERSONNEL BY LOCATION



**35**  
NATIONALITIES



**OF THE EMPLOYEES WORKING FOR WADA,** we are proud to announce that we are globally represented by 35 nationalities, including staff originally from: Algeria; Argentina; Armenia; Australia; Barbados; Canada (including indigenous peoples); China; Colombia; Dem. Rep. of Congo; Cuba; France; Greece; Guyana; Ireland; Italy; Japan; Korea; Mauritius; Netherlands; New Zealand; Norway; Peru; Philippines; Russia; Senegal; South Africa; Spain; Surinam; Switzerland; Tunisia; Ukraine; United Kingdom; United States; Uruguay; Venezuela.

# UNESCO

WADA continued to encourage remaining Governments to ratify the UNESCO International Convention against Doping in Sport (Convention). WADA also urged countries to apply to the UNESCO Fund for the Elimination of Doping in Sport (Voluntary Fund) and provided assistance with applications, alongside the Fund's Secretariat.

As an outcome of the 5th International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport, held in 2013, WADA served on a team of experts assigned to revise the International Charter for Physical Education and Sport (1978). WADA also participated in event preparation for the 2015 Conference of Parties.

## CONVENTION

The UNESCO Convention represents the formal commitment of Governments to align their domestic policies with the Code, thus harmonizing the rules governing anti-doping in sport and public legislation.

In November, Madagascar became the 177th country to ratify the Convention and the 46th African country to do so, with the Convention covering 98 percent of the world's population. Three countries indicated strong progress, Djibouti, Honduras and the Solomon Islands.

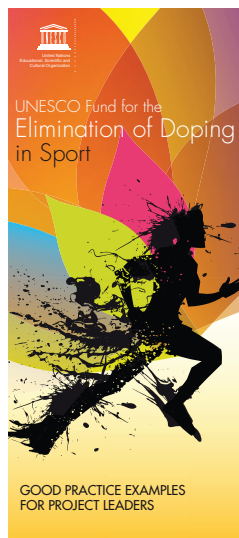
Of the 18 countries yet to ratify, many experience difficult political, economic, social, or other circumstances precluding ratification.

WADA's Regional Offices, Executive Committee and Foundation Board, along

**Ratification remains a priority, and WADA continues to aim for**

**100%**

**completion, with particular focus on countries where practical progress can be made.**



with Regional Anti-Doping Organizations and intergovernmental forums, continue to be the key channels through which the Agency encourages countries to complete the Convention. Ratification remains a priority, and WADA continues to aim for 100 percent completion, with particular focus on countries where practical progress can be made.

## VOLUNTARY FUND

Established under Convention Article 17, UNESCO's Voluntary Fund assists Governments with the implementation of the Convention, in particular in the agreed priority areas of:

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

As a representative on the Fund Approval Committee, WADA aims to ensure that the projects to be supported are complementary to projects already underway to avoid duplication. The Agency also provides advice as necessary to the UNESCO Secretariat of the Fund.

Since the establishment of the Voluntary Fund by UNESCO in 2008, 165 projects worth more than \$2.7 million have been granted financial assistance. In 2014, the Committee approved 29 projects, distributing approximately \$650,000.

The Fund continues to be a very positive source of support to countries that require assistance to implement much needed anti-doping programs, and acts as an incentive to ratify the Convention as only countries that have ratified can apply.

# ATHLETE COMMITTEE

The Athlete Committee represents the views and rights of athletes worldwide, while providing insight and oversight into athletes' roles and responsibilities as they relate to anti-doping. Among the Committee's key activities are helping WADA understand the challenges faced by athletes in the field, and advising WADA on strategies that not only detect instances of doping, but deter and even prevent such activities from taking place at all.

On 1 January, two-time Olympic medalist Beckie Scott began her three-year term as WADA's Athlete Committee Chair.

The Committee met twice in 2014, first in parallel with WADA's 10th ADO Symposium in Lausanne, Switzerland, then during the 17th Asian Games in Incheon, Korea.

As an outcome of the March meeting, the Committee called for the development of an enhanced communication network between different organizations' athlete committees to help better disperse information and athlete views across sport and the anti-doping community at large. Members also participated in sessions where key aspects of the revised Code relating to athletes were discussed.

During the September meeting, the Committee signed off on the final format of the *Athlete Reference Guide to the Code*, a resource championed by the Committee to help athletes better understand their roles

**In advance of the Sochi 2014 Winter Games, members shared their views on their sport and anti-doping on WADA's YouTube channel, WADAMovies.**



Subscribe to WADA's YouTube Channel for automatic notification of new videos: [www.youtube.com/user/wadamovies](http://www.youtube.com/user/wadamovies)



Join the conversation on #cleansport and #sayNo2doping! Follow WADA on Twitter @wada\_ama



Connect with WADA on Facebook and "Like" what you see: [www.facebook.com/wada.ama](http://www.facebook.com/wada.ama)



Browse WADA's flickr photostream and event albums to see the many faces and places supporting clean athletes: [www.flickr.com/photos/worldantidopingagency](http://www.flickr.com/photos/worldantidopingagency)

and responsibilities under the 2015 Code. Members were briefed on future plans for WADA's Anti-Doping Administration & Management System (ADAMS), and agreed to be actively engaged in the development of a new and improved ADAMS.

Committee members also voiced their support for clean sport and addressed key anti-doping issues through other productive outlets.

Members participated in Outreach activities at the Sochi Winter Games and the Asian Games, and also served on various WADA Committees and Expert Working Groups.

On behalf of the Athlete Committee, Beckie Scott released a statement of strong support for WADA's decision to launch a full and thorough investigation into the allegations of doping aired in documentaries produced by the German broadcaster ARD. In separate OpEd pieces, Mathew Dunn praised the role of a strong Code in the protection of clean athletes, Kirsty Coventry outlined the role Governments must play, and Koji Murofushi addressed the importance of upholding the spirit of sport.

In advance of the Sochi 2014 Winter Games, members shared their views on their sport and anti-doping in video testimonials published on WADA's YouTube channel, WADAMovies.

WADA also launched its first social media campaign, *Ask the Athlete*. Supporters of clean sport worldwide had the chance to pose their questions via Facebook and Twitter to Committee Members meeting in Incheon during the Asian Games. Members responded through filmed video clips uploaded to WADAMovies. The peer-to-peer campaign was well received, with similar social media engagement activities to follow.

## 2014 WADA ATHLETE COMMITTEE

Committee Member	Native Country	Sport*
Beckie Scott, Chair	Canada	Cross Country Skiing
Murielle Houré	Ivory Coast	Sprinting
Claudia Bokel	Germany	Fencing
Felipe Contepomi	Argentina	Rugby
Kirsty Coventry	Zimbabwe	Swimming
Francis Doodoo	Ghana	Long Jump / Triple Jump
Matthew Dunn	Australia	Swimming
Tony Estanguet	France	Slalom Canoe
Frank Fredericks	Namibia	Sprinting
Nina Kemppel	United States	Cross Country Skiing
Alberto López Moreno	Spain	Football
Kaveh Mehrabi	Iran	Badminton
Koji Murofushi	Japan	Hammer Throw
Adam Pengilly	United Kingdom	Skeleton
Emanuel Rego	Brazil	Beach Volleyball
Katarzyna Rogowicz	Poland	Cross Country Skiing, Speed Skating, Biathlon
Ben Sandford	New Zealand	Skeleton
Annelies Vandenberghe	Belgium	Korfball

\*Sport[s] the Athlete Committee Member competes or competed in at the elite level.

# THE CODE

## CODE ACCEPTANCE, COMPLIANCE AND MONITORING

2014 was a year of transition, with Anti-Doping Organizations (ADOs) around the world fine-tuning their rules to those of the revised World Anti-Doping Code (Code). Many of the Code revisions were substantial. So, for WADA, the year was a time for guiding signatories and providing resources to help them adopt the necessary changes by the start of 2015.

The 2015 Code was published in late February and circulated to stakeholders in March, with hard copies available in English, French and Spanish.

WADA maintained regular contact with International Federations, National Anti-Doping Organizations, National Olympic Committees, and Major Event Organizations, assisting signatories in the preparation of anti-doping rules in line with the new Code and the implementation of Code-compliant programs.

The significant progress made in advance of the 1 January 2015 effective date required the joint effort, coordination and mobilization of WADA personnel worldwide, and cooperation with umbrella organizations such as the International Olympic Committee, International Paralympic Committee, Association of National Olympic Committees, and SportAccord's Doping-Free Sport Unit.

Key elements of 2015 Code implementation were presented and discussed at the March ADO Symposium, which featured plenary sessions, workshops, panels, and breakout discussions.

**A dedicated 2015 Code Collection section on WADA's Web site facilitates access to related documentation, with the option to receive instant notification on updates.**



A significant amount of doping control documentation was improved or developed by WADA in 2014 to reflect and support the new Code and revised Standards. As part of WADA's Web site redesign, a dedicated 2015 Code Collection section was created that facilitates access to related documentation, including Technical Documents, Model Rules and Guidelines. A prominent e-mail opt-in offers stakeholders immediate notification of ongoing updates and modifications.

Webinars held in October, November and December supported ADOs in Code implementation, specifically, *How to Develop and Implement a More Effective Testing Program; Technical Document for Sport-Specific Analysis (TDSSA); and Results Management*. Based on participant feedback, webinars are continuing in 2015.

In November, WADA's Foundation Board approved plans related to Code compliance. Compliance Activities Plan 2015 includes the formation of an independent Compliance Review Committee to provide advice, guidance and recommendations to the Board on compliance matters.

The Plan also presents a Code compliance process designed to enable the implementation of practical and effective anti-doping programs to be discussed with every Code signatory in a coordinated manner. WADA management is to work closely with signatories to help with successful implementation of new practices. Serious non-conformities in practice are to be reported to the Compliance Review Committee and potentially to WADA's Foundation Board.

The Plan also involves seeking ISO accreditation.



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## 2015 CODE IN PRACTICE

Key action points for ADOs include:

- Delivery of values-based education
- Smart testing
- Implementation of the TDSSA
- Strategy for storing samples and further analysis
- Intelligence and investigations
- New anti-doping rule violations (ADRVs) and regime of sanctions
- Focus on athlete support personnel
- Changes to the International Standard for Therapeutic Use Exemptions
- Use of ADAMS and other systems approved by WADA.

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## NEW REGIME OF SANCTIONS

Code Appendix 2 provides examples of the application of sanctions under the new regime.

Stakeholders advocated for these changes:

- Longer periods of ineligibility for real cheats and more flexibility in sanctioning in other specific circumstances
- Four years ineligibility if:
  - Non-specified substance, unless the athlete or other person can establish that the ADRV was not intentional
  - Specified substance, but the ADO can establish that the ADRV was intentional
- Reduction of the time period during which whereabouts violation 'strikes' can be accumulated from 18 to 12 months.

WADA's Compliance Activities Plan 2015 includes the formation of an independent Compliance Review Committee and presents a new Code compliance process.

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## CODE MONITORING 2014

### Doping Sanctions

As outlined in the World Anti-Doping Code (Code), WADA exercises its right of appeal whenever sanctions are not in line with the Code. In 2014, WADA was notified of and reviewed 2,431 decisions, 28 of which were appealed.

### By year end, of the 28 sanction decisions appealed by WADA:

- 16 Were still pending with the Court of Arbitration for Sport (CAS).
- 6 Were pending with a national appeals body.
- 4 Were upheld or partially upheld by the CAS.
- 2 Were upheld by a national appeals body.

### Of the 2,431 decisions received by WADA in 2014, 11 resulted from appeals filed by WADA in 2013 or earlier.

- 6 Were upheld or partially upheld by the CAS.
- 2 Were dismissed by a national appeals body.
- 2 Were upheld by a national appeals body.
- 1 Was upheld by a national federation appeals body.

# ACTIVITIES & ACCOMPLISHMENTS

WADA's primary activities in 2014 revolved around introduction and implementation activities associated with the 2015 Code and revised International Standards, with progress made in ongoing and new initiatives.

## ANTI-DOPING COMMUNITY

As Code signatories, Anti-Doping Organizations (ADOs) are responsible for initiating, adopting, implementing, or enforcing any part of the doping control process within their authority. This includes: National Anti-Doping Organizations (NADOs), Regional Anti-Doping Organizations (RADOs), International Federations (IFs), WADA, the International Olympic Committee (IOC), the International Paralympic Committee (IPC), and other Major Event Organizations (MEOs) that conduct testing.

Throughout 2014, efforts were made by all signatories to bring about the rule changes required of them by the 2015 Code.

The 3rd RADO Conference in Kuwait City in January attracted more than 50 participants, including representatives from all 15 RADOs, the Olympic Council of Asia (OCA), the European Olympic Committees (EOC), and the Association of National Olympic Committees of Africa.

As an outcome of the bi-annual Conference, hosted by WADA with support from the OCA, the Agency developed strategies and tools for continued development of the RADO Program and RADO partnerships across the 123 countries involved.

2014 resulted in further enhancement of RADOs through RADO Board Meetings and tailored training sessions to ensure that

As an outcome of the 3rd RADO Conference, hosted by WADA with support from the OCA, the Agency developed strategies and tools for continued development of the RADO Program and RADO Partnerships across the

123 countries involved.

effective and efficient anti-doping programs were operating in each of the regions.

The Japan Anti-Doping Agency (JADA) and the Ministry of Education, Culture, Sports, Science and Technology (MEXT) continued to help support NADOs and RADOs in the Asian region, hosting the annual International Anti-Doping Seminar in January. Hundreds attended the event, entitled *Working Together to Achieve Quality Practice: Effective Implementation of the Code*.

Uruguay's Sport Ministry and WADA's Latin America Regional Office hosted the III South American Anti-Doping Legal Seminar in March.

Later that month, WADA held its annual ADO Symposium in Lausanne, Switzerland, around the theme *A New Era for the Fight Against Doping*. The Symposium brought together 350 anti-doping experts and practitioners from across the world to examine the future of anti-doping. The agenda focused on implementation of the revised Code and Standards, and strategies to further enhance the global quality and effectiveness of anti-doping programs. Representatives from more than 170 organizations attended, including IFs, NADOs, RADOs, and MEOs.

At the SportAccord Convention in Belek, Turkey, WADA emphasized the responsibilities facing IFs under the 2015 Code and revised Standards, and provided IFs with tools to optimize implementation and practice. During the April Convention, WADA and the Association of IOC Recognised International Sport Federations (ARISF) held the first IF Anti-Doping Coaching & Training Session. The WADA-ARISF joint initiative featured a series of discussions and presentations on prevention, information sharing, doping control, results management, and cooperation with NADOs.

## RADO LOCATIONS



WADA continued to work closely with SportAccord's Doping-Free Sport Unit, which the Agency partly funds, to help IFs review and enforce their rules in line with the 2015 Code.

In June, the Canadian Centre for Ethics in Sport (CCES) entered into a partnership agreement with the Jamaica Anti-Doping Commission (JADCO) to help build further capacity for anti-doping in Jamaica.

In September, WADA and the IOC co-hosted an informal meeting of anti-doping personnel from the seven Winter Olympic IFs to debrief on the 2014 Sochi Winter Olympic Games' anti-doping operations. Also present were six National Olympic Committees (NOCs) from major winter sport nations (Canada, France, Germany, Norway, Switzerland, and the United States); the Chair of WADA's Independent Observer (IO) Mission in Sochi; and the Organizing Committees of the upcoming Olympic and Paralympic Games and their respective NADOs.

More than

20

**countries  
participated in  
the first Ibero  
American  
Anti-Doping  
Seminar, held  
in Cartagena,  
Colombia.**

This meeting enabled the exchange of experience and expertise, and generated open discussions relating to practical aspects of the Sochi pre-Games and Games doping control programs to ensure further efficiency and effectiveness at future Games under the 2015 Code and revised Standards.

More than 20 countries participated in the first Ibero American Anti-Doping Seminar, held in Cartagena, Colombia. The October Seminar—held in cooperation with the Agencia Española de Protección de la Salud en el Deporte, the Ministry of Sports of Colombia and WADA's Latin America Regional Office—included representation from experts in anti-doping and Government. Discussion centered on UNESCO's Awareness and Education projects, and changes arising out of the revised Code and Standards.

Following the October publication of the Kenyan Anti-Doping Task Force Report, which explored allegations of widespread doping among Kenyan athletes, WADA,

# ACTIVITIES & ACCOMPLISHMENTS

## ANTI-DOPING COMMUNITY (cont'd.)

ADN and the Chinese Anti-Doping Agency (CHINADA) met with Kenyan officials to discuss a potential partnership to assist with the development of a new NADO to be named the Anti-Doping Agency of Kenya.

In October, Buenos Aires hosted a consultative meeting for all South American countries to discuss the need and possibility of establishing a RADO for the region. The meeting was well attended, with representation from Government and the Olympic Movement.

RADO general managers convened at WADA's Montreal headquarters in early December for a four-day training session. Fifteen RADO staff, including administrators from Barbados, Botswana, Cameroon, Fiji (Samoa), Georgia, Jordan, Kazakhstan, Kenya, Kuwait, Maldives, Morocco (Tunisia), Niger, Panama, Seychelles, and Singapore attended the meeting. The group represented a total of 123 countries from all continents.

The purpose of the meeting was to address key issues and assist the RADOs in their ongoing support of member countries. Sessions covered a review of the changes to the 2015 Code, guidance on how to develop more effective testing plans, and the role of WADA's Anti-Doping Administration & Management System (ADAMS) in assisting and facilitating daily work in anti-doping.

RADO representatives also received a comprehensive overview of the Results Management and Therapeutic Use Exemption (TUE) processes; the Athlete Biological Passport (ABP) and List of Prohibited Substances and Methods; working with WADA-Accredited Laboratories; and implementation of effective information and education programs. Twenty-six WADA staff members were engaged in the training, providing RADOs a unique opportunity to

JADA hosted its first formal Global Drug Reference Online Seminar in December.

More than

250

sports pharmacists attended.

exchange ideas with specialists in all areas related to the protection of clean athletes.

JADA hosted its first formal Global Drug Reference Online (Global DRO) Seminar in December. More than 250 sports pharmacists attended. The Seminar included presentations from representatives of the founding Global DRO partners—the U.S. Anti-Doping Agency (USADA), U.K. Anti-Doping and CCES. Global DRO provides athletes and support personnel with information about the prohibited status of specific medications based on WADA's Prohibited List.

2014 activity associated with the Institute of National Anti-Doping Organisations (iNADO) included WADA's establishing a regular liaison with the organization and putting an advisory group in place. In September, WADA approved an 18-month extension of its iNADO grant (an annual payment of \$160,000) that requires the Institute to meet certain conditions, including assisting members with 2015 Code implementation and providing WADA with constructive feedback on practical implementation of the Code.

The Australian Government continued to assist with the funding of the Oceania RADO, along with Drug Free Sport New Zealand (DFSNZ) providing a grant for testing.

Following the June 2013 symposium on NADO International Cooperation, Anti-Doping Norway (ADN) in cooperation with WADA published a step-by-step guideline to assist NADOs on how to best approach bilateral cooperation. The guideline comes with a series of templates and guides, which are available on WADA's Web site.


## COMMUNICATIONS

In 2014, WADA saw increased media and public interest in the broader role anti-doping plays in sport ethics and integrity.


Throughout the year, WADA's President and Director General granted interviews related to anti-doping news to top-tier and international media outlets, including The Associated Press, Reuters, BBC, CBC, NBC, L'Equipe, The Daily Telegraph, The New York Times, and Sports Illustrated.

### Social Media

WADA is part of—or leading—the conversation on anti-doping. The Agency is active on Facebook, flickr, Twitter, and YouTube. The Agency uses digital media to position itself as the preeminent voice on anti-doping worldwide, and to promote its high-quality services in the areas of education and outreach; anti-doping capacity development and coordination; intelligence and investigations; information and data management; medicine, science and research; and more.

 **11,927+**  
Facebook likes  
(vs. 9,905 end 2013)

 **14,000+**  
Twitter followers  
(22% increase over 2013)

 **194,742**  
YouTube views,  
456 subscribers and 156 videos

**10+**

Media releases  
and Op-Ed articles  
issued (monthly  
average)

**1,500+**

Individual media  
inquiries fielded

### Online Traffic

As part of its continued drive to make information more accessible to its stakeholders, WADA launched a new Web site mid-2014 with an improved design, navigation and functionality, including the option for users to be notified when documents or resources are updated. WADA's site received heavy traffic during the year, serving as the foremost resource on anti-doping.

High-interest topics included:

- The Code
- The List of Prohibited Substances and Methods
- ADAMS

 **779,658**  
Web site sessions

 **537,390**  
Unique site visitors



# ACTIVITIES & ACCOMPLISHMENTS

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## COMMUNICATIONS (cont'd.)

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### EVENTS AND COLLABORATION

WADA's President, Director General or other members of WADA management represented the Agency and conveyed its positioning at the following key events.



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#### JANUARY

- International Conference on the Implementation of the 2015 Code – Vaals
- RADO Biannual Conference – Kuwait
- JADA International Anti-Doping Seminar in Asia – Tokyo

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#### FEBRUARY

- EFPIA Meeting – Brussels
- Winter Olympic and Paralympic Games – Sochi
- IOC Session – Sochi
- USP Expert Panel Meeting – Rockville
- U.S. Office of National Drug Control Policy Meeting – Washington, DC
- Southeast Asia RADO Board Meeting and Results Management Training – Hanoi

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#### MARCH

- South American Games CADE/CID/CONCECADE/CONSUDE Meetings – Santiago
- Winter Olympic and Paralympic Games – Sochi
- French NOC Anti-Doping Conference – Paris
- Brazil NADO Visit – Brasilia
- *Tackling Doping in Sport* Conference – London
- South American Anti-Doping Legal Seminar – Montevideo
- WADA ADO Symposium – Lausanne
- WADA-Accredited Laboratory Directors Meeting – Portugal

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#### APRIL

- West Asia RADO Board Meeting and Results Management Training – Amman
- SportAccord Convention – Belek

- WADA-ARISF IF Anti-Doping Coaching & Training Session – Belek
- Gulf States and Yemen RADO Board Meeting and Regional UNESCO Workshop – Dubai
- Play True Day – Latin America
- Prince Nawaf of Saudi Arabia Meeting – Riyadh
- ILAC-WADA Liaison Group Meeting – Montreaux
- ILAC-WADA Liaison Group Meeting – City
- ISL Assessors Training – Montreux
- Africa Zone V RADO Regional UNESCO Workshop – Cairo
- Africa Zone V RADO Board Meeting and Results Management Training – Cairo
- Play True Day – Latin America
- South Asia RADO Regional UNESCO Workshop – Male
- South Asia RADO Board Meeting and Results Management Training – Male

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#### MAY

- Africa International Sports Convention – Sal Island
- Qatar Science Symposium – Doha
- Eastern Europe RADO Board Meeting and Results Management Training – Podgorica
- Central America RADO Board Meeting and Results Management Training – El Salvador
- Central Asia RADO Board Meeting and Results Management Training – Almaty
- African Youth Games – Gaborone
- UNESCO Voluntary Fund Approval Committee Meeting – Paris
- EOC Seminar – Nicosia

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#### JUNE

- Asian/Oceania Intergovernmental Meeting – Jeju Island
- IFPMA Meeting – Geneva
- FIFA Congress – Sao Paulo
- World Conference on Women in Sport – Helsinki
- Council of Europe (CoE) Anti-Doping Education and Prevention Expert Meeting – Paris
- CoE Advisory Group on Science Meeting – Paris
- Anti-Doping Seminar – Thimpu

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#### JULY

- Oceania RADO Board Meeting and Results Management Training – Port Moresby
- Ministry of Sport Meeting – Libreville
- Africa Zone IV RADO Board Meeting and Anti-Doping

Education Officers Training – Libreville

- USADA Meeting – Denver
- Commonwealth Sports Ministers Meeting – Glasgow
- Commonwealth Games Federation General Assembly – Glasgow
- Africa Zone II and III RADO Board Meeting and Results Management Committee Training – Abidjan
- Ministry of Sport Meeting – Ivory Coast
- Commonwealth Games – Glasgow

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#### AUGUST

- Commonwealth Games – Glasgow
- Seychelles National Youth Games
- Summer Youth Olympic Games (YOG) – Nanjing
- China Vice-Premier of State Council and Minister of Sport Meeting – Nanjing
- WADA ADO Investigators' Symposium – New York

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#### SEPTEMBER

- CoE Enlarged Partial Agreement on Sport Workshop *Pro Safe Sport for Young Athletes* – Berlin
- Pan-Arab Ministers Meeting – Luxor
- Egyptian Government, NADO and NOC Meetings – Cairo
- Caribbean RADO Board Meeting and Results Management Committee Training Workshop – Georgetown
- Ad Hoc European Committee for the World Anti-Doping Agency (CAHAMA)/CoE Meeting – Paris
- CoE Sports Ministers Meeting – Macolin
- IOC Sochi Debrief – Lausanne
- Asian Games – Incheon
- OCA Congress – Incheon
- Association of National Olympic Committees (ANOC) Medical and Anti-Doping Meeting – Incheon
- Indian Ocean RADO Board Meeting and Results Management Committee Training – Antananarivo
- ABP Science Meeting – Lausanne

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#### OCTOBER

- WADA Regional Directors Forum – Cape Town
- Asian Games – Incheon
- Securing Sport Conference – London
- UNESCO Voluntary Fund Approval Committee Meeting – Paris
- Ibero American Anti-Doping Seminar – Cartagena
- Romanian Anti-Doping Conference – Bucharest

- Meetings with the Government and NOC of Argentina – Buenos Aires
- Meeting concerning proposed new RADO countries – Buenos Aires
- Kenyan Authorities, ADN and CHINADA Meeting – Cape Town
- TUE Chairs Symposium – Paris
- Australian Sports Anti-Doping Authority (ASADA) Chief Executive Officer WADA Visit – Montreal
- Science and Investigations Symposium – Istanbul
- African Union Specialized Technical Committee Meeting on Youth, Culture and Sport Expert and Ministers Meetings – Addis Ababa
- India NADO Board Meeting and Results Management Training – New Delhi
- Anti-Doping Seminar (UNESCO Workshop) – New Delhi

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#### NOVEMBER

- IF Forum – Lausanne
- Doha GOALS Forum – Doha
- Africa Zone I RADO Board Meeting and Education Officers Training – Marrakech
- CoE Anti-Doping Convention 25th Anniversary Conference – Strasbourg
- CoE Monitoring Group Meeting – Strasbourg
- CAHAMA Meeting – Strasbourg
- ANOC General Assembly – Bangkok
- Africa Zone I RADO Conference (UNESCO project) – Marrakech
- German NADA Meeting – Berlin
- ADN, Norwegian Government and NOC Meetings – Oslo
- Central American and Caribbean Games – Veracruz
- ISL Assessors Training – Hong Kong
- EOC General Assembly – Baku
- Africa Zone VI RADO Board Meeting and Training – Victoria Falls
- Bulgarian NADO Conference – Sofia
- MLB, NHL and NFL Meetings – New York

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#### DECEMBER

- RADO Staff Training – Montreal
- South American Youth Games – Aracaju
- CONSUDE Meeting – Aracaju
- JADA Global DRO Seminar – Tokyo

# ACTIVITIES & ACCOMPLISHMENTS

## EDUCATION

WADA believes that a long-term solution to preventing doping is through effective, values-based education programs that foster anti-doping behaviors and create a strong anti-doping culture.

Under the 2015 Code, ADOs are required to deliver anti-doping education directed to athletes, support personnel and, in particular, youth via school curricula. To assist stakeholders, WADA provides guidance and practical tools to help ADOs meet this mandate.

The organization made real strides in this area in 2014, with the successful development and implementation of new initiatives, while fostering increased interest in existing resources.

The Education Partnership Group consisting of WADA, UNESCO, the IOC, the IPC, the International Council for Sport Science and Physical Education, and the International Fair Play Committee made progress on a WADA research grant project to develop a resource to help educators meet existing curriculum requirements for values-based education.

WADA's Education Guidelines were revised to provide ADOs with practical information and reliable approaches to achieve the principles and goals of Code Article 18. The Guidelines feature a step-by-step process for developing education programs and a worksheet to guide development. The document represents the input of WADA's Education Committee, NADOs, RADOs, IFs, and the CoE.

The Athlete Learning Program about Health & Anti-Doping (ALPHA) debuted at the March ADO Symposium. The uniqueness of this tool lies in its approach. Rather than cautioning athletes on what not to do, ALPHA

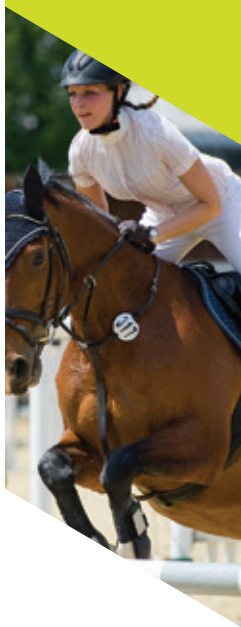
Since the creation in 2005,

73

projects have been funded awarding close to

\$2.5 MILLION

under WADA's Social Science Research Grant Program.



offers athletes practical education and help on how to stay clean and how to resist the pressure to dope.

The University Anti-Doping eTextbook project was piloted at 10 universities in the International University Sports Federation network (FISU). The project represents collaboration between WADA, FISU and the Gwangju 2015 Universiade Organizing Committee. The free eTextbook targets first-year university students who will one day be involved in sport in many different capacities and disciplines. The eTextbook can be downloaded in English, French, Korean, and Spanish at [www.antidopinglearninghub.org](http://www.antidopinglearninghub.org).

Development started on the Anti-Doping Organization Online Resource (ADEL), a resource for ADOs to consolidate anti-doping information in a single online location that is accessible, easy to understand and that also provides an overview of the main anti-doping processes. ADEL responds to feedback from users and involves a working group established in 2013 composed of representatives from WADA, SportAccord and iNADO.

In partnership with the IOC and the IPC, WADA began development of the Online Sport Physicians Anti-Doping Learning Tool. The anticipated mid-2014 launch was moved to 2015 given the decision to add modules to address Games-specific topics physicians face prior to and during major events.

Four projects were approved under the 2015 Social Science Research Grant Program (SSRGP), with 26 applications representing 17 countries. WADA created the SSRGP to ensure that preventive anti-doping education programs were designed using an evidence-based approach. Since the Program's creation in 2005, 73 projects have been funded awarding close to \$2.5 million.



## INDEPENDENT OBSERVER PROGRAM

WADA's IO Program now operates two models. Under the traditional 'audit' style IO Program Model, anti-doping experts appointed to the IO Team monitor and report on all phases of the doping control and results management processes at a major event from start to finish. Following the event, the Team publishes an IO Report that covers all aspects of the anti-doping program and suggests any possible areas for improvement in the future.

With the new 'event advisory' IO Program Model, a smaller IO Team works closely with the MEO, Organizing Committee and any contracted sample collection authority (e.g. NADO) in the lead up to the major event to ensure that the most effective testing program can be planned and implemented.

An event advisory team gets involved at the start of the major event and continues to work closely with all relevant stakeholders to assist with the implementation of the anti-doping program.

The event advisory model produces a much smaller report, as many issues identified in the planning stages are addressed and rectified prior to the event. The report can be provided directly to the MEO or published, should it contain information that warrants communication to future event organizers.

WADA's IO Program enhances athlete and public confidence in the anti-doping programs implemented around major sport events, and engages all stakeholders responsible for anti-doping to work together to achieve effective, quality programs both prior to and during the event.

**The Olympic Winter Games anti-doping program was said to be "the most collaborative to-date," whilst the Paralympic Games program was praised for its "smart approach" to selecting competitors for testing.**

IO Missions were conducted at four events:

- XXII Olympic Winter Games – Sochi, Russia (audit model)
- XI Paralympic Winter Games – Sochi, Russia (audit model)
- XX Commonwealth Games – Glasgow, Scotland (event advisory model)
- 17th Asian Games – Incheon, Korea (audit model).

The Commonwealth Games marked the biggest multi-sport event yet at which WADA conducted the new event advisory model for an IO Program. The IO Mission combined advance planning with collaboration between the Commonwealth Games Federation (CGF), Glasgow Organizing Committee, UK Anti-Doping, and WADA.

The practice of pre- and post-Games meetings, initiated for the 2012 London Summer Games, was repeated for the 2014 Sochi Games. Post-game IO Reports commended the Olympic and Paralympic programs for their focus on quality-driven approaches. The Olympic Winter Games anti-doping program was said to be "the most collaborative to-date," whilst the Paralympic Games program was praised for its "smart approach" to selecting competitors for testing.

WADA also began IO Program preparation for the following 2015 events:

- 1st European Games – Baku, Azerbaijan
- 17th Pan American Games – Toronto, Canada
- 11th All-Africa Games – Brazzaville, Republic of Congo.

# ACTIVITIES & ACCOMPLISHMENTS

## INFORMATION & DATA MANAGEMENT (ADAMS)

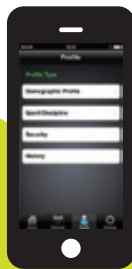
ADAMS allows stakeholders to share anti-doping information and activities in a single, secure Web-based system. ADAMS is free to use and is accessible worldwide.

ADOs use ADAMS to manage their individual in- and out-of-competition doping control programs. ADOs order tests and manage results. Athletes and appointed team officials provide whereabouts information virtually anytime, anywhere. MEOs use ADAMS to support anti-doping programs at their events.

As of December 2014, more than 250 ADOs (excluding the 700+ National Federations) have adopted ADAMS. This includes IFs; MEOs; NADOs; and all 15 RADOs and 34 WADA-Accredited Laboratories. The WADA system contains more than 274,000 athlete profiles and is actively used by more than 51,000 athletes.

ADAMS was employed at three major multi-sport events in 2014, the Olympics, the Paralympics and the Commonwealth Games. Training programs were conducted for several organizations, including the Italian Anti-Doping Department of Comitato Olimpico Nazionale Italiano and ASADA.

ADAMS 4.0 launched in December, with enhancements related to the 2015 Code, revised Standards and Technical Document for Sport Specific Analysis (TDSSA). The Whereabouts Android smartphone app was released in February, following the December 2013 release of the iPhone app. More than 8,300 athletes used the app in 2014, with more than 375,000 mobile sessions recorded.



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**375,000**

**mobile sessions recorded.**

In July, WADA announced plans to develop a new version of ADAMS. The new ADAMS promises to offer the anti-doping community more intuitive, user-friendly functionalities backed by a progressive intelligence and investigative platform to support the new requirements for ADOs set out in the 2015 Code and International Standard for Testing and Investigations (ISTI). The new ADAMS will also include a universal interface to communicate with other systems such as standalone anti-doping databases.

## INTELLIGENCE & INVESTIGATIONS

Information gathering increasingly plays a vital role in Test Distribution Planning, target testing and, when appropriate, initiating investigations of suspected anti-doping rule violations (ADRVs). Be it in combination with, or in the absence of, analytical evidence, information collection and an investigative process are of further importance in detecting new PED trends and unmasking the illicit distribution chain.

The role of investigations in the fight against doping is highlighted in the revised Code, as is the need for Governments and stakeholders to cooperate in all ADRV investigations.

Effective 1 January 2015, ADOs assume additional requirements under the provisions of the revised Code and the ISTI for information gathering and investigations.

WADA introduced new roles and organized several activities in 2014 to address the increasing importance of investigations and use of intelligence in the protection of clean athletes.

WADA organized an ADO Investigators' Network for the purpose of assessing anti-doping challenges, sharing intelligence and cooperating on analytical and non-analytical investigations. Many within the group have prior law enforcement experience.

This body of NADOs and IFs met three times in 2014 for the purpose of assessing anti-doping challenges, sharing intelligence, and cooperating on analytical and non-analytical investigations. They also provided input on draft guidelines for 'Information Gathering and Investigations' to be issued in 2015, and on material to be used for a two-day, face-to-face, training course for NADOs and IFs in early 2015.

The first WADA Science and Investigations Symposium convened in Istanbul in October. Experts from the anti-doping and sports worlds joined representatives from organizations such as INTERPOL and the United Nations Office on Drugs and Crime to discuss how enhanced sharing of information and combined activities could help improve tools and develop new strategies to combat the use of drugs in sport.

WADA's Intelligence and Investigations team and the Science Department also collaborated on a project to proactively identify and obtain PED samples of high-profile, hard-to-detect substances and yet unknown, undetectable substances.

ADO and Baseball MLB representatives shared investigative experiences and reviewed the current *WADA Protocols for Coordinating Investigations and Sharing Anti-Doping Information and Evidence*.



**WADA introduced new roles and organized several activities in 2014 to address the increasing importance of investigations and use of intelligence in the protection of clean athletes.**

During the November meeting, participants identified useful changes for updating this WADA Protocols document, and discussed the future of anti-doping for implementing investigative programs and working bilaterally with the law enforcement community.

A small, diverse WADA Working Group explored and ultimately set forth the parameters of an Anti-Doping Information Network (ADIN) that would allow WADA and ADOs to collect, share, collaborate, and safeguard sensitive and non-sensitive information, while operating within the legal restraints of data protection laws. ADIN is among the several innovative platforms planned under the new ADAMS.

In December, WADA announced the appointment of a three-person Independent Commission chaired by former WADA President Richard W. Pound to investigate the serious doping allegations aired in a series of German television documentaries. The Commission is carrying out its work under 2015 Code provisions and is expected to complete its work by the end of 2015.

The 2015 Code and ISTI strengthen the concept of 'non-analytical' ADRVs, which already existed in the Code pre-2015.

A non-analytical ADRV can only be identified through the gathering of non-analytical information and intelligence.

The non-analytical approach also means that under the 2015 Code and ISTI, ADOs need to develop effective basic intelligence-gathering and investigative functions.

# ACTIVITIES & ACCOMPLISHMENTS

## OUTREACH PROGRAM

WADA's Outreach Program raises awareness, builds understanding and unites both athletes and their entourage around clean sport and the Say NO! to Doping message at major events throughout the world.

The Outreach Program educated, inspired and informed thousands in 2014. In addition to the Olympic and Paralympic Games in Sochi, Russia; the Commonwealth Games in Glasgow, Scotland; and the Asian Games in Incheon, Korea, WADA supported Outreach at the South American Games in Santiago, Chili, and the Central American and Caribbean Games in Veracruz, Mexico.

Each event incorporated WADA's Play True Quiz in 36 languages, with a diverse team of anti-doping experts brought in to support the Program. Each expert was encouraged to return home to share this knowledge and adopt WADA's Outreach Model, to easily and efficiently deliver outreach in their own countries or sports.

The Outreach Program was also present at the Summer Youth Olympic Games in Nanjing, China, and the 2nd African Youth Games in Gabarone, Botswana, under the Play True Generation banner.

A new version of the Play True Quiz that targets a younger audience was introduced at the two Games. The Youth Quiz focuses on athletes 13 to 17 years of age, and has been incorporated into WADA's Outreach Model for use by stakeholders in their activities. The Quiz is available in 34 languages.

Athletes and officials visiting the Outreach Centers around the world demonstrated their commitment to clean sport by signing the *Clean Sport Pledge* and making a handprint.



## CLEAN SPORT PLEDGE

**“Every athlete has the right to participate in clean sport. I will embrace the spirit of sport, respect my competitors, my sport and all those involved in my sporting endeavors. I will Play True and Say NO! To Doping.”**



## PLAY TRUE DAY

The Anti-Doping Commission of Puerto Rico organized the country's first Play True Day. During the 2013 Latin American Anti-Doping Education Symposium, 17 countries from across the region pledged their commitment to doping-free sport in the Declaration of Montevideo and committed to celebrating Play True Day on 10 April every year.

## SCIENCE & MEDICAL

WADA's responsibilities in the science and medical fields include the accreditation of anti-doping laboratories, research, the Prohibited List, ABP, and TUEs. Under the umbrella of WADA, Expert Groups address specific scientific and medical issues pertaining to the identification and detection of doping substances and practices.

To meet the constantly evolving scientific challenges in the protection of clean athletes, and to assess new developments in the field of anti-doping testing and analysis, WADA also organizes scientific meetings and symposia that bring together international scientists and experts in relevant fields of anti-doping science.

WADA visited the Sochi Anti-Doping Laboratory in January in preparation of the WADA accreditation for the XXII Winter Olympic Games in Russia. WADA also made site visits to four accredited laboratories (Athens, Lisbon, Madrid, and Warsaw), and made two visits to the Rio Anti-Doping Laboratory in support of its re-accreditation in preparation for the 2016 Summer Olympic and Paralympic Games.

The Ankara, Turkey, laboratory progressed to the third stage in the probationary phase of accreditation. The Anti-Doping Laboratory in Doha, Qatar, (ADLQ) progressed to the probationary phase of accreditation in June. The ADLQ had been operating as a WADA-approved laboratory for the ABP's Haematological Module.

**WADA also organizes scientific meetings and symposia that bring together international scientists and experts in relevant fields of anti-doping science.**

WADA made a site visit to Labtests in Auckland, New Zealand, to assess the laboratory. If approved, the laboratory would conduct blood analyses with support from DFSNZ.

The Laboratory Expert Group reviewed the overall performance of all WADA-Accredited Laboratories and confirmed their reaccreditation for 2015. During the 11th annual WADA-Accredited Laboratory Directors Meeting in late March, directors were apprised of changes to the ISL and recently revised draft Technical Documents.

An amendment to Section S2.1 in September preceded the release of the 2015 List of Prohibited Substances and Methods, which went into effect 1 January 2015.

Following the outcome of the Veerpalu case, which confirmed the scientific validity and efficacy of the human Growth Hormone (hGH) Isoform Differential Immunoassays testing method, WADA issued a new version of hGH Guidelines in June to reflect the revised Decision Limits applicable to the hGH isoforms method. The Guidelines were further developed to ensure a harmonized approach in the detection of hGH doping in sport.



# ACTIVITIES & ACCOMPLISHMENTS

## SCIENCE & MEDICAL (cont'd.)

WADA's Scientific Research Program received 116 research grant proposals originating from 27 different countries across five continents. Four priority research themes were proposed for 2014:

- Detection of Prohibited Substances/ Methods: methodologies in analytical chemistry;
- Detection of Prohibited Substances/ Methods: affinity-binding and biochemical methodologies;
- Detection/Identification of novel doping trends; and
- Pharmacological studies on doping substances/methods.

Thirty projects were selected and approved for funding.

A central aspect of WADA's strategy is to collaborate with pharmaceutical companies so that medicinal substances of interest to dopers can be identified. In turn, this allows the Agency to develop detection methods at a much faster rate. WADA signed a long-term global collaboration agreement with Novartis in November and Pfizer in December.

WADA signed a long-term global collaboration agreement with **NOVARTIS** in November and **PFIZER** in December.

WADA met with the European Federation of Pharmaceutical Industries and Associations in February and November to strategize on how to strengthen collaborations with the biopharmaceutical industry. WADA also contributed as a member of the U.S. Pharmacopeia's Expert Panel on Adulteration of Dietary Supplements With Drugs and Drug Analogs, participating in teleconferences and attending an on-site meeting in February.

WADA's interaction with the International Federation of Pharmaceutical Manufacturers & Associations continued in 2014. Activities included briefing pharmaceutical companies on the practical aspects of collaboration with the Agency and involvement in planning the Second International Conference on The Pharmaceutical Industry and the Fight Against Doping in Sport, to be held in January 2015.

The International Laboratory Accreditation Cooperation (ILAC)-WADA Liaison Group met in April to discuss possible scope harmonization in anti-doping laboratory accreditation and the revision of the ILAC's Second Communiqué. In tandem, WADA conducted a training session for European ISL assessors in April. A session for African, Asian and Australian assessors followed in November. Assessors were updated on WADA's activities, changes to the ISL (v8.0) and new Technical Documents.

In 2014, 897 approved TUEs were created in ADAMS, representing a 41 percent increase compared to 636 percent in 2013. NADOs were the most active, with 52 percent of all TUEs, followed by IFs with 45 percent. WADA received two review requests in 2014, and initiated one review on its own initiative.



Documents related to Medical Information to Support Decisions of the TUE Committees were updated by WADA's Medical Department, in conjunction with the TUE Expert Group members and, in consultation with specialists worldwide. The TUE Expert Group created support materials and met with stakeholders to explain key rule changes in the International Standard for Therapeutic Use Exemptions.

WADA held the third edition of the TUE Chairs Symposium in October to harmonize the TUE process to ensure that athletes with medical problems, who need to use prohibited substances, are treated appropriately, remain fully engaged in sport and maintain the spirit of fair play.

The ABP Steroidal Module, which provides a means to determine steroid abuse, was implemented within all ADOs in 2014 (as the steroid profile in urine is matched with a doping control form). The Haematological Module was introduced in 2009 primarily for endurance sports and has been implemented within 35 ADOs, 18 IFs and 17 NADOs, with 17,782 tests conducted.

During the September ABP Science Meeting, members of WADA's Laboratory Expert Group met with ABP experts and representatives from the World Association of Anti-Doping Scientists to further refine the rules on what steroid markers would trigger Atypical Passport Findings notifications, and when isotope ratio mass spectrometry (IRMS) confirmation tests need to be performed.

**SCIENTIFIC RESEARCH PROGRAM**

116

research grant proposals received

FROM 27

different countries ACROSS 5 continents

**THE HAEMATOLOGICAL MODULE**

was introduced in 2009 primarily for endurance sports and has been implemented within

35 18 17  
ADOs IFs NADOs

17,782 tests conducted

897 approved TUEs were created in ADAMS

↑ 41% FROM 2014

# ACTIVITIES & ACCOMPLISHMENTS

## TESTING

2014 marked the 10th consecutive year that WADA has compiled annual statistics gathered from the accredited laboratories, and the second year in which all test results —negative, Adverse Analytical Findings (AAFs) and Atypical Findings (ATFs)—were compiled from ADAMS with an integrated view of data by:

- Laboratory
- Substance
- Sport
- Testing Authority
- Sport and Testing Authority
- ABP

2014 Testing Figures, published on WADA's Web site in July 2015, include analyses by WADA-Accredited Laboratories for urine, blood and blood passport in-competition testing (ICT) and out-of-competition testing (OOCT). Key figures are listed in the table on page 33. Percentage comparisons to 2013 data are also provided.

WADA entered into testing agreements with a number of IFs, and operated a modest testing program that resulted in 186 athletes being tested (across 7 sports) and 653 samples analyzed, including blood collection for the analysis of growth hormone (GH), homologous blood transfusions (HBT), Erythropoiesis-Stimulating Agents (ESAs), and haemoglobin-based oxygen carriers (HBOCs). A high proportion of tests were allocated to pre-Sochi doping controls.

Under the new RADO Testing Grant Program, 14 RADOS received grants to support OOCT. As of year-end, the RADOs had conducted 830 tests under the Testing Grant.

**Under the new RADO Testing Grant Program, 14 RADOS received grants to support out-of-competition testing. As of year-end, the RADOs had conducted**

**830**

**tests under the Testing Grant.**

In October, WADA published the TDSSA, which was developed following an extensive consultation with IFs, NADOs and laboratories. WADA appointed a group of experts from various stakeholders to assist with the development of the TDSSA, which came into effect 1 January 2015.

The TDSSA requires a mandatory minimum level of analysis (identified as a percentage) that must be conducted on certain sports and disciplines for a specific set of prohibited substances that are not included in the standard urine analysis that WADA-Accredited Laboratories provide.

The prohibited substances within the scope of the TDSSA include ESAs, GH and Growth Hormone Releasing Factors (GHRFs).

As part of its Test Distribution Plan development, any ADO that plans to conduct testing on the sports and sports disciplines listed in the TDSSA must consider the minimum level of analysis required for these prohibited substances.

The monitoring of an ADO's compliance with the TDSSA is to be done through ADAMS, and a number of enhancements were made in ADAMS to accommodate this requirement.

As an extension to the ISTI requirements, a new guidelines document on developing and implementing effective testing programs was produced in consultation with a group of experts from NADOs and IFs.



## 2014 Testing Figures

Urine/Blood	2014	2013	% to 2013
Urine	269,751	261,334	3.22%
Blood	14,598	8,544	70.86%
ABP*	22,843	23,877	-4.33%
Total*	307,192	293,755	4.57%

\*Includes samples analyzed by laboratories approved by WADA exclusively to conduct blood analyses in support of the ABP.

ICT/OOCT	2014	2013	% to 2013
ICT	148,204	140,305	5.63%
OOCT	158,988	153,450	3.61%
Total*	307,192	293,755	4.57%

\*Includes samples analyzed by laboratories approved by WADA exclusively to conduct blood analyses in support of the ABP.

Specific Analyses	2014	2013	% to 2013
ESA (EPO)	30,442	25,623	18.81%
hGH	5,718	2,798	104.36%
HBT	1,129	786	43.64%
HBOC	2,120	1,181	79.51%
IRMS	5,001	6,085	-17.81%

Results	2014	2013	% to 2013
AAF	3,153	3,529	-10.65%
ATF	713	2,433	-70.69%

As part of the ISL requirements, all WADA-Accredited Laboratories are to make their laboratory services and prices accessible to ADOs. WADA consulted with the laboratories on the development of a pricing template, which was built into ADAMS and thus available to all ADOs that use ADAMS. The laboratory pricing templates came into effect 1 January 2015.

The Standards and Harmonization Department supported and assisted ADOs with various elements associated with the implementation of their testing programs, with further consultation and feedback from all ADOs anticipated following a period of practice.



## 2014 FINANCE OVERVIEW

In 2014, WADA received the same level of contributions as the previous year, with a collection rate of 98.89 percent from the public authorities received as of 31 December 2014. In addition to yearly contributions, WADA received the annual \$1.6 million<sup>1</sup> grant from the Canadian Government for hosting the Agency in Montreal. It also received extra grants from other countries and organizations totalling \$631,952. WADA is grateful for the financial support received from stakeholders.

The annual accounts show an excess of expenses over income of \$1,136,225, 28 percent higher than the budgeted deficit. The result is mainly due to the exchange rate impact. The translation of cash and cash equivalent resulted in a loss on exchange of \$951,945. The loss on exchange is a non cash item and does not impact WADA's cash flow. The excess of expenses over income would have been under the budgeted deficit without the loss on exchange.

In 2014, a capital expenditure of \$1.685 million was incurred. The investments were in the development and deployment of the new Web site, the acquisition of a new Financial Operating System, and Computer Equipment. WADA will begin development of the new ADAMS in 2015. Accordingly, ADAMS continues to be a priority as are enhancements of its mobile application (Whereabouts); the ABP; and, Code changes—all are included in the capital investments.

**In 2014, a capital expenditure of \$1.685 million was incurred. The investments were in the development and deployment of the new Web site, the acquisition of a new Financial Operating System, and Computer Equipment.**

Income from investments continued to decline in 2014. The decline of 18 percent of budget is due to prolonged low interest rates in the market. WADA's conservative investment policy of not investing funds in speculative financial products also contributes to the low income from investments.

WADA was present at both the Olympic and Paralympic Games in Sochi, Russia. The WADA programs were considered a success and costs were under the projected budget.

Litigation costs exceeded budgeted levels in 2014 by 4 percent. The Independent Commission, which was formed to investigate ARD's allegations of doping, has contributed to the excess cost and is expected to have a greater impact in 2015.

WADA's IT costs ran slightly above budget due to the renewal of licenses and the overhaul of computer accessories and equipment.

The overall financial position of the Agency is stable; however as cash reserves deplete, it is imperative to increase funding and seek solutions to decrease expenditures without reducing WADA's core activities.

The 2015 Budget addresses this issue with a slight increase in contribution income and substantial decreases in research grants and travel costs; whilst, limiting the depletion of cash reserves to \$500,000. Once again, the Executive Committee and Foundation Board members will meet their air travel costs in attending 2015 meetings. In terms of extra monies, a special research fund has been established, in addition to the annually budgeted research funds, where matching monies from the IOC will lead to, approximately, an additional \$12 million for 2015-16.

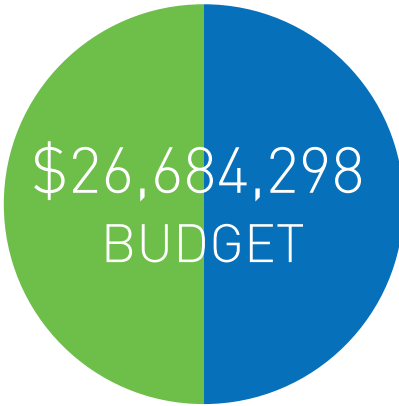
<sup>1</sup>All amounts in this annual report are in U.S. dollars unless otherwise indicated.

## 2014 CONTRIBUTIONS

**IOC**  
**100% Remitted**  
 as of 31 December 2014

**\$13,342,149**  
 The IOC matches public contributions dollar for dollar. 100% of contributions received by 12 December 2014.

50%



50%

**PUBLIC SECTOR**  
**98.89% Remitted**  
 as of 31 December 2014

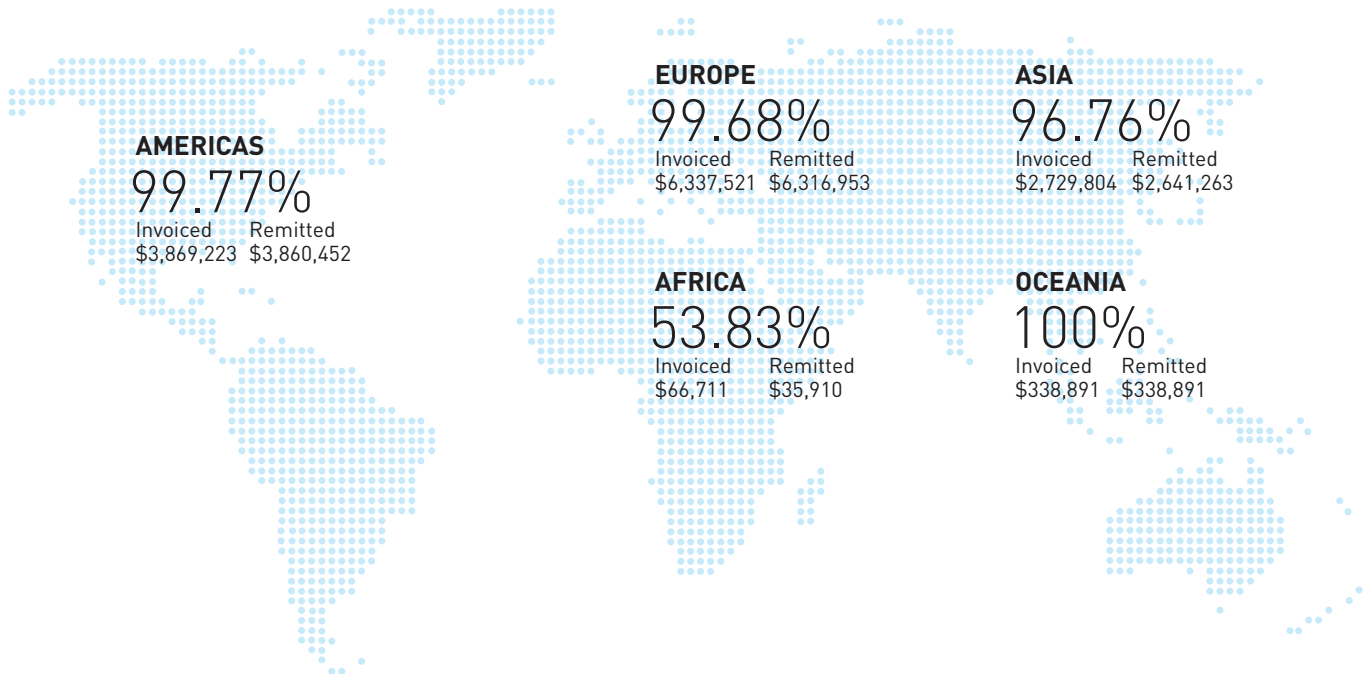
**\$13,193,469**

**Additional grants:**  
 \$631,952

**Total from public sector:**  
 103.62%

## PUBLIC SECTOR CONTRIBUTIONS BY REGION

Invoiced and remitted as of 31 December 2014 for Budget Year 2014



# FINANCIAL STATEMENTS



**Report of the statutory auditor  
to the Foundation Board of  
World Anti-Doping Agency  
Lausanne**

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## REPORT OF THE STATUTORY AUDITOR ON THE FINANCIAL STATEMENTS

As statutory auditor, we have audited the accompanying financial statements of World Anti-Doping Agency, which comprise the balance sheet, statement of activities, statement of comprehensive loss and changes in equity, cash flow statement and notes, for the year ended 31 December 2014.

### **Foundation Board's Responsibility**

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

### **Auditor's Responsibility**

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

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

### **Opinion**

In our opinion, the financial statements for the year ended 31 December 2014 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with the International Financial Reporting Standards (IFRS) and comply with Swiss law and the foundation's deed.

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## REPORT ON OTHER LEGAL REQUIREMENTS

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

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

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

PricewaterhouseCoopers SA



**Pierre-Alain Dévaud**

AUDIT EXPERT  
AUDITOR IN CHARGE



**Guillaume Rémy**

Lausanne, 13 May 2015

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

## BALANCE SHEET AS AT 31 DECEMBER 2014

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

	Notes	2014 USD	2013 USD	2014 CHF	2013 CHF
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and cash equivalents	4	16,520,642	14,323,209	16,345,523	12,754,416
Available-for-sale investments	5b	3,869,052	2,409,911	3,828,040	2,145,958
Receivables	6	405,224	711,557	400,929	633,621
Other current assets	7	2,405,408	2,563,138	2,379,911	2,282,403
		23,200,326	20,007,815	22,954,403	17,816,398
<b>Non-current assets</b>					
Available-for-sale investments	5b	6,072,141	9,223,219	6,007,776	8,213,018
Fixed assets	8	585,745	774,524	579,536	689,692
Intangible assets	9	4,242,490	4,558,411	4,197,520	4,059,138
		10,900,376	14,556,154	10,784,832	12,961,848
<b>Total Assets</b>		<b>34,100,702</b>	<b>34,563,969</b>	<b>33,739,235</b>	<b>30,778,246</b>
<b>LIABILITIES AND EQUITY</b>					
<b>Current liabilities</b>					
Accounts payable		1,066,030	1,670,875	1,054,730	1,487,868
Accrued expenses	10	2,204,651	2,450,840	2,181,283	2,182,404
Advance contributions		3,249,828	1,635,902	3,215,380	1,456,725
<b>Total Liabilities</b>		<b>6,520,509</b>	<b>5,757,617</b>	<b>6,451,393</b>	<b>5,126,997</b>
<b>Equity</b>					
Foundation capital	11	4,006,500	4,006,500	5,000,000	5,000,000
Cumulative translation adjustment		–	–	(8,119,954)	(10,469,111)
Litigation reserve	12a	1,500,000	1,500,000	1,484,100	1,335,708
Operation reserve	12b	2,400,000	2,400,000	2,374,560	2,137,133
Cumulative fair value gain on available-for-sale investments		135,856	225,790	134,416	201,060
Excess of income over expenses brought forward		19,537,837	20,674,062	26,414,720	27,446,459
<b>Total Equity</b>		<b>27,580,193</b>	<b>28,806,352</b>	<b>27,287,842</b>	<b>25,651,249</b>
<b>Total Liabilities and Equity</b>		<b>34,100,702</b>	<b>34,563,969</b>	<b>33,739,235</b>	<b>30,778,246</b>

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

## STATEMENT OF ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2014

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

	Notes	2014 USD	2013 USD	2014 CHF	2013 CHF
<b>Income</b>					
Annual contributions	13	26,685,297	26,397,315	24,231,362	24,523,326
Grants	14	2,228,122	2,420,651	2,023,228	2,248,805
Other	15	408,817	362,473	371,223	336,740
<b>Total income</b>		<b>29,322,236</b>	<b>29,180,439</b>	<b>26,625,813</b>	<b>27,108,871</b>
<b>Operating expenses</b>					
Salaries and other personnel costs	16	11,110,051	10,379,981	10,088,389	9,643,089
Travel and accommodation		3,538,274	3,769,747	3,212,900	3,502,127
Information and communications		255,124	174,551	231,663	162,159
Testing fees		727,939	689,700	660,999	640,737
Accreditation fees		294,468	290,225	267,389	269,621
Research grants	17	4,125,085	4,494,797	3,745,749	4,175,704
Other grants		386,319	383,786	350,794	356,540
Education		20,749	76,271	18,841	70,856
Project consulting fees		2,080,056	2,715,170	1,888,778	2,522,416
Rents		842,065	846,782	764,630	795,003
Administration		2,474,181	2,183,108	2,246,660	2,019,790
IT costs		1,679,837	1,659,478	1,525,363	1,541,668
Depreciation of fixed and intangible assets		2,189,893	1,734,427	1,988,514	1,611,297
<b>Total operating expenses</b>		<b>29,724,041</b>	<b>29,398,023</b>	<b>26,990,669</b>	<b>27,311,007</b>
<b>Excess of operating expenses over income before financial income</b>		<b>(401,805)</b>	<b>(217,584)</b>	<b>(364,856)</b>	<b>(202,136)</b>
<b>Financial income (expenses)</b>					
Interest		314,081	384,538	285,199	357,239
Losses from disposal of available-for-sale investments		(9,511)	(33,501)	(8,636)	(31,123)
Bank fees		(87,045)	(90,026)	(79,040)	(83,638)
Net losses on exchange rates		(951,945)	(194,860)	(864,406)	(181,025)
		(734,420)	66,151	(666,883)	61,453
<b>Excess of expenses over income for the year</b>		<b>(1,136,225)</b>	<b>(151,433)</b>	<b>(1,031,739)</b>	<b>(140,683)</b>

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

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2014

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

	2014 USD	2013 USD	2014 CHF	2013 CHF
<b>Operating activities</b>				
Excess of expenses over income for the year	(1,136,225)	(151,433)	(1,031,739)	(140,683)
Depreciation of fixed and intangible assets	2,189,893	1,734,427	1,988,514	1,611,297
Interest	(314,081)	(384,538)	(285,199)	(357,239)
Losses from disposal of available-for-sale investments	9,511	33,501	8,636	31,123
Changes in				
Receivables	306,333	(329,257)	278,163	(305,882)
Other current assets	127,306	750,543	115,599	697,258
Accounts payable	(316,279)	293,090	(287,194)	272,283
Accrued expenses	(246,189)	(126,187)	(223,549)	(117,229)
Advance contributions	1,613,926	(956,608)	1,465,512	(888,697)
<b>Net cash provided by operating activities</b>	<b>2,234,195</b>	<b>863,538</b>	<b>2,028,743</b>	<b>802,231</b>
<b>Investing activities</b>				
Purchase of fixed assets	(159,368)	(383,837)	(144,713)	(356,589)
Purchase of intangible assets	(1,814,391)	(2,452,999)	(1,647,543)	(2,278,856)
Interest received	311,004	412,293	282,405	383,024
Purchase of investments	(1,950,000)	(4,360,472)	(1,770,681)	(4,050,917)
Proceeds from sale of investments	3,575,993	3,968,525	3,247,151	3,686,795
<b>Net cash used in investing activities</b>	<b>(36,762)</b>	<b>(2,816,490)</b>	<b>(33,381)</b>	<b>(2,616,543)</b>
<b>Increase (decrease) in cash and cash equivalents</b>	<b>2,197,433</b>	<b>(1,952,952)</b>	<b>1,995,362</b>	<b>(1,814,312)</b>
<b>Currency translation impact</b>	<b>–</b>	<b>–</b>	<b>1,595,745</b>	<b>(306,055)</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>14,323,209</b>	<b>16,276,161</b>	<b>12,754,416</b>	<b>14,874,783</b>
<b>Cash and cash equivalents at end of year</b>	<b>16,520,642</b>	<b>14,323,209</b>	<b>16,345,523</b>	<b>12,754,416</b>

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



## STATEMENT OF COMPREHENSIVE LOSS AND CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2014

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

	Foundation capital USD	Litigation reserve USD	Operation reserve USD	Cumulative fair value gain (loss) on available- for-sale investments USD	Excess of income over expenses brought forward USD	Total USD
<b>Balance as at 31 December 2012</b>	4,006,500	1,500,000	2,400,000	349,525	20,825,495	29,081,520
Excess of expenses over income for the year	-	-	-	-	(151,433)	(151,433)
<b>Item that will be reclassified to profit or loss</b>						
Fair value loss on available- for-sale investments	-	-	-	(123,735)	-	(123,735)
Total comprehensive loss for the year						(275,168)
<b>Balance as at 31 December 2013</b>	4,006,500	1,500,000	2,400,000	225,790	20,674,062	28,806,352
Excess of expenses over income for the year	-	-	-	-	(1,136,225)	(1,136,225)
<b>Item that will be reclassified to profit or loss</b>						
Fair value loss on available- for-sale investments	-	-	-	(89,934)	-	(89,934)
Total comprehensive loss for the year						(1,226,159)
<b>Balance as at 31 December 2014</b>	4,006,500	1,500,000	2,400,000	135,856	19,537,837	27,580,193

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

## STATEMENT OF COMPREHENSIVE LOSS AND CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2014 (cont'd.)

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

	Foundation capital CHF	Cumulative translation adjustment CHF	Litigation reserve CHF	Operation reserve CHF	Cumulative fair value gain (loss) on available- for-sale investments CHF	Excess of income over expenses brought forward CHF	Total CHF
<b>Balance as at 31 December 2012</b>	5,000,000	(9,893,183)	1,370,850	2,193,360	319,432	27,587,142	26,577,601
Excess of expenses over income for the year	–	–	–	–	–	(140,683)	(140,683)
<b>Item that will be reclassified to profit or loss</b>							
Fair value loss on available-for-sale investments	–	–	–	–	(118,372)	–	(118,372)
<b>Item that will not be reclassified to profit or loss</b>							
Exchange movement	–	(575,928)	(35,142)	(56,227)	–	–	(667,297)
Total comprehensive loss for the year							(926,352)
<b>Balance as at 31 December 2013</b>	5,000,000	(10,469,111)	1,335,708	2,137,133	201,060	27,446,459	25,651,249
Excess of expenses over income for the year	–	–	–	–	–	(1,031,739)	(1,031,739)
<b>Item that will be reclassified to profit or loss</b>							
Fair value loss on available-for-sale investments	–	–	–	–	(66,644)	–	(66,644)
<b>Item that will not be reclassified to profit or loss</b>							
Exchange movement	–	2,349,157	148,392	237,427	–	–	2,734,976
Total comprehensive loss for the year							1,636,593
<b>Balance as at 31 December 2014</b>	5,000,000	(8,119,954)	1,484,100	2,374,560	134,416	26,414,720	27,287,842

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

## NOTES TO FINANCIAL STATEMENTS

31 December 2014

### 1 ACTIVITY

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

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

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

### 2 BASIS OF PRESENTATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### a) Basis of presentation

These financial statements have been approved by the Foundation Board of WADA on 13 May 2015 and cannot be amended after issuance. The financial statements of WADA for the year ended 31 December 2014 have been prepared in accordance with International Financial Reporting Standards (“IFRS”). WADA’s financial statements are prepared in accordance with Swiss legal requirements.

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

management to exercise its judgment in the process of applying WADA’s accounting policies. In particular, areas involving a higher degree of judgment or complexity are the definition of the functional currency and the research grant recognition described below.

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

US Dollar figures are included as complementary information.

#### b) Foreign currencies

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

#### c) Cash and cash equivalents

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

## NOTES TO FINANCIAL STATEMENTS

31 December 2014

### d) Financial assets

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

#### Loans and receivables

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

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

#### Available-for-sale assets

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

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

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

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

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

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

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

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

### e) Financial liabilities at amortized cost

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

### f) Fixed assets

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

Computer equipment	2.5 years
Office equipment	4 years
Leasehold improvements	5 years

## NOTES TO FINANCIAL STATEMENTS

31 December 2014

### g) Intangible assets

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

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

### h) Impairment of non-financial assets

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

### i) Leases

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

### j) Revenue recognition

#### Annual contributions

The annual contributions due from Public Authorities involved in the fight against doping in sports and the International Olympic Committee are recognized as income in the period for which they are due. However, annual contributions which have not been paid by year-end when due are only recognized when they are received. Payments received in advance relating to the following year's activities are deferred and presented as advance contributions on the balance sheet.

#### Financial income

Interest income is recognized on an effective yield basis.

#### Grants

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

#### Other

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

### k) Income taxes

WADA is exempt from paying income taxes.

### l) Research grants

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

## NOTES TO FINANCIAL STATEMENTS

31 December 2014

### m) Changes in accounting policy and disclosures

#### **New standards, amendments and interpretations adopted by the Agency**

The following standards have been adopted by the Agency for the first time for the financial year beginning on or after 1 January 2014:

- IFRS 7, Financial Instruments: Disclosures, requires disclosure of both gross and net information about financial instruments eligible for offset in the balance sheet and financial instruments subject to master netting arrangements. Concurrent with the amendments to IFRS 7, the International Accounting Standards Board also amended International Accounting Standard (IAS) 32, Financial Instruments: Presentation, to clarify the existing requirements for offsetting financial instruments in the balance sheet. The amendments to IAS 32 were effective as of 1 January 2014. The standard and amendment did not have a significant effect on the Agency.
- IFRS Interpretations Committee (IFRIC) 21, Levies, is an interpretation of IAS 37, Provisions, Contingent Liabilities and Contingent Assets, that is specific to levies. It provides guidance on when to recognize a liability for a payment to the government. Its scope excludes the accounting for income taxes, fines and penalties. IFRIC 21 establishes that a liability for a levy is recognized on the occurrence of the obligating event that triggers the payment per the legislation. The Agency evaluated this interpretation and there is no impact on the financial statements.

Other standards, amendments and interpretations which are effective for the financial year beginning on 1 January 2014 are not material to the Agency.

#### **New standards, amendments and interpretations not yet adopted**

A number of new standards and amendments to standards and interpretations are effective for annual periods beginning after 1 January 2014, and have not been applied in preparing these financial statements. None of these is expected to have significant effect on the financial statements of the Agency, except the following set out below.

- IFRS 9, Financial Instruments, addresses the classification, measurement and recognition of financial assets and financial liabilities. The complete version of IFRS 9 was issued in July 2014. It replaces the guidance in IAS 39, Financial Instruments: Recognition and Measurement, that relates to the classification and measurement of financial instruments. IFRS 9 retains but simplifies the mixed measurement model and establishes three primary measurement categories for financial assets: amortized cost, fair value through other comprehensive income and fair value through statement of the activities. The basis of classification depends on the entity's business model and the contractual cash flow characteristics of the financial asset. Investments in equity instruments are required to be measured at fair value through profit or loss with the irrevocable option at inception to present changes in fair value in other comprehensive income not recycling. There is now a new expected credit losses model that replaces the incurred loss impairment model used in IAS 39. For financial liabilities there were no changes to classification and measurement except for the recognition of changes in own credit risk in other comprehensive income, for liabilities designated at fair value through profit or loss. IFRS 9 relaxes the requirements for hedge effectiveness by replacing the bright line hedge effectiveness tests. It requires an economic relationship between the hedged item and hedging instrument and for the 'hedged ratio' to be the same as the one management actually uses for risk management purposes. Contemporaneous documentation is still required but is different to that currently prepared under IAS 39. The standard is effective for accounting periods beginning on or after 1 January 2018. Early adoption is permitted. The Agency is assessing the impact of IFRS 9.
- IFRS 15, Revenue from Contracts with Customers, deals with revenue recognition and establishes principles for reporting useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from an entity's contracts with customers. Revenue is recognized when a customer obtains control of a good or service and thus has the ability to direct the use and obtain the benefits from the good or service. The standard replaces IAS 18, Revenue, and IAS 11, Construction Contracts, and related interpretations. The standard is effective for annual periods beginning on or after 1 January 2017 and earlier application is permitted. The Agency is assessing the impact of IFRS 15.

## NOTES TO FINANCIAL STATEMENTS

31 December 2014

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

### 3 FINANCIAL RISK MANAGEMENT

#### a) Financial risk factors

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

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

#### i) Foreign currency exchange risk

WADA is exposed to foreign currency exchange risk mainly because most of its revenues are generated in US Dollars, whereas its operating expenses are essentially in Canadian Dollars. During the year ended 31 December 2014, WADA used price collars and bank deposits in Canadian Dollars, Swiss Francs and Euros to partly cover its currency exposure.

As at 31 December 2014, if the Canadian Dollar had weakened by 5% against the US Dollar, with all other variables held constant, excess of expenses over income for the year would have been CHF390,457 (USD394,640) higher (2013 – excess of expenses over income would have been CHF280,747 (USD315,279) higher), mainly as a result of foreign exchange loss on translation of cash and cash equivalents denominated in Canadian Dollars.

As at 31 December 2014, if the Swiss Franc had weakened by 2% against the US Dollar, with all other variables held constant, excess of expenses over income for the year would have been CHF16,706 (USD16,885) higher (2013 – excess of expenses over income would have been CHF19,319 (USD21,695) higher), mainly as a result of foreign exchange loss on translation of cash and cash equivalents denominated in Swiss Francs.

As at December 31, 2014, the following accounts are shown in Canadian Dollars, Swiss Francs, Euros, South African Rands and Japanese Yen and have been converted to the functional currency in the balance sheet.

	<b>2014</b>				
Denominated in	CAD	CHF	EUR	ZAR	YEN
Cash and cash equivalents	8,414,442	874,382	1,258,101	859,294	2,766,341
Investments	306,285	–	508,160	–	–
Accounts receivable	372,534	3,811	4,972	93,990	276,848
Accounts payable and accrued liabilities	1,461,040	285,443	34,713	71,972	179,538

	<b>2013</b>				
Denominated in	CAD	CHF	EUR	ZAR	YEN
Cash and cash equivalents	5,365,888	723,886	915,310	1,887,676	12,563,003
Investments	818,419	–	808,867	–	–
Accounts receivable	423,589	143,662	2,611	7,758	–
Accounts payable and accrued liabilities	1,734,176	239,295	48,567	168,546	218,087

## NOTES TO FINANCIAL STATEMENTS

31 December 2014

### ii) Interest rate risk

WADA is exposed to interest rate risk through the impact of rate changes on interest-bearing assets. As at 31 December 2014, WADA's interest-bearing assets were cash and cash equivalents and available-for-sale investments.

As at 31 December 2014, if interest rates had been 0.25% lower, with all other variables held constant, equity would have been CHF51,972 (USD52,529) higher (2013 – CHF44,014 (USD48,161) as a result of an increase in the fair value of bonds classified as available for sale.

### iii) Liquidity risk

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

### iv) Credit risk

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

Banks	Rating	2014		Rating	2013	
		Balance			Balance	
		USD	CHF		USD	CHF
UBS	A	10,015,282	9,909,120	A	6,447,524	5,741,339
Lombard Odier Darier Hentsch	AA-	3,635,635	3,597,097	AA-	3,149,352	2,804,410
The Bank of Nova Scotia	AA-	2,818,032	2,788,161	AA-	4,676,611	4,164,391
		16,468,949	16,294,378		14,273,487	12,710,140

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

### v) Capital risk management

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

### b) Fair value estimation

As at 31 December 2014, the fair value of cash and cash equivalents, receivables, accounts payable and accrued expenses was not significantly different from their book value because of their maturity being close to the balance sheet date. As at 31 December 2014, no financial assets were impaired or past due.



## NOTES TO FINANCIAL STATEMENTS

31 December 2014

### 4 CASH AND CASH EQUIVALENTS

	2014 USD	2013 USD	2014 CHF	2013 CHF
Cash	10,920,127	9,152,829	10,804,374	8,150,338
Term deposits	5,600,515	5,170,380	5,541,149	4,604,078
	16,520,642	14,323,209	16,345,523	12,754,416

Cash and term deposits are subject to current interest rates.

### 5 FINANCIAL INSTRUMENTS

#### a) Financial instruments by category

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

As at 31 December 2013	Loans and receivables		Available for sale		Total	
	USD	CHF	USD	CHF	USD	CHF
<b>Current assets</b>						
Cash and cash equivalents (note 4)	14,323,209	12,754,416	-	-	14,323,209	12,754,416
Available-for-sale investments (note 5b)	-	-	2,409,911	2,145,958	2,409,911	2,145,958
Receivables (note 6)	711,557	633,621	-	-	711,557	633,621
<b>Non-current assets</b>						
Available-for-sale investments (note 5b)	-	-	9,223,219	8,213,018	9,223,219	8,213,018
<b>Total</b>	15,034,766	13,388,037	11,633,130	10,358,976	26,667,896	23,747,013

## NOTES TO FINANCIAL STATEMENTS

31 December 2014

### b) Available-for-sale investments

	2014 USD	2013 USD	2014 CHF	2013 CHF
Bonds in US Dollars	8,557,662	9,251,395	8,466,951	8,238,108
Structured products in US Dollars	501,945	502,630	496,624	447,578
Bonds in Euros	618,011	1,113,441	611,460	991,488
Bonds in Canadian Dollars	263,575	765,664	260,781	681,802
	9,941,193	11,633,130	9,835,816	10,358,976

Bonds bear interest at rates ranging from 0.90% to 4.63% and mature from January 2015 to September 2019. The structured product in US Dollars is capital guaranteed and will mature on 2 July 2015. Available for sale investments comprise Corporate Bonds CHF8,181,824 (USD8,269,481) (2013 – CHF7,760,214

(USD8,714,720), Banking Institution Bonds CHF1,256,360 (USD1,269,820) (2013 – CHF1,955,918 (USD2,196,496) and Government Bonds CHF397,632 (USD401,892) (2013 – CHF642,844 (USD721,914).

### 6 RECEIVABLES

	2014 USD	2013 USD	2014 CHF	2013 CHF
Quebec sales tax receivable	309,083	399,154	305,808	355,434
Other receivables	72,143	287,445	71,378	255,962
Recoverable withholding taxes	1,398	2,358	1,383	2,100
Rental deposits and guarantees	22,600	22,600	22,360	20,125
	405,224	711,557	400,929	633,621

The rental deposit is for the Uruguay office amounting to CHF22,365 (USD22,600) (2013 – CHF20,125 (USD22,600)).

### 7 OTHER CURRENT ASSETS

	2014 USD	2013 USD	2014 CHF	2013 CHF
Prepaid expenses	975,875	1,458,027	965,531	1,298,332
Accrued interest	77,235	107,659	76,416	95,868
Prepaid scientific research grants 2009	–	50,375	–	44,857
Prepaid scientific research grants 2010	30,000	12,361	29,682	11,007
Prepaid scientific research grants 2011	–	96,929	–	86,312
Prepaid scientific research grants 2012	155,093	689,636	153,449	614,102
Prepaid scientific research grants 2013	642,446	85,273	635,636	75,933
Prepaid scientific research grants 2014	388,976	–	384,853	–
Prepaid social science research grants 2009	816	–	807	–
Prepaid social science research grants 2011	–	3,863	–	3,440
Prepaid social science research grants 2012	11,212	15,381	11,093	13,697
Prepaid social science research grants 2013	17,377	43,634	17,194	38,855
Prepaid social science research grants 2014	106,378	–	105,250	–
	2,405,408	2,563,138	2,379,911	2,282,403

## NOTES TO FINANCIAL STATEMENTS

31 December 2014

### 8 FIXED ASSETS

	Computer equipment		Office equipment		Leasehold improvements		Total	
	USD	CHF	USD	CHF	USD	CHF	USD	CHF
<b>Year ended</b>								
<b>31 December 2013</b>								
Opening net book amount	239,327	218,722	88,086	80,501	347,079	317,195	674,492	616,418
Additions	343,015	318,664	21,128	19,628	32,857	30,524	397,000	368,816
Depreciation charge	(159,404)	(148,088)	(35,696)	(33,162)	(101,868)	(94,636)	(296,968)	(275,886)
Exchange effect	-	(12,684)	-	(1,501)	-	(5,471)	-	(19,656)
<b>Closing net book amount</b>	<b>422,938</b>	<b>376,614</b>	<b>73,518</b>	<b>65,466</b>	<b>278,068</b>	<b>247,612</b>	<b>774,524</b>	<b>689,692</b>
<b>As at 31 December 2013</b>								
Cost	737,896	685,512	1,201,856	1,116,534	595,737	553,445	2,535,489	2,355,491
Accumulated depreciation	(314,958)	(292,599)	(1,128,338)	(1,048,235)	(317,669)	(295,117)	(1,760,965)	(1,635,951)
Exchange effect	-	(16,299)	-	(2,833)	-	(10,716)	-	(29,848)
<b>Net book amount</b>	<b>422,938</b>	<b>376,614</b>	<b>73,518</b>	<b>65,466</b>	<b>278,068</b>	<b>247,612</b>	<b>774,524</b>	<b>689,692</b>
<b>Year ended</b>								
<b>31 December 2014</b>								
Opening net book amount	422,938	376,614	73,518	65,466	278,068	247,612	774,524	689,692
Additions	156,023	141,675	20,523	18,636	-	-	176,546	160,311
Depreciation charge	(218,116)	(198,058)	(41,752)	(37,913)	(105,457)	(95,759)	(365,325)	(331,730)
Exchange effect	-	36,789	-	5,545	-	18,929	-	61,263
<b>Closing net book amount</b>	<b>360,845</b>	<b>357,020</b>	<b>52,289</b>	<b>51,734</b>	<b>172,611</b>	<b>170,782</b>	<b>585,745</b>	<b>579,536</b>
<b>As at 31 December 2014</b>								
Cost	817,843	827,187	1,222,378	1,135,170	522,441	553,445	2,562,662	2,515,802
Accumulated depreciation	(456,998)	(490,657)	(1,170,089)	(1,086,148)	(349,830)	(390,876)	(1,976,917)	(1,967,681)
Exchange effect	-	20,490	-	2,712	-	8,213	-	31,415
<b>Net book amount</b>	<b>360,845</b>	<b>357,020</b>	<b>52,289</b>	<b>51,734</b>	<b>172,611</b>	<b>170,782</b>	<b>585,745</b>	<b>579,536</b>

As at 31 December 2014, the amount of leasehold improvements included in accounts payable was USD30,342 (2013 – USD13,164).

## NOTES TO FINANCIAL STATEMENTS

31 December 2014

### 9 INTANGIBLE ASSETS

	Software	
	USD	CHF
<b>Year ended 31 December 2013</b>		
Opening net book amount	3,197,823	2,922,490
Additions	2,798,047	2,599,409
Depreciation charge	(1,437,459)	(1,335,411)
Exchange effect	-	(127,350)
<b>Closing net book amount</b>	<b>4,558,411</b>	<b>4,059,138</b>
<b>As at 31 December 2013</b>		
Cost	11,661,379	10,833,518
Accumulated depreciation	(7,102,968)	(6,598,716)
Exchange effect	-	(175,664)
<b>Net book amount</b>	<b>4,558,411</b>	<b>4,059,138</b>
<b>Year ended 31 December 2014</b>		
Opening net book amount	4,558,411	4,059,138
Additions	1,508,647	1,369,914
Depreciation charge	(1,824,568)	(1,656,784)
Exchange effect	-	425,252
<b>Closing net book amount</b>	<b>4,242,490</b>	<b>4,197,520</b>
<b>As at 31 December 2014</b>		
Cost	12,940,470	12,203,432
Accumulated depreciation	(8,697,980)	(8,255,500)
Exchange effect	-	249,588
<b>Net book amount</b>	<b>4,242,490</b>	<b>4,197,520</b>

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

As at 31 December 2014, the amount of intangible assets included in accounts payable was USD134,358 (2013 – USD440,102).

There is an amount of USD312,569 (2013 – USD276,387) included in Software that is not amortized due to the fact that these assets are under construction.

## NOTES TO FINANCIAL STATEMENTS

31 December 2014

### 10 ACCRUED EXPENSES

	2014 USD	2013 USD	2014 CHF	2013 CHF
Accruals	771,938	912,239	763,755	812,323
Accrued scientific research grants 2005	20,000	20,000	19,788	17,809
Accrued scientific research grants 2006	2,469	21,346	2,443	19,008
Accrued scientific research grants 2007	78,250	84,250	77,421	75,023
Accrued scientific research grants 2008	101,601	120,401	100,524	107,213
Accrued scientific research grants 2009	79,494	173,995	78,651	154,937
Accrued scientific research grants 2010	184,827	347,491	182,868	309,431
Accrued scientific research grants 2011	477,236	642,675	472,177	572,284
Accrued scientific research grants 2012	338,372	81,217	334,785	72,323
Accrued scientific research grants 2013	106,020		104,896	
Accrued social science grants 2009	–	3,429	–	3,053
Accrued social science grants 2010	6,767	6,767	6,695	6,026
Accrued social science grants 2011	15,000	20,219	14,841	18,004
Accrued social science grants 2012	8,998	16,811	8,905	14,970
Accrued social science grants 2013	13,679	–	13,534	–
	2,204,651	2,450,840	2,181,283	2,182,404

### 11 FOUNDATION CAPITAL

The Foundation capital is defined in the statutes as a fixed amount of CHF5,000,000.

### 12 RESERVES

#### a) Litigation

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

#### b) Operations

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

## NOTES TO FINANCIAL STATEMENTS

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### 13 ANNUAL CONTRIBUTIONS

	2014 USD	2013 USD	2014 CHF	2013 CHF
2002 Public Authorities and governments	–	2,142	–	1,990
2002 International Olympic Committee	–	2,142	–	1,990
2003 Public Authorities and governments	–	2,484	–	2,308
2003 International Olympic Committee	–	2,484	–	2,308
2005 Public Authorities and governments	18	3,913	16	3,635
2005 International Olympic Committee	–	3,913	–	3,635
2006 Public Authorities and governments	–	4,030	–	3,744
2006 International Olympic Committee	–	4,030	–	3,744
2007 Public Authorities and governments	–	4,150	–	3,855
2007 International Olympic Committee	–	4,150	–	3,855
2008 Public Authorities and governments	–	4,316	–	4,010
2009 Public Authorities and governments	8,411	4,489	7,638	4,170
2010 Public Authorities and governments	788	4,668	716	4,337
2011 Public Authorities and governments	1,041	22,608	945	21,003
2012 Public Authorities and governments	2,991	55,430	2,716	51,495
2013 Public Authorities and governments	136,479	13,062,317	123,929	12,135,001
2013 International Olympic Committee	–	13,210,049	–	12,272,246
2014 Public Authorities and governments	13,193,420	–	11,980,175	–
2014 International Olympic Committee	13,342,149	–	12,115,227	–
	26,685,297	26,397,315	24,231,362	24,523,326

### 14 GRANTS

	2014 USD	2013 USD	2014 CHF	2013 CHF
Montréal International	1,596,170	1,710,835	1,449,390	1,589,380
Government of Australia	61,152	137,000	55,529	127,274
Government of Japan	132,348	153,281	120,177	142,399
Government of Uruguay	7,000	5,000	6,356	4,645
Government of the Russian Federation	408,957	393,075	371,350	365,170
Canton de Vaud/City of Lausanne	22,495	21,460	20,426	19,937
	2,228,122	2,420,651	2,023,228	2,248,805

WADA benefits from two major government supports in Canada. The Government of Canada provides WADA with a total cash contribution of CAD10,000,000, indexed over a ten-year period (2002–2011), and exempts WADA from any income tax. The Government of Quebec also provides

WADA with a total cash contribution of CAD5,000,000, indexed over a ten-year period (2002–2011). The governments of Canada and Quebec amended the agreement in order to extend the financial contributions for the initial period by an additional ten-year period. Under this amended agreement,

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WADA will receive an additional total cash contribution of CAD10,000,000, indexed over a ten-year period (2012–2021), from the Government of Canada and an additional total cash contribution of CAD5,000,000, indexed over a ten-year period (2012–2021), from the Government of Quebec. The grants are paid as one combined amount from a corporation, Montréal International, formed by the aforementioned governments. The grants are subject to the following conditions: WADA must maintain its permanent operational headquarters in Montréal,

maintain a minimum staff of 17 to 25 employees, supply quarterly unaudited and annual audited accounts, budgets and activity reports, and continue its original mission. The aim of these government supports is to encourage and support WADA's activities on a long-term basis.

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

### 15 OTHER INCOME

	2014 USD	2013 USD	2014 CHF	2013 CHF
Laboratory accreditation and re-accreditation fees	297,758	290,801	270,377	270,156
Code monitoring	46,805	22,905	42,501	21,279
Tenant inducements	64,254	48,767	58,345	45,305
	408,817	362,473	371,223	336,740

### 16 SALARIES AND OTHER PERSONNEL COSTS

	2014 USD	2013 USD	2014 CHF	2013 CHF
Salaries	6,321,579	5,878,335	5,740,257	5,461,023
Social charges and other benefits	4,585,639	4,342,344	4,163,951	4,034,074
Defined benefit pension plan contributions	106,189	99,665	96,424	92,589
Temporary staff	96,644	59,637	87,757	55,403
	11,110,051	10,379,981	10,088,389	9,643,089

The number of people employed was 75 as at 31 December 2014 (2013 – 70).

#### Retirement benefit obligation

Most of WADA's employees are located at its Montréal headquarters. WADA grants all of its employees a predefined proportion of each employee's salary as a contribution to their pension plan. Considering that WADA has no further obligation once payments are made, these costs are considered as fringe benefits and are included in Salaries and other personnel costs

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

## NOTES TO FINANCIAL STATEMENTS

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### 17 RESEARCH GRANTS

	2014 USD	2013 USD	2014 CHF	2013 CHF
<b>Research grants expensed</b>				
Scientific research grants expensed	4,022,367	4,238,067	3,652,477	3,937,200
Social science research grants expensed	193,997	288,642	176,157	268,150
Refunds received on cancellation of project	(91,279)	(31,912)	(82,885)	(29,646)
<b>Total research grants expensed</b>	<b>4,125,085</b>	<b>4,494,797</b>	<b>3,745,749</b>	<b>4,175,704</b>
<b>Research grants paid out</b>				
Research grants expensed	4,125,085	4,494,797	3,745,749	4,175,704
Prepaid expenses (movement)	354,848	(881,383)	322,217	(818,812)
Accruals (movement)	105,892	(143,932)	96,154	(133,714)
<b>Total research grants paid out</b>	<b>4,585,825</b>	<b>3,469,482</b>	<b>4,164,120</b>	<b>3,223,178</b>

### 18 RELATED PARTY TRANSACTIONS

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

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

	2014 USD	2013 USD	2014 CHF	2013 CHF
<b>Compensation of key management</b>				
Salaries	2,597,294	2,173,402	2,358,451	2,019,109
Benefits and social charges	1,152,055	965,822	1,046,114	897,257
Defined benefit pension plan contributions	48,265	44,465	43,827	41,308
	<b>3,797,614</b>	<b>3,183,689</b>	<b>3,448,392</b>	<b>2,957,674</b>

Key management of WADA is defined as all the directors of the Agency. Compensation is for 12 directors through 2014, ending with 11 directors as at 31 December 2014 (2013 – 10 directors).



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### 19 COMMITMENTS

#### a) Operating lease commitments

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

	2014 USD	2013 USD	2014 CHF	2013 CHF
Less than one year	480,450	490,227	475,357	436,533
More than one year and less than five years	1,750,542	1,939,094	1,731,986	1,726,709
More than five years	860,501	1,401,945	851,380	1,248,393
	3,091,493	3,831,266	3,058,723	3,411,635

The operating lease commitments are for the following:

- Montréal, Canada office lease to February 2021
- Lausanne, Switzerland office lease to April 2017
- Tokyo, Japan office lease to March 2015
- Montevideo, Uruguay office lease to June 2017

#### b) Commitments for non-lease elements

	2014 USD	2013 USD	2014 CHF	2013 CHF
Less than one year	2,127,804	1,263,367	2,105,249	1,124,993
More than one year and less than five years	1,238,989	994,878	1,225,856	885,911
More than five years	–	2,310	–	2,057
	3,366,793	2,260,555	3,331,105	2,012,961

The commitments for non-lease elements are related mainly to the IT management service contract from 2013–2015 and various other contracts.

#### c) Scientific and social science research commitments

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

	2014 USD	2013 USD	2014 CHF	2013 CHF
Less than one year	4,739,218	4,482,100	4,303,407	3,991,185
More than one year and less than five years	478,241	443,530	434,263	394,951
	5,217,459	4,925,630	4,737,670	4,386,136

## NOTES TO FINANCIAL STATEMENTS

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### 20 CONTINGENT LIABILITIES

At the end of 2014, WADA has contingent commitments of CHF2,639,735 (USD2,668,017) (2013 – CHF3,630,505 (USD4,078,302)). This amount is for all research grants that have been granted by WADA but are contingent upon one or more of the following approvals: ethical approval from the

government of the country of the laboratory which is to conduct the research or signing of the research contract by the laboratory. Eighty percent of the amount would be due upon these approvals and would probably occur in 2015.



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