

PARTNERING TO DELIVER CLEAN SPORT IN

A NEW

2020
ANNUAL
REPORT

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Vision and Mission

Formed in 1999, the World Anti-Doping Agency (WADA) is an international independent agency composed and funded equally by the Sport Movement and Governments of the world. As the global regulatory body, WADA's primary role is to develop, harmonize and coordinate anti-doping rules and policies across all sports and countries. Our key activities include: ensuring and monitoring effective implementation of the World Anti-Doping Code and its related International Standards; scientific and social science research; education; intelligence and investigations; and, building anti-doping capacity with anti-doping organizations worldwide.

Our vision of tomorrow...

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

Our mission today...

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

Our Guiding Values

Integrity

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

Openness

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

Excellence

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

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Message from the President and the Director General

For sport, as with most aspects of our lives, 2020 was a year like no other. It started well with the successful staging in January of the Youth Olympic Winter Games in Lausanne, Switzerland, where WADA carried out Athlete Outreach activities (see page 52) but, shortly afterwards, the full impact of the COVID-19 pandemic was felt around the world. Nations went into lockdown, most sports events were postponed or cancelled – including the 2020 Olympic and Paralympic Games in Tokyo, Japan – and sport took a back seat as public health and safety became everyone's first priority.

In this special environment, it is important to recognize the efforts of the global anti-doping community that pulled together to ensure the integrity of the global anti-doping system in light of the pandemic. It was a truly monumental effort.

For WADA's part, this translated into producing guidance materials for athletes and Anti-Doping Organizations (ADOs) to ensure that testing would continue in a structured and safe way, while also ensuring that ADOs continued to use all available anti-doping tools to maintain the integrity of the system when testing was temporarily diminished (see page 89).



Director General Olivier Niggli (left),
President Witold Bańka (Right)

At all times, we worked with the global anti-doping community to ensure that any anti-doping gaps could be identified and addressed. We have been using the challenges raised by the COVID-19 pandemic to further stimulate innovation in collaboration with stakeholders, for example by further exploring new sample collection and analytical techniques such as dried blood spot (DBS) analysis and artificial intelligence (see pages 87 and 81, respectively). And in September 2020, we formed a Strategic Testing Expert Advisory Group to identify lessons that can be learned from the pandemic and ensure that the global anti-doping community can respond effectively to potential similar public health crises in the future (see page 89). This collaboration continues to give us confidence that, with vaccines now being deployed worldwide, anti-doping will emerge from this pandemic more resilient.

2021 WORLD ANTI-DOPING CODE

One of the most significant efforts made by WADA and the anti-doping community in 2020 was the revision by World Anti-Doping Code (Code) Signatories of their anti-doping rules and preparations for implementation of the 2021 Code, International Standards (Standards) and Athletes' Anti-Doping Rights Act. These were approved in November 2019 during WADA's World Conference on Doping in Sport following a two-year stakeholder consultation process, and entered into force on 1 January 2021.

Leading the way into this new era, WADA supported Signatories in aligning their rules with the revised Code and Standards and by providing robust educational and informational support via our Code Implementation Support Program (see page 67), which launched in May, so that they could hit the ground running.

We are grateful to all our stakeholders that have contributed to this strengthened World Anti-Doping Program (Program). We are confident that, by reinforcing our efforts as a united anti-doping community, this Program will help us drive further progress for athletes and sport worldwide.

COURT OF ARBITRATION FOR SPORT DECISION ON RUSADA

In December, the Court of Arbitration for Sport (CAS) ruled in favour of WADA and declared the Russian Anti-Doping Agency (RUSADA) non-compliant with the Code for a period of two years with a range of associated consequences, after WADA revealed that some of the data that our Intelligence and Investigations (I&I) team retrieved from the Moscow Laboratory had been manipulated (see pages 72 and 77).

We were disappointed that CAS did not agree with all of our proposed consequences, which we felt were proportionate and consistent with the egregious nature of the violations. However, the decision did uphold the strong investigative and legal framework put in place by WADA to underpin the anti-doping system. In particular, the investigative powers WADA was granted within the Code in January 2015 and the introduction of the International Standard for Code Compliance by Signatories in April 2018 have proven over time to be game changers.

While the Russian doping crisis has been very destabilizing for athletes, WADA and the whole anti-doping community, we firmly believe that WADA has adapted and shaped its strategy in such a way that the Agency and the entire system have grown stronger as a result of this major disruption.

ADVANCES IN KEY ANTI-DOPING AREAS

In addition to DBS mentioned above, WADA advanced in many other key areas of anti-doping in 2020. Whether it is investigations (see page 68), new partnerships in various areas of anti-doping, innovation in our Anti-Doping Education and Learning platform (see page 64), development of a Global Learning and Development Framework through which standardized training for a range of anti-doping roles will be developed and made available for ADOs worldwide (see page 65), improvements in the Next Gen Anti-Doping Administration and Management System (ADAMS, see page 94) or advancement of the Athlete Biological Passport (see page 84), the Agency progressed on several exciting and impactful initiatives.

ONGOING GOVERNANCE REFORMS

In parallel with these developments, we are making good headway with our wide-ranging governance reforms. Of 70 reform recommendations made by a WADA Governance Reforms Working Group in November 2018, the vast majority have been fully implemented.

WADA exists to protect sport. We achieve this in the face of ever-evolving challenges.

In November 2020, to continue that work, WADA's Executive Committee (ExCo) created a new Working Group on the Review of WADA Governance Reforms. An essential part of the work of this Group is to monitor the effect of the governance reforms to date and to propose additional reforms going forward. This has involved broad stakeholder consultation, and specific recommendations will be put forward for review and approval by the ExCo and Foundation Board (Board) when they meet in November 2021.

We are determined to ensure that WADA's governance model continues to evolve with WADA's role and best practice over time (see page 15).

PARTNERING TO DELIVER CLEAN SPORT IN A NEW ERA

Moving forward, much of our work will be guided by our 2020-2024 Strategic Plan (Plan) that was published in July 2020. This Plan, which reflects the feedback of key stakeholders within the anti-doping ecosystem, acknowledges that WADA is completely different to what it was a few years ago. It also reflects a consensus that WADA must go further to build bridges and unite efforts to protect athletes and the integrity of sports globally.

Guided by the Plan, which has been devised with athletes at the center, WADA is and will be looking for every opportunity to meaningfully engage with athletes to enhance the global anti-doping system. We support our Athlete Committee in carrying out its mandate to provide athlete perspectives to WADA on all relevant anti-doping matters. We, along with other WADA staff, will continue to meet with individual athletes and groups that represent different sports, regions of the world and perspectives.



Activities throughout this year's Annual Report reflect our progress on the Strategic Plan's six priorities and key initiatives. The Report includes regular 'Partner Focus' and 'Spotlight On...' features highlighting collaborations that are further reinforcing the Agency's vision and mission, and profiling important ongoing projects.

WADA exists to protect sport. It achieves this in the face of ever-evolving challenges. We are, therefore, very lucky to benefit from the experience and expertise of the committed volunteers on our Board, ExCo and Standing Committees as well as on our various panels, expert and advisory groups, and we are very grateful to them for their invaluable contribution. We also wish to recognize WADA's diverse and talented staff that works tirelessly to meet the Agency's objectives and deliver on the ever-growing expectations of our stakeholders. Our staff includes former athletes, physicians, legal experts, educators, scientists, investigators and others, all of whom are making a tangible difference day in, day out. We are pleased to profile some of them within these pages.

With all of them, and with all of our stakeholders, we are more motivated than ever to continue to make a difference for athletes by **Partnering to deliver Clean Sport in a New Era.**

Witold Bańka
President

Olivier Niggli
Director General

Montreal, 30 September 2021

Tribute to Richard Pound

At the end of 2020, WADA's Founding President and longstanding advocate for clean sport, Richard Pound, came to the end of his final term on WADA's Foundation Board (Board), having served the Agency with distinction in various capacities since its inception in 1999.

Richard Pound



The positive contribution made by Mr. Pound to the world of sport in general and anti-doping in particular cannot be overstated. A lawyer by profession, he was instrumental in the establishment of WADA nearly 22 years ago, serving for almost nine years as the Agency's first President. In that time, and against the odds, he oversaw the drafting and implementation of the World Anti-Doping Code (Code) which, for the first time, managed to harmonize anti-doping rules across sports and nations of the world. In what was a stellar athletic and sports administration career, that remains arguably his greatest achievement.

A swimmer, who represented his native Canada at the 1960 Olympic Games in Rome, Italy, and won four medals at the 1962 Commonwealth Games in Perth, Australia, Mr. Pound applied the same commitment and will to win when it came to protecting clean sport. With integrity, honesty and an unparalleled knowledge of the subject, he navigated this complex and often difficult world, putting WADA on a firm footing in the early years and helping to strengthen the global anti-doping system thereafter.

Even after concluding his term as President in 2007, Mr. Pound, who is today the longest-standing active member of the International Olympic Committee (IOC), remained closely involved with WADA, continuing to serve on the Board and then, in 2015, leading a ground-breaking investigation that uncovered the details of an institutionalized doping scheme within Russian athletics, and led to the Russian Anti-Doping Agency being declared non-compliant with the Code.

WADA President, Witold Bańka, said: "For 21 years, the name Dick Pound has been synonymous with WADA and the campaign to protect clean sport. Dick was a trailblazer who knew the importance of bringing sports and Governments together, and he worked tirelessly to establish that collaboration and build the harmonized, robust and fair anti-doping system we have today. Everyone who loves sport and who cherishes the values of fair play, owes a lot to Dick and what he has achieved. His knowledge, experience and leadership have been crucial to WADA's success over two decades and we wish him well."

Three-time Olympian and Chair of WADA's Athlete Committee, Ben Sandford, said: "On behalf of the WADA Athlete Committee and athletes around the world, I'd like to thank Richard for the incredible contribution he has made to clean sport. His vision and leadership have been instrumental in shaping the World Anti-Doping Program and WADA into what they are today. He has helped to make sport fairer and helped us all to continue to believe in the magic of sport. We will forever be grateful for everything he has done."

Tribute to John Fahey

1945-2020

It was with great sadness that WADA learned of the passing in September 2020 of former President, the Honorable John Fahey AC, who died at the age of 75. Mr. Fahey served WADA with distinction as the organization's second President, from 2008 to 2013, having succeeded Richard Pound in the position. During his term, he built a number of key partnerships that have stood the test of time, particularly with the pharmaceutical industry and with law enforcement agencies around the world, including INTERPOL. These partnerships have given WADA an edge when it comes to the identification of new substances that may have a performance-enhancing effect, as well as the sharing of intelligence for targeted testing programs and investigations.

A lawyer by profession, Mr. Fahey was elected as a member of parliament in New South Wales, Australia, in 1984 and rose to become the State Premier in 1992. On being elected to the National Parliament in 1996, he was immediately appointed to a senior role within the Cabinet as the Federal Minister for Finance and Administration, a position he held until his voluntary retirement from Parliament nearly six years later.

A lifelong sports lover, Mr. Fahey chaired the committee responsible for the preparation, submission and presentation of the successful Sydney 2000 Olympic and Paralympic Games bid. He later chaired the Australian Rugby League Development Board and was patron of the Canterbury-Bankstown Bulldogs club, having previously been a rugby league player and coach.

He brought that wealth of knowledge and experience in the complex worlds of politics and sport to his role as President of WADA and, as a bridge-builder, he executed the duties of that position with fairness, diplomacy and integrity.

John Fahey



WADA'S 2020-2024 Strategic Plan

On 2 July 2020, WADA published its 2020-2024 Strategic Plan (Plan), which lays the foundation for the Agency's activity as it is 'Leading Anti-Doping in a New Era'. During the process of developing the Plan, WADA sought feedback from key stakeholders across the anti-doping ecosystem, including athletes, representatives of the Sport Movement, Governments of the world, external industry influencers, National Anti-Doping Organizations, and WADA-accredited laboratories.

The input we received acknowledged how much WADA had achieved since its formation in 1999 and how the Agency's growth had helped spur on the global movement for doping-free sport. It also identified several areas in which WADA could improve or place more focus.

The six Strategic Priorities below are defined with athletes at their center and are shaping the transformational journey the Agency began in 2020 and will continue through the duration of the Plan.

Strategic Priorities

1

Lead

Lead by example by taking bold steps to proactively tackle emerging issues with agility and innovative solutions across all facets of anti-doping.

2

Grow Impact

Expand the reach and impact of anti-doping programs by enhancing capacity building and knowledge sharing between Anti-Doping Organizations and empowering local program delivery.

3

Be Athlete-Centered

Engage and empower athletes to contribute to the development of anti-doping policies, build an easier anti-doping journey for athletes, and increase the contribution that our programs deliver for athletes and their entourage so that they can build healthy and sustainable careers in sport.



4

Collaborate & Unite

Engage and collaborate with everyone involved in anti-doping, in particular with the Sport Movement and Public Authorities, to increase support, unity and coherence in everyone's efforts.

5

Be Visible

Raise awareness and shape a proactive narrative that will demonstrate the positive impact of doping-free sport and WADA's role.

6

Perform

Provide greater value to our stakeholders by reducing operational complexities and maximizing impact and cost-effectiveness.

Governance

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

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

By the beginning of 2021, the following elements had been fully implemented:

- Formation of a Nominations Committee to ensure the right people in terms of skills and independence serve in senior governance roles within WADA.
- An independent President and Vice-President, with a remuneration associated with the role of the President (and remuneration for the position of Vice-President coming later in 2021).
- A minimum of one seat each for both athlete and NADO representation in all Standing Committees (with the exception of the independent Compliance Review Committee as it relates to NADOs).
- A limit of three, three-year terms (nine years in total) for all members of the Board, Executive Committee (ExCo), and Standing Committees, with no possibility of stepping out for a term and returning.
- The addition of two independent seats – with full voting rights – to the ExCo.

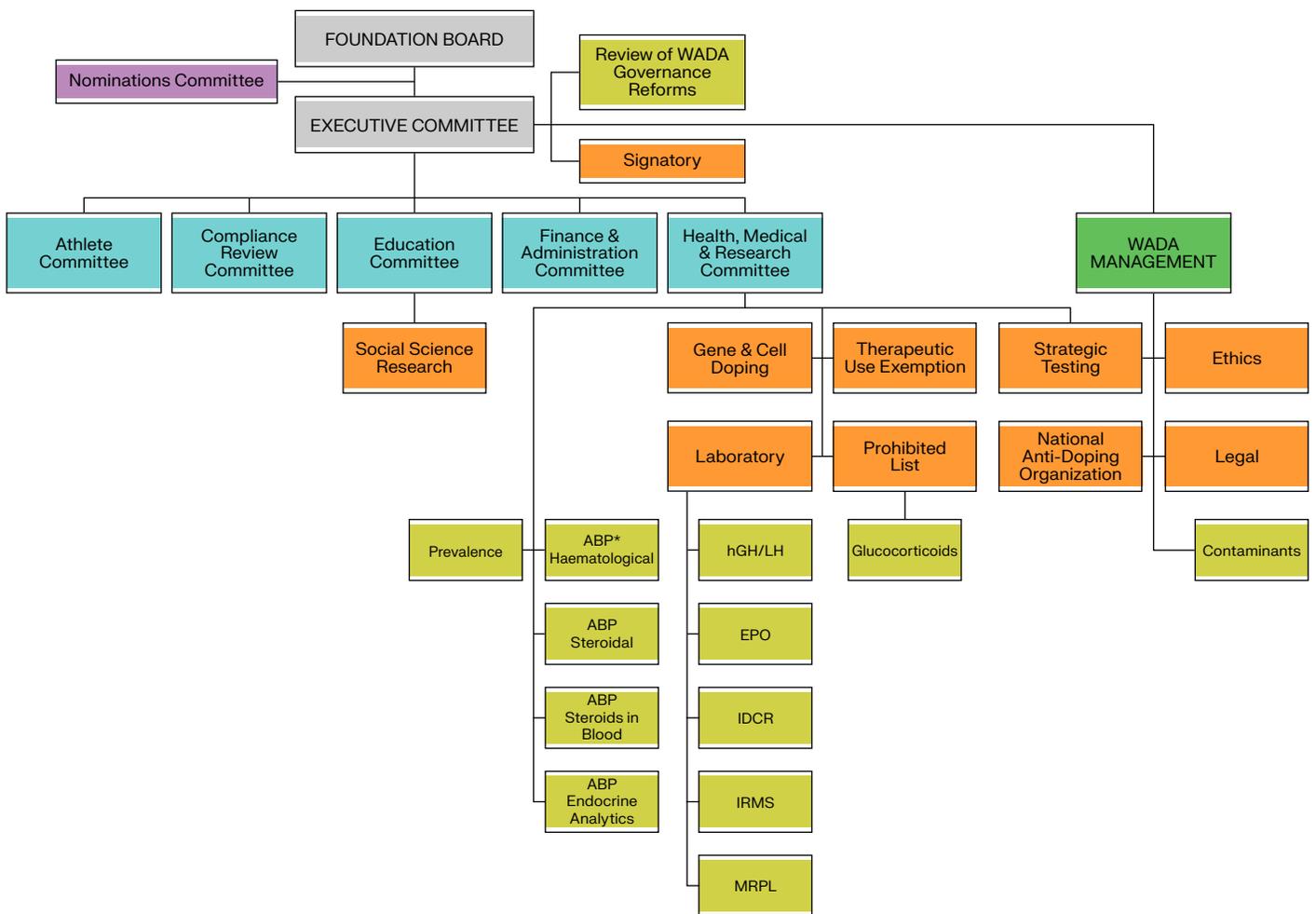
In addition, progress was made on the formation of an independent Ethics Board to ensure compliance with the standards of conduct required for good governance, which is being devised and will be submitted to the Board in due course. And work continued with our Athlete Committee regarding how it can transform from being an advisory group to a representative body, with a view to subsequently determining together how athlete representation can be further strengthened at various levels of WADA, including on the Board and ExCo. This work is currently being progressed by our Athlete Committee.

Governance reform does not stop there. Continuing the progress, a new Working Group on the Review of Governance Reforms was set up in November 2020 to monitor the effect of the reforms approved in 2018, as well as to consult with various stakeholders and propose additional and appropriate reforms going forward. This Working Group, which is composed of seven governance experts and includes two athletes and an independent Chair, delivered progress reports to WADA's ExCo and Board in May 2021 and to the ExCo in September, including the contributions received from stakeholders as part of a first phase of consultation.

The Group will carry out further stakeholder consultation and development of specific recommendations for discussion and potential approval by the ExCo and Board at their November 2021 meetings.



Reporting Structure



* Athlete Biological Passport

- Standing Committees
- Expert Advisory Groups
- Working Groups

Executive Committee

Independent
President

MR. WITOLD BAŃKA

Poland

Independent
Vice-President

MS. YANG YANG

China

Olympic Movement

International Olympic
Committee (IOC)
Representative

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

Turkey

Association of
National Olympic
Committees (ANOC)
Representative

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

Czech
Republic

Association of
Summer Olympic
International
Federations (ASOIF)
Representative

MR. INGMAR DE VOS
Member, ASOIF Council;
President, International Equestrian Federation (FEI);
IOC Member

Belgium

Global Association of
International Sports
Federations (GAISF)
Representative

MR. NENAD LALOVIC
Executive Member, GAISF Council; President;
United World Wrestling (UWW);
IOC Member

Serbia

IOC Athletes'
Commission
Representative

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

Slovakia



Public Authorities

Africa Representative	MS. AMIRA EL FADIL Commissioner for Social Affairs, African Union	Sudan
Americas Representative	MS. ANDREA SOTOMAYOR President, Americas Sports Council (CADE)	Ecuador
Asia Representative	MR. KAMEOKA YOSHITAMI State Minister of Education, Culture, Sports, Science and Technology (January – September 2020)	Japan
	MR. TANOSE TAIDO State Minister of Education, Culture, Sports, Science and Technology (October – December 2020)	Japan
Europe Representative	MR. DAN KERSCH Deputy Prime Minister Minister of Sport	Luxembourg
Oceania Representative	MR. RICHARD COLBECK Minister for Youth and Sport	Australia

Foundation Board

Independent
President

MR. WITOLD BAŃKA

Poland

Independent
Vice-President

MS. YANG YANG

China

Olympic Movement

IOC
Representatives

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

Turkey

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

Czech
Republic

MR. RICHARD POUND
IOC Member

Canada

MS. BAKLAI TEMENGIL
Vice-President, Oceania National Olympic Committees;
IOC Member

Palau

ANOC
Representatives

MS. RANIA ELWANI
Representative, ANOC

Egypt

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

Kazakhstan

MR. ZLATKO MATESA
President, Croatian Olympic Committee

Croatia

MR. FABIO PIGOZZI
President, International Federation of Sports Medicine

Italy

ASOIF
Representatives

MR. INGMAR DE VOS
Member, ASOIF Council; President, International Equestrian
Federation (FEI); IOC Member

Belgium

MR. DAVID LAPPARTIENT
President, International Cycling Union (UCI)

France

MR. JEAN-CHRISTOPHE ROLLAND
President, World Rowing; IOC Member

France



Olympic Movement

GAISF Representative	MR. NENAD LALOVIC Executive Member, GAISF Council; President United World Wrestling (UWW); IOC Member	Serbia
Association of International Olympic Winter Sports Federations (AIOWF) Representative	MR. JAN DIJKEMA President, International Skating Union (ISU)	Netherlands
International Paralympic Committee (IPC) Representative	MR. ANDREW PARSONS President, International Paralympic Committee (IPC)	Brazil
IOC Athletes' Commission Representatives	MS. DANKA BARTEKOVA Vice-Chair, IOC Athletes' Commission; IOC Member	Slovakia
	MS. KIRSTY COVENTRY Chair, IOC Athletes' Commission; IOC Member	Zimbabwe
	MR. SEUNG-MIN RYU Member, IOC Athletes' Commission; IOC Member	Republic of Korea
	MS. EMMA TERHO Member, IOC Athletes' Commission; IOC Member	Finland

Foundation Board

Public Authorities

Member States of the European Union Representatives	MR. KRASEN KRALEV Minister of Youth and Sports	Bulgaria
	MR. TIAGO BRANDAO RODRIGUES Minister of Education	Portugal
	MR. IONUT STROE Minister of Youth and Sports (January – June 2020)	Romania
	MS. AMANDA LIND Minister for Culture and Democracy with Responsibility for Sport (July – December 2020)	Sweden
Council of Europe Representatives	MS. GABRIELLA BATTAINI-DRAGONI Deputy Secretary General, Council of Europe	Italy
	MR. IGOR ZHDANOV Advisor, Research Institute of the Ministry of Internal Affairs	Ukraine
Africa Representatives	MR. ASHRAF SOBHY Minister of Youth and Sports	Egypt
	MS. MACSUZY MONDON Minister of Home Affairs, Local Government, Youth, Sports, Culture, and Risk & Disaster Management (January – October 2020)	Seychelles
	MS. MARIE CELINE ZIALOR Minister of Youth, Sports and Family Affairs (November – December 2020)	Seychelles
	MR. NATHI MTHETHWA Minister of Sports, Arts and Culture	South Africa



Public Authorities

Americas Representatives	MS. ANDREA SOTOMAYOR President, Americas Sports Council (CADE)	Ecuador
	MR. GERARDO FAJARDO President, Central American and Caribbean Council of Sport (CONCECADE)	Honduras
	MS. FATIMA MORALES President, South American Sport Council (CONSUDE)	Paraguay
	MR. JAMES CARROLL Director, White House Office of National Drug Control Policy	USA
Asia Representatives	MR. LI YINGCHUAN Vice-Minister, General Administration of Sport	China
	MR. KAMEOKA YOSHITAMI State Minister of Education, Culture, Sports, Science and Technology (January – September 2020)	Japan
	MR. TANOSE TAIDO State Minister of Education, Culture, Sports, Science and Technology (October – December 2020)	Japan
	MS. CHOI YOUNHEE Vice-Minister, Ministry of Culture, Sports and Tourism	Republic of Korea
	MR. MOHAMMED SALEH AL KONBAZ President, Saudi Arabian Anti-Doping Committee	Saudi Arabia
Oceania Representatives	MR. RICHARD COLBECK Minister for Youth and Sport	Australia
	MR. GRANT ROBERTSON Deputy Prime Minister, Minister for Sport and Recreation	New Zealand

Ethics Expert Advisory Group

WADA's Ethics Expert Advisory Group (Group) provides independent ethical opinion to the Agency's Management Team through the review of urgent, contentious and emerging anti-doping issues that arise in the protection of clean sport.

This six-member Group, chaired by Professor Bartha Maria Knoppers, Canada Research Chair in Law and Medicine, and Director of the Centre of Genomics and Policy of the Faculty of Medicine at McGill University, Canada, met on seven occasions in 2020 to discuss a number of salient topics and make recommendations to WADA's Management. During these sessions, the Group also identified matters that could impact anti-doping and proactively advised WADA's Management on potential future impacts.

Among the topics discussed during the year were the secondary use of samples for research (relative to consent), ethical considerations in the possible future application of artificial intelligence in anti-doping, appropriate codes of conduct for Anti-Doping Organizations, and the requisite Ethics Review process of WADA's own social science and traditional ethics review processes (grant requirements).

Other activities of the Group included providing input to the drafting of WADA's Code of Ethics; considering how best to apply the principles of equity, diversity and inclusion into their own work; and deliberating the implications of the World Health Organization's consultation on human genome editing on their work and on anti-doping overall.

Management Team



OLIVIER NIGGLI
Director General



CATHERINE MACLEAN
Director, Communications



RENÉ BOUCHARD
Advisor, Government Relations



RAFAL PIECHOTA
Director, Office of the President



DAO CHUNG
Chief Financial Officer



DR. OLIVIER RABIN
Senior Executive Director, Science
and International Partnerships



MARIA JOSÉ PESCE CUTRI
Director, Latin America Office



TIM RICKETTS
Director, Standards and Harmonization



FRÉDÉRIC DONZÉ
Chief Operating Officer



JULIEN SIEVEKING
Director, Legal Affairs



SÉBASTIEN GILLOT
Director, Europe Office and
International Federation Relations



RODNEY SWIGELAAR
Director, Africa Office



KAZUHIRO HAYASHI
Director, Asia/Oceania Office



DR. ALAN VERNEEC
Director, Medicine



AMANDA HUDSON
Director, Education



GÜNTER YOUNGER
Director, Intelligence and Investigations



TOM MAY
Director, Program Development
and NADO/RADO Relations

Organizational Overview

At the end of 2020, WADA employed 144 dedicated and talented individuals. Day-in, day-out, our team collaborates with our global partners to preserve the integrity of sport and uphold the values of fair play.

Seniority
of staff

23

Less
than
one
year

73

One
to
five
years

20

Six
to
ten
years

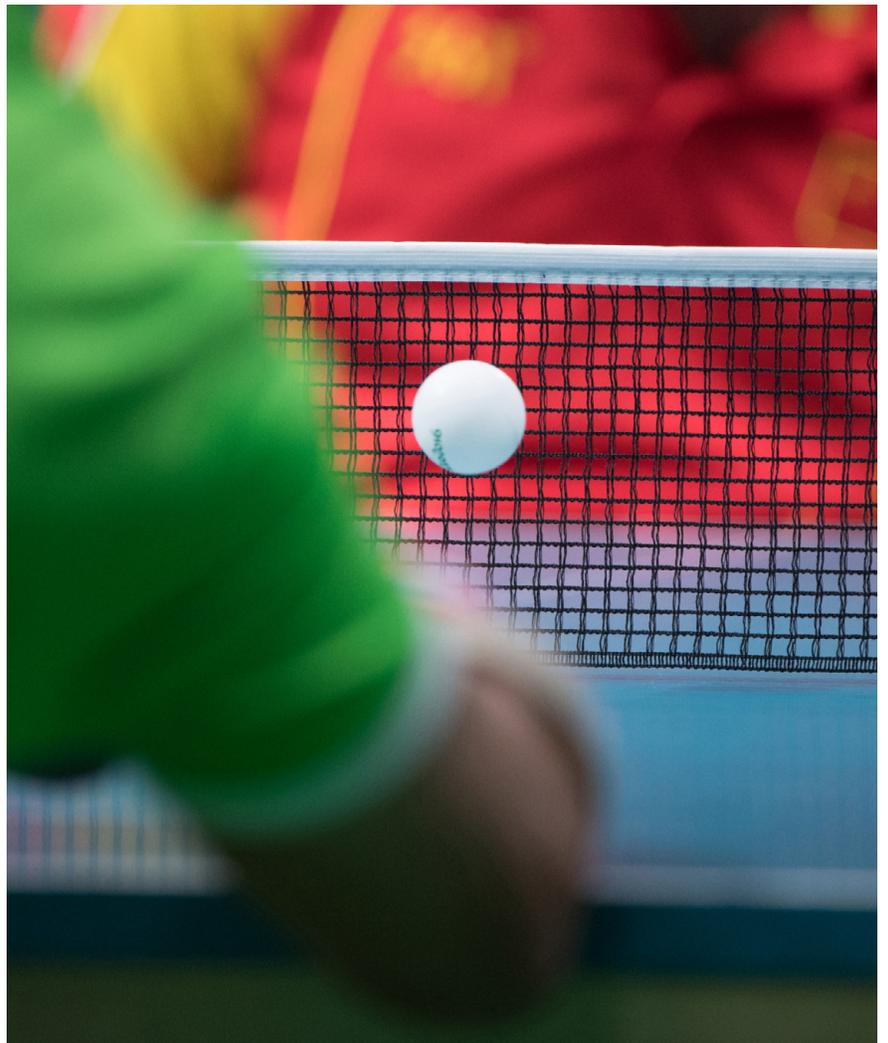
13

Eleven
to
fifteen
years

15

More
than
sixteen
years

Breakdown of
staff by location



121

Montreal Headquarters
Canada

12

Lausanne Office
Switzerland

3

Cape Town Office
South Africa

3

Tokyo Office
Japan

3

Montevideo Office
Uruguay

2

Warsaw Office
of the President
Poland

51



Nationalities

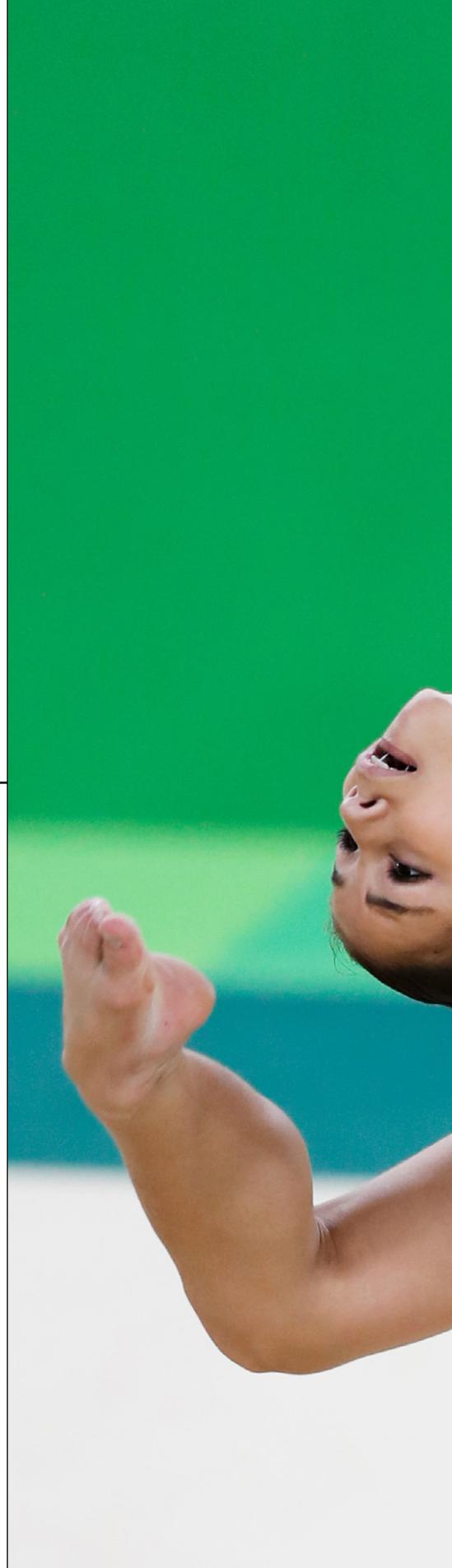


ARGENTINA	GREECE	PERU
ARMENIA	GUATEMALA	POLAND
AUSTRALIA	GUINEA	QATAR
BELGIUM	GUYANA	ROMANIA
BRAZIL	HAITI	SCOTLAND
CAMBODIA	INDIA	SENEGAL
CAMEROON	IRAN	SOUTH AFRICA
CANADA	IRELAND	SOUTH KOREA
CAPE VERDE	ITALY	SRI LANKA
CHINA	JAMAICA	SURINAM
COLOMBIA	JAPAN	SWITZERLAND
DEMOCRATIC REPUBLIC OF CONGO	KYRGYZSTAN	UNITED STATES OF AMERICA
CUBA	LEBANON	UKRAINE
EGYPT	LITHUANIA	URUGUAY
ENGLAND	MAURITIUS	VENEZUELA
FRANCE	MEXICO	VIETNAM
GERMANY	MOROCCO	
	NETHERLANDS	

WADA'S Regional Offices

WADA's offices in Cape Town, Lausanne, Montevideo and Tokyo play a key role for WADA in stakeholder engagement in these distinct regions of the world. The regional offices' activities are driven by the organization's strategic priorities. Primarily, they focus their efforts on collaborating with and providing assistance to stakeholders. In particular, they liaise with Public Authorities and regional sports organizations, support regional stakeholders in developing their anti-doping programs and reaching and maintaining compliance with the World Anti-Doping Code, support capacity building – including through the Regional Anti-Doping Organization programs, assist with the implementation of education programs, and facilitate the collection of WADA's financial contributions within each region.

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





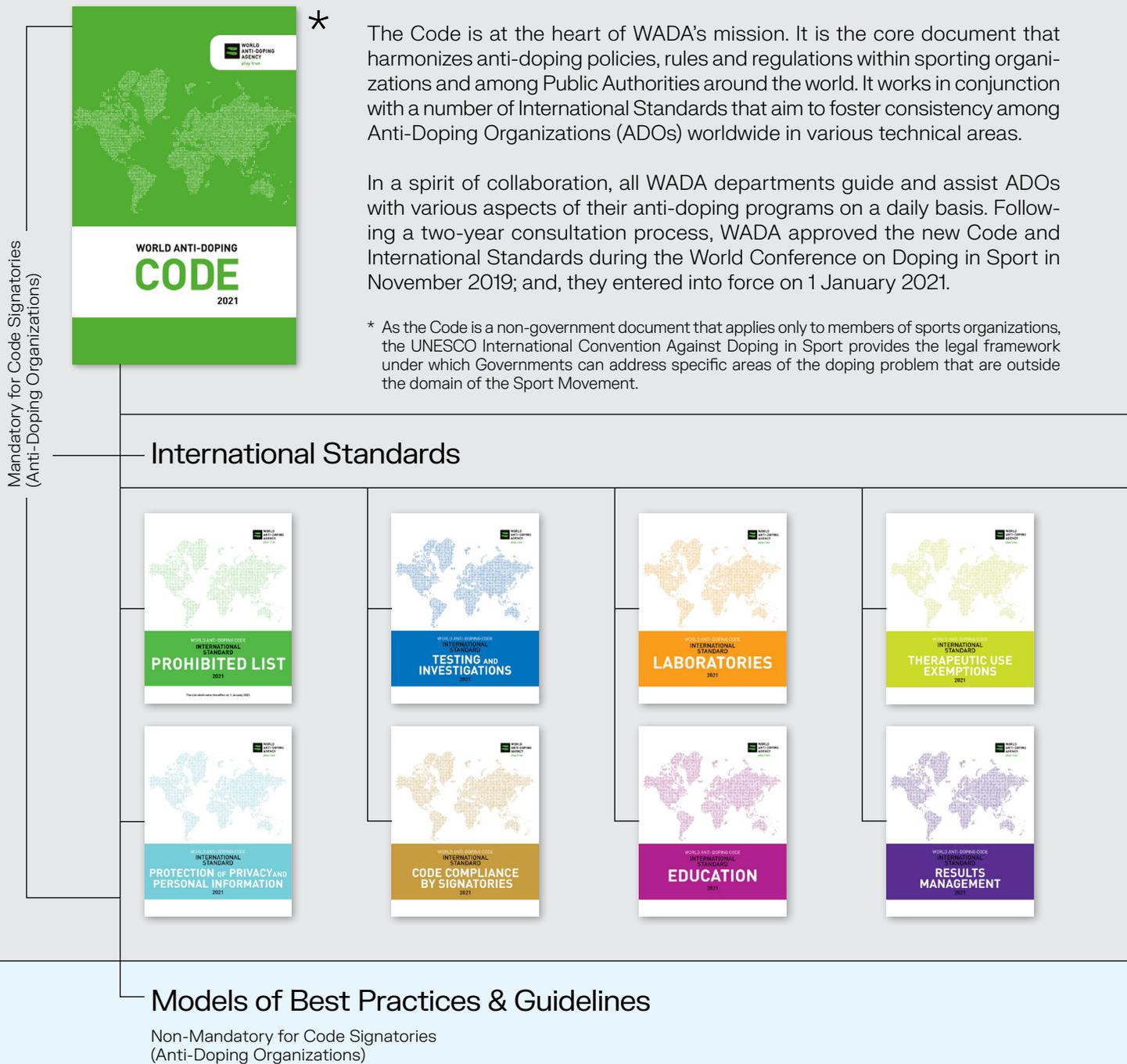
The World Anti-Doping Code and the World Anti-Doping Program

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

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



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





Our Partners

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

While the collaboration that WADA leads with hundreds of ADOs yields results across the globe, the Agency's funding is sourced equally from Governments of the world and the Sport Movement. In this section, we highlight some of 2020's achievements with these key stakeholders.

As it relates to National Anti-Doping Organizations (NADOs) and Regional Anti-Doping Organizations (RADOs), please refer to the Capacity Building section on page 43.

ATHLETES

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

ENTOURAGE

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

GOVERNMENTS

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

THE INTERNATIONAL OLYMPIC COMMITTEE (IOC)

The IOC, on behalf of the Sport Movement, provides the other half of WADA's budget. It is the governing body of the Sport Movement, which makes the Code mandatory. During the Olympic Games, the International Testing Agency delivers the anti-doping program on behalf of the IOC. The program is observed by WADA Independent Observers.

UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION (UNESCO)

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

THE INTERNATIONAL PARALYMPIC COMMITTEE (IPC)

The governing body of the Paralympic Sport Movement, which makes the Code mandatory. During the Paralympic Games, the IPC is responsible for delivering the anti-doping program, which is observed by WADA Independent Observers.

INTERNATIONAL FEDERATIONS (IFs)

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

NATIONAL ANTI-DOPING ORGANIZATIONS (NADOs)

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

REGIONAL ANTI-DOPING ORGANIZATIONS (RADOs)

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

NATIONAL OLYMPIC COMMITTEES (NOCs)

IOC rules require that NOCs agree to implement the Code. NOCs are also responsible for implementing the Code in countries where no NADO exists.

NATIONAL PARALYMPIC COMMITTEES (NPCs)

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

MAJOR EVENT ORGANIZATIONS (MEOs)

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

WADA-ACCREDITED LABORATORIES

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

COURT OF ARBITRATION FOR SPORT (CAS)

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



Governments

Governments are key to the ongoing success of anti-doping, forming an essential partnership with the Sport Movement to fund, administer and advise WADA. They ensure that their national legal frameworks provide the necessary support to anti-doping policies and, in many countries, provide financial resources to the local NADO.

WADA's Government Relations team ensures that relationships with Governments around the world continue to flourish for the benefit of athletes and clean sport.

WADA LEADERSHIP ENGAGEMENT WITH GOVERNMENT PARTNERS

As of February 2020, in-person meetings with Ministers ceased to be possible due to the COVID-19 pandemic. However, work to engage directly with our Government partners did not slow down. In fact, it accelerated considerably. WADA spearheaded a series of virtual bilateral meetings that provided great opportunities to connect and engage with a large number of Government Ministers and other officials in every continent of the world.

These sessions provided the opportunity to outline WADA's new Strategic Plan and discuss the challenges facing the Agency, while also allowing the organization to hear directly from Ministers on their respective national contexts. Feedback indicates that Public Authorities have appreciated this level of direct engagement, which has served to strengthen cooperation and coordination with Governments at the highest levels.

Forty-eight virtual meetings with Ministers were held in 2020, with many more carried out and planned for 2021.

MEETING THE NEEDS OF ALL COUNTRIES

WADA's actions in 2020 continued to build on the needs of all countries through WADA's headquarters in Montreal, Canada, and the Agency's regional offices in Cape Town, South Africa; Lausanne, Switzerland; Montevideo, Uruguay; and Tokyo, Japan. With face-to-face engagement within the regions and across the organization impacted by COVID-19, WADA made extra efforts to reach out, engage and provide support where needed.



From left to right: WADA Vice-President Yang Yang; Dr. Amina C. Mohamed, Cabinet Secretary for Sports, Heritage and Culture in Kenya; WADA President Witold Bańka and WADA Director General Olivier Niggli.

Asia/Oceania

WADA's Asia Office initiated partnership discussions with the Association of South-East Asian Nations (ASEAN) on how to integrate anti-doping policy development into their sports policy program, with particular focus on the implementation of the 2021 World Anti-Doping Code (Code) and related support programs through the development of a Memorandum of Understanding (MoU).

Africa

In Africa, a highlight of the year was the signing of an MoU between WADA and the Conférence des Ministres de la Jeunesse et des Sports de la Francophonie (CONFESJES). The signing of the agreement marked the beginning of strengthened collaboration among the French-speaking countries in Africa and with WADA.

Americas

In February 2020, WADA was present at the General Assemblies of two different intergovernmental groups – the Ibero-American Council of Sport (CID) and the Americas' Council of Sport (CADE) – hosted by the Government of Ecuador.

WADA's Latin America Office also facilitated a series of virtual meetings to support the development of NADO anti-doping programs and promote the use of available online tools.

In the United States, new legislation known as the Rodchenkov Anti-Doping Act was passed into law by former U.S. President Donald Trump in December 2020. WADA and other stakeholders have warned that some very important elements of the Act will have unintended consequences that will disrupt the global legal anti-doping framework recognized to date by 191 nations, including the U.S. WADA continues to work with U.S. authorities on how this Act will be rolled out, with a view to ensuring minimum disruption to and maximum alignment with the global anti-doping system.

In July 2020, the Office of National Drug Control Policy, the federal agency responsible for U.S. policy on anti-doping, released a report expressing concerns about WADA's governance and made recommendations for changes. WADA worked directly with U.S. officials to respond to the report and answer questions, considering the recommendations made while also emphasizing the wide-ranging governance reforms already undertaken by the Agency – changes that occurred throughout 2020 and that will continue to be reviewed on an ongoing basis.

Europe

WADA worked closely with European Governments and intergovernmental organizations. The primary focus in 2020 was the pending implementation of the 2021 Code, with WADA providing – where needed – continuous support to enable Public Authorities to carry out the necessary legislation updates.

Cooperation continued between WADA and the Council of Europe in the area of compliance monitoring, under the Memorandum of Understanding signed by the two organizations in 2016. This comprised regular exchange and common work on key projects, including review of the Council of Europe Anti-Doping Convention monitoring process.

In addition, WADA further developed its relationship with the European Union through promotion of the Erasmus+ program, support to the European Week of Sport and discussion on the European Union 2021-2024 Work Plan for Sport.

2020 FINANCIAL CONTRIBUTIONS

Governments provide 50% of WADA contributions. In addition, many provide extra financial support to WADA to progress the Agency's mission and activities in support of clean sport.

In 2020, Governments' regular contributions amounted to USD 18,390,626. During the year and up to mid-2021, WADA received additional contributions totaling more than USD 3.5 million from the Governments of Canada (USD 748,390), China (USD 992,694), Cyprus (USD 3,201), Egypt (USD 100,000), France (USD 60,818), Greece (USD 24,300), India (USD 1 million), Poland (USD 108,000) and Saudi Arabia (USD 500,000) in support of the Agency's scientific research and intelligence and investigations (I&I) activities.

The contributions were part of a generous initiative announced in November 2019 by the International Olympic Committee (IOC) President Thomas Bach to further strengthen WADA's scientific research and I&I programs. Under this initiative, additional contributions provided by Governments were matched by the IOC, on behalf of the Sport Movement, which meant that these contributions yielded more than USD 7 million extra for the global anti-doping system.

In addition, in 2020, WADA benefitted from a number of extra-budgetary contributions outside the IOC-led initiative from the Governments of Australia (USD 55,000) and Japan (USD 174,894), as well as the City of Lausanne and the Canton de Vaud (USD 41,231) in Switzerland, for a total of USD 271,125 to be used to fund various projects being carried out by the Agency.

WADA is always very appreciative of this additional support, which has helped further enhance the development of key activities in the fight against doping in sport.

Intergovernmental Organizations

In addition to our intense work with Governments, WADA also collaborates closely with intergovernmental partners. In 2020, this included the African Union, Council of Europe, European Union, Conférence des Ministres de la Jeunesse et des Sports de la Francophonie (CONFESJES), Ibero-American Council of Sport, South American Sports Council and Central American and Caribbean Council of Sport, the United Nations Office of Drugs and Crime (UNODC), World Customs, United Nations Educational, Scientific and Cultural Organization (UNESCO), the International Criminal Police Organization (INTERPOL) and the European Union Law Enforcement Agency (Europol).

The Agency signed an MoU with the UNODC in February 2021, with the bulk of the work required to achieve that having been undertaken in 2020. The MoU is enhancing collaboration in the areas of scientific expertise (research, analytical capabilities and information exchange) related to emerging drugs.

Discussions and groundwork conducted with Europol over the course of 2020 also led to the signing of an MoU in early 2021. This latest agreement has strengthened collaboration between WADA, Anti-Doping Organizations and law enforcement following the MoU signed in 2009 between WADA and INTERPOL.

WADA continued to work closely with UNESCO. The Agency encouraged remaining countries to ratify the International Convention against Doping in Sport (Convention). In 2020, São Tomé and Príncipe (October 2020) and Lebanon (November 2020) became the 190th and 191st countries to ratify the Convention – leaving just four yet to do so. In addition, WADA continued to participate in and provide expert support to the sessions of the Bureau of the Conference of Parties to the Convention.

PARTNER FOCUS

Université de Sherbrooke Research Chair on Anti-Doping in Sport



From right to left, WADA Director General Olivier Niggli with representatives from the University of Sherbrooke: Jean-Pierre Perreault, David Pavot, Vincent Joli-Coeur, and François Coderre.

The Chair on Anti-Doping in Sport of the Université de Sherbrooke, in Quebec, Canada, was officially launched on 11 February 2020 at WADA's headquarters in Montreal, representing the culmination of two years of discussions between WADA and the university. The Chair and the new graduate program in the field of humanities, which were developed in partnership by the two organizations, aim to build globally recognized expertise in the field of anti-doping through an approach focused on advancing research and knowledge transfer. The university is leading the Chair and the program independently from WADA.

The Anti-Doping in Sport academic program is intended to train professionals to work in the protection of clean sport. Topics of study include sports governance, anti-doping regulations, testing, analytical approaches, results management, investigations, marketing and education. Several research themes were included for 2020-2021, including whistleblowers, investigations, artificial intelligence and branding in education.

Quebec authorities approved the teaching program (offered in French and English) in May 2021, with the program's first cohort of students expected in September 2022.

As part of the program, in partnership with the University of Lausanne, Switzerland, the Université de Sherbrooke launched a new anti-doping section of a peer-reviewed journal (Frontiers). WADA will promote calls for topics in the journal in line with the Agency's Social Science Research Strategy.

The University Research Chair has also actively developed strategic academic partnerships with the University of Lausanne, the University of Dijon, France, and other universities in Asia, Africa and Oceania. These global partnerships help to extend the reach of anti-doping expertise around the world.

PEOPLE OF WADA

Florence Lefebvre-Rangeon
Deputy Director,
Government Relations

Year joined: 2015
Hometown: Amiens, France

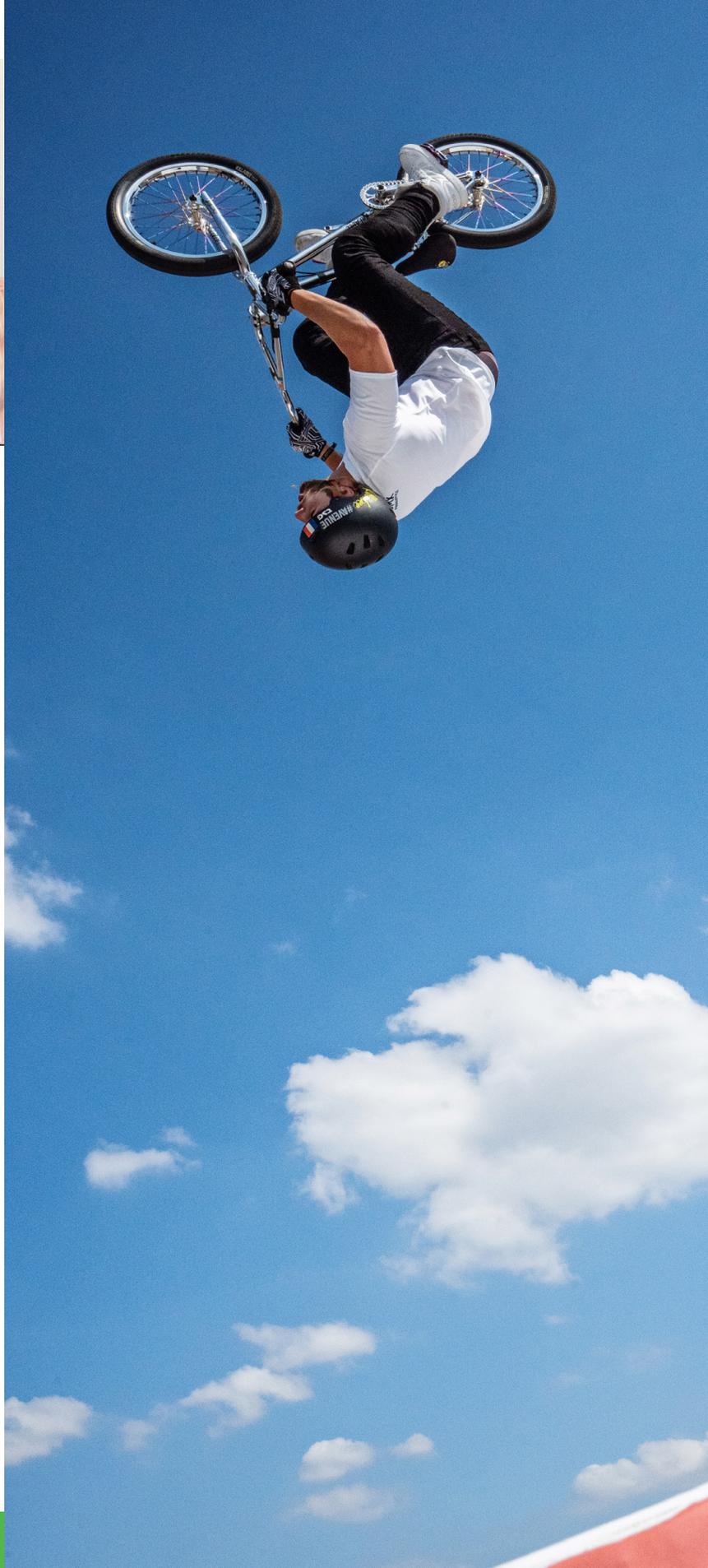


Sport offers you a great opportunity to improve yourself and find your place in the world. I love all sports, but football (soccer) is my favourite. I played at national level in a few different countries, which was very fulfilling. Football was my way to integrate into the different places where I have lived. As a team sport, all your emotions are shared – you win or lose alongside your teammates, which creates a real sense of camaraderie. There is nothing better than that.

My first job was in European affairs and public law. But I really wanted to work in sport and sports law, to replicate what I gain through sport personally in my professional life. My hope was to work on a team with exactly the same goal as I have, which is to protect sport. I am really happy to have found this in WADA.

The role of WADA Government Relations is first to be available to Governments, to make sure they are kept up to date on all WADA activities, and to answer any questions or concerns they might have. As they are a key stakeholder, we speak to our Government colleagues regularly so they know what is going on at all times. Of course, Governments have many other responsibilities and priorities, so it is up to us to highlight the importance of anti-doping for sport and society in general as we all work together towards a world of clean sport. We try to help them achieve more by providing them with ideas and facilitating the sharing of best practices among different countries and continents of the world.

I get up every day knowing that I work to protect sport, which is the best motivation I could ask for. For me, this is the perfect job.



Sport Movement

Sport Movement Relations

WADA works hand in hand to protect athletes with the various bodies that regulate and promote sports around the world – all essential partners in delivering a level playing field.

The main constituents of the Sport Movement are the International Olympic Committee (IOC), the International Paralympic Committee (IPC), International Federations (IFs), National Olympic Committees (NOCs), National Paralympic Committees (NPCs) and Major Event Organizations (MEOs).

2020 FINANCIAL CONTRIBUTIONS

On behalf of the Sport Movement, the IOC provides 50% of WADA's budget, matching Governments' annual contributions, for which WADA is very thankful.

As mentioned on page 38, in November 2019, IOC President Thomas Bach announced that the organization would match additional funds contributed to WADA for scientific research and investigations. As such, the IOC ensured that every dollar invested by Governments brought two dollars into the system. In 2020 and up to mid-2021, contributions totalling more than USD 3.5 million were received from Governments under this scheme, providing an additional USD 7 million for the global anti-doping system.

This collaborative initiative demonstrates the strength of the partnership between the Sport Movement and Public Authorities when it comes to anti-doping.

WADA works closely with IFs, IF umbrella organizations, the IOC, the IPC and other sports organizations, mainly through its Sport Movement Relations Department based at the Agency's Europe Office in Lausanne, Switzerland – a city that is also home to the IOC and many IFs.

WADA supports more than 120 such organizations, which have diverse sets of experience and expertise in anti-doping, and varying levels of resources, in their anti-doping work. To achieve this, WADA strives to establish and maintain good communications, and mutually beneficial relationships with the leadership and operational contacts responsible for anti-doping within these partners.

**International
Testing Agency**

WADA contributed to the creation of the International Testing Agency (ITA) in 2018 and continues to work in close collaboration with it.

The ITA is a not-for-profit foundation based in Lausanne. It is operationally independent from sporting or political powers and manages anti-doping programs for IFs, MEOs and other Anti-Doping Organizations that request support. To date, approximately 50 international sport organizations have delegated the management of parts or all of their anti-doping programs to the ITA. The ITA implements expert-based, intelligence-led clean sport activities and fosters collaborations in the anti-doping community with the objective to advance fairness in sport.

WADA continued to support the growth of the ITA in 2020, with regular communication between the two organizations at both management and operational levels. There is, in particular, constant constructive dialogue between the two organizations in relation to the delivery of robust IF and MEO anti-doping activities.

Valérie Fourneyron, Chair of the ITA Board, said: "I am very pleased to see how our activities increasingly have aligned over the past year and how WADA and the ITA can take the lead on projects that benefit the entire clean sport community in a complementary way. WADA's independent observer seat on the ITA Foundation Board ensures that we operate within the necessary regulatory framework, and we hope that ITA's reports and relations on the operational level provide constructive feedback from the field. I am inspired to look ahead to what we can achieve together to further increase fairness in sport in the coming years."

Benjamin Cohen, ITA Director General, said: "2020 brought increased operational cooperation with WADA and I am pleased that we have established a productive exchange between our two organizations at all levels of our activities – whether with the Europe Office or the headquarters in Montreal. Our cooperation with WADA on diverse areas such as the dried blood spot analysis project, intelligence and investigations matters, the ITA International Doping Control Officer Training & Certification Program, education, communication or scientific initiatives has laid solid foundations to advance the fight for clean sport in partnership with all other Anti-Doping Organizations."



Sibylle Villard
Office Manager, Europe Office

Year joined: 2001
Hometown: Lausanne,
Switzerland

I joined WADA in 2001 when the headquarters were still based in Lausanne. The Agency had just been created and the total staff was no more than 10 people. The headquarters then moved to Montreal, and Lausanne became the Europe Office, one of four regional offices around the world. To see the growth of the organization has been amazing. I have worked so far with four different Presidents, which has been a tremendous experience and an extraordinary adventure. I worked for WADA at the 2002 Olympic Games in Salt Lake City, USA, with WADA's Founding President, Richard Pound, and I cherish this amazing memory.

The Europe Office has since expanded. Our team is larger and includes members of several departments, which brings a lot of diversity. In my job, I am very fortunate to meet people from the Sport Movement who come from all over the world. Most of the international sports federations are based here in Switzerland, many in the Lausanne area. We are also neighbours of the IOC and the Court of Arbitration for Sport. Our office is located in the "Maison du Sport International" (International House of Sport), which makes it a convenient meeting point for many sports entities.

When I tell people that I work for WADA, it always sparks interest. Clean sport is a subject that fascinates a lot of people. What resonates for me about anti-doping is that I feel I am working for a cause that is really important. We support athletes who want to compete in clean sport, people who are determined to play true.

WADA is here to support its stakeholders, including the athletes of the world, and in Lausanne, we always make sure that our partners feel welcome and get the answers they seek.

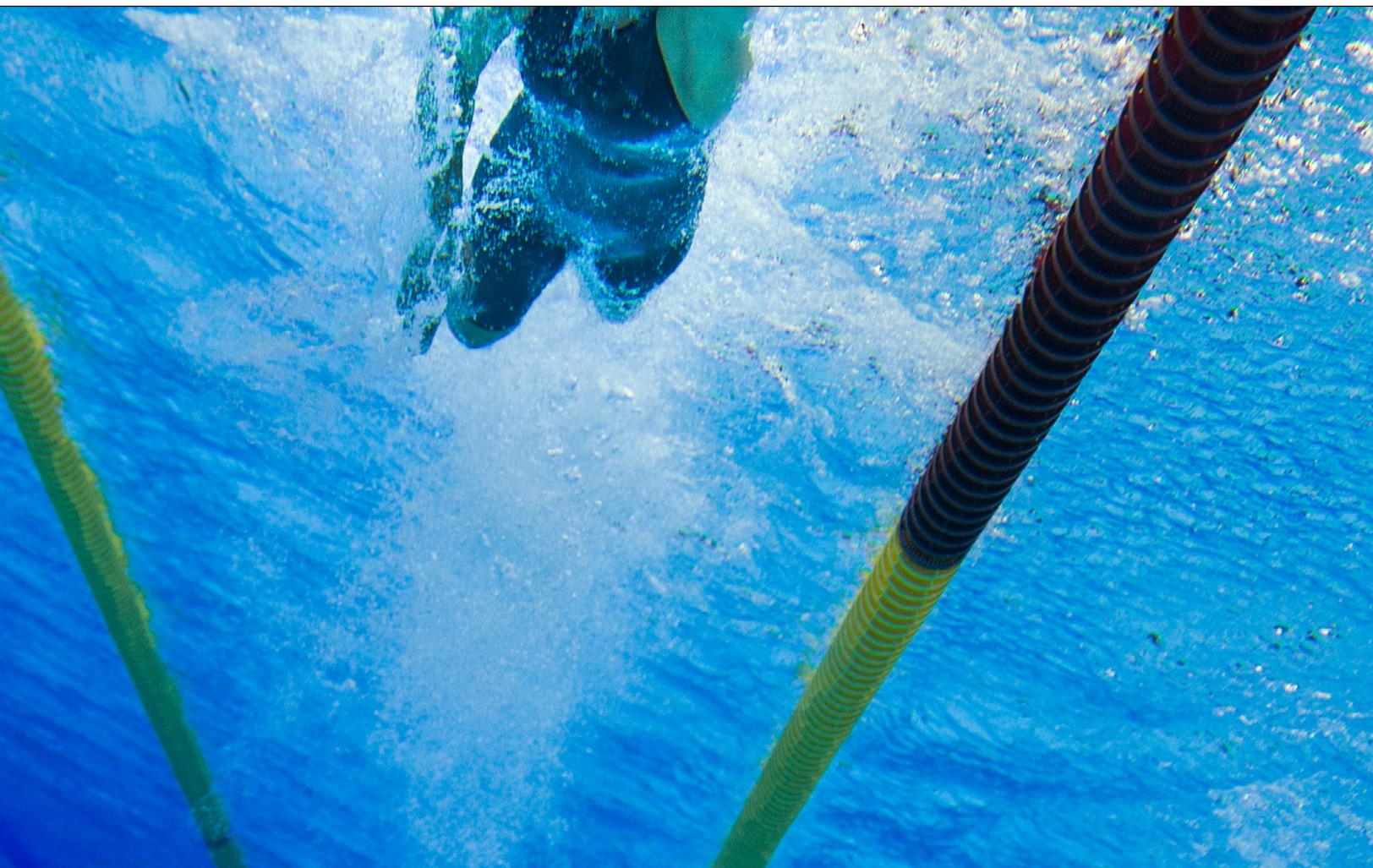
Capacity Building & NADO/RADO Relations

The essence of WADA's work is to provide fairness and a level playing field for all athletes. Central to that ultimate goal is the Agency's work with the world's National Anti-Doping Organizations (NADOs) and Regional Anti-Doping Organizations (RADOs) to develop their local capacity and capability.

NATIONAL ANTI-DOPING ORGANIZATIONS (NADOs)

Throughout 2020, WADA's Program Development and NADO/RADO (PDNRR) Department and the Agency's Regional Offices, in particular, liaised with NADOs to address the challenges at the national level resulting from the COVID-19 pandemic and discuss the impact of the situation. These discussions contributed to the development of WADA's guidance and tools for Anti-Doping Organizations.

In addition to the day-to-day assistance, WADA facilitated direct and targeted support to three NADOs through existing NADO-NADO partnership agreements: the Egyptian NADO from the South African Institute for



Drug-Free Sport, the National Anti-Doping Organization of Ukraine from the Polish Anti-Doping Agency, and the National Anti-Doping Agency of Uzbekistan from the Korea Anti-Doping Agency.

WADA has developed a priority list of NADOs that required additional help, working with these organizations to determine their needs and how best to meet them. Assistance in 2020 took the form of collaboration with experienced NADOs to provide direct training and support, as well as the provision of resources, such as WADA's Code Implementation Support Program (see page 67).

2021-2025 NADO Program Strategy

In 2020, WADA finalized a new NADO Program strategy outlining the priorities for the Agency's collaboration and engagement with NADOs, while ensuring alignment with the strategic priorities identified in WADA's 2020-2024 Strategic Plan.

This new NADO Program Strategy focuses on four main areas:

- Development and Capacity Building;
- Compliance;
- Independence; and
- Relations and Engagement.

NADO Advisory Group

WADA's NADO Advisory Group continued to play an important role providing guidance and recommendations to WADA Management on anti-doping issues. The Group met virtually in June and November and also provided valuable input to WADA's COVID-19 Guidance for Anti-Doping Organizations, the Guide on Operational Independence of NADOs, and the Agency's NADO Program and RADO Program strategies.



REGIONAL ANTI-DOPING ORGANIZATIONS (RADOs)

Launched in 2004, WADA's RADO Program strengthens the protection of clean sport by developing innovative anti-doping strategies for those countries that need them most. RADOs support financially stretched and understaffed NADOs and National Olympic Committees that act as NADOs, through funding, training and ongoing anti-doping assistance.

2021-2025 RADO Program Strategy

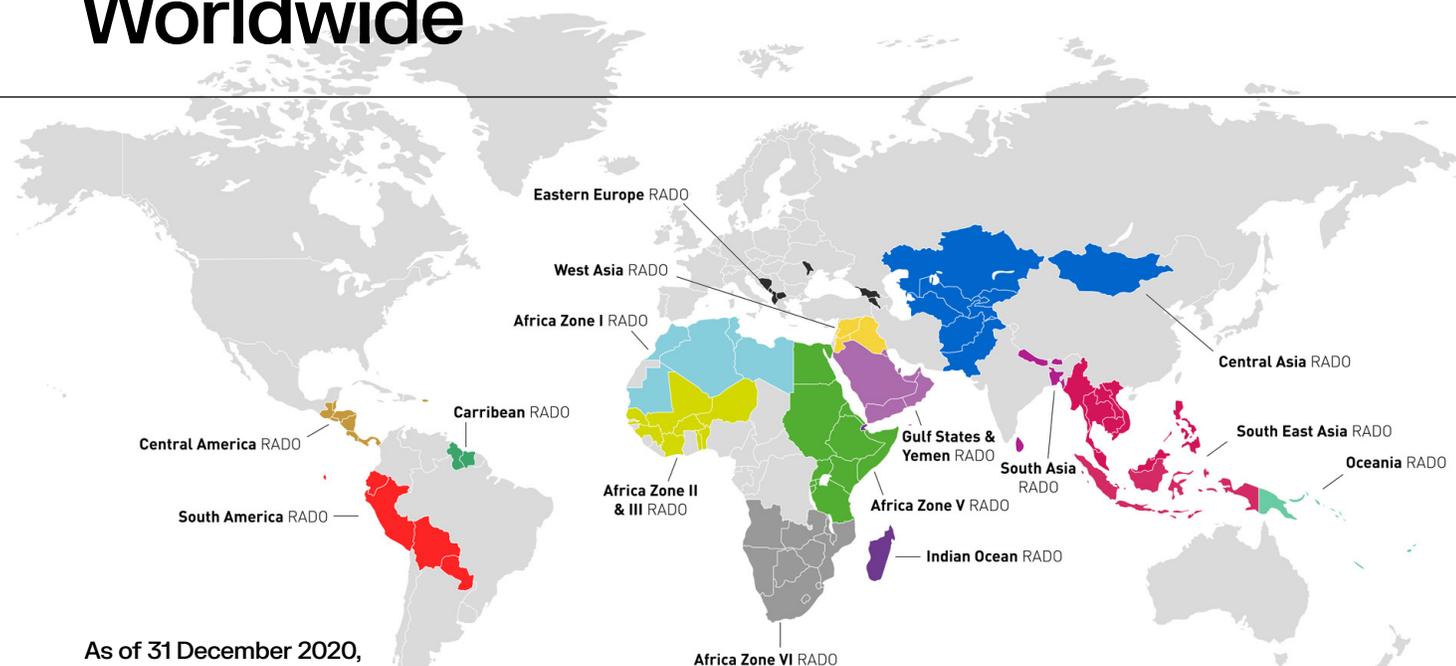
In 2020, the PDNRR Department worked with global RADO staff and chairs to finalize a new program strategy.

The new RADO Program Strategy has four main objectives:

- Sustainability and Accountability;
- Capacity Building;
- Compliance and Program Development; and
- Relations and Engagement.

This new strategy equips WADA's RADO Program to better support RADOs and their member countries in establishing effective, sustainable and Code-compliant anti-doping programs.

RADOs Worldwide



As of 31 December 2020, the program included 15 RADOs representing 131 countries worldwide, including:

5

Africa:
44 countries

5

Asia:
36 countries

3

Americas:
27 countries

1

Europe:
8 countries

1

Oceania:
16 countries

RADO Support in 2020

Specific assistance WADA provided to RADOs and their member countries in 2020 included:

- Providing technical and operational support to enable RADOs to host their meetings and trainings virtually. Due to the COVID-19 pandemic, only two RADOs were able to conduct their in-person board meetings in 2020.
- Delivering four webinars, each covering a RADO-specific topic, to enhance staff capacity and knowledge (ADAMS, strategic and operational planning, risk assessment and test distribution plans, and results management).
- Offering grants for the employment of full-time RADO staff in nine of the 15 RADOs. WADA also provided a supplementary grant to two RADOs to assist with their staffing needs.
- Providing a testing grant to all RADOs. In 2020, 410 out-of-competition tests were conducted as part of this grant, a lower number that reflected the pandemic's impact on RADO member countries. Despite the challenges, WADA worked closely with RADOs and their member countries to assist them in updating their processes and procedures to take into account the additional health and hygiene measures recommended for sample collection personnel, thus ensuring that testing could be conducted safely.
- Developing and implementing tailored project plans to enhance anti-doping programs in the following RADO member countries: Belize, Costa Rica, Ecuador, Guatemala, Indonesia, Kosovo, Laos, Panama, Puerto Rico, Trinidad and Tobago, and Turkmenistan.
- Covering RADO membership fees to the Institute of NADOs (iNADO).
- Managing additional financial support provided to the RADO Program from the Government of Japan (for RADOs in Asia) and the Government of Australia (for the Oceania RADO).

PARTNER FOCUS

NADO-NADO Partnerships

The anti-doping system relies heavily on collaboration and solidarity between Anti-Doping Organizations. An excellent example of this can be seen in NADO-NADO partnerships, which play a critical role in overall anti-doping program development. Several successful NADO-NADO-WADA partnerships have been initiated over the years. The partnership between the Uzbekistan National Anti-Doping Agency (UzNADA) and the Korean Anti-Doping Agency (KADA) is a good example.

Established in August 2018, UzNADA is a relatively new NADO. While UzNADA has received valuable guidance from the Central Asia RADO, WADA also identified a need for UzNADA to receive structured support to development. To that end, WADA approached KADA, an organization that is active in supporting and nurturing the advancement of other NADOs.

KADA proved very receptive to providing this support, resulting in the signing of a three-year KADA-UzNADA-WADA partnership agreement in October 2019. This agreement is guided by a detailed project plan that includes regular meetings and trainings to address identified areas of need. While work remains to be done, UzNADA has progressed toward a compliant anti-doping program, and the valuable mentorship provided by KADA has been key to this development.

Kim Kum Pyoung, Secretary General of KADA, said: "Generally, as a well-established National Anti-Doping Organization, KADA believes that we have a responsibility to help support the compliance and anti-doping program development of other Anti-Doping Organizations, especially in Asia. We were pleased to be in a position to offer our support to UzNADA. We communicated closely with them to determine their needs, to identify the compliance obstacles they were facing and to work on implementing solutions. During the process, we were also very grateful to WADA for monitoring and supplementing what we were doing."

SPOTLIGHT ON...

NADO Operational Independence Under the 2021 Code

A key focus of WADA's work in 2020 was to provide guidance, support and tools to Anti-Doping Organizations as they prepared for the implementation of the 2021 Code and Standards.

One of the new key areas of support provided to NADOs relates to Article 20.5.1 of the 2021 Code, which strengthens the requirements of NADOs' operational independence. While the majority of NADOs operate independently from Governments and sport, in the past, when a NADO's operational independence was either not evident or under threat, WADA was limited in what the Agency could do to protect that independence.

This new Code Article ensures that NADOs are independent from sport and Government in their operational decisions and activities by prohibiting any operational involvement by any individual who is at the same time involved in the management or operations of any International Federation, National Federation, Major Event Organization, National Olympic Committee, National Paralympic Committee, or Government department with responsibility for sport or anti-doping.

These strengthened requirements, along with the increased expectation on WADA to monitor their implementation, resulted in the need for the Agency to:

- 1** Clearly identify the core elements of the principle of NADO operational independence enshrined in the 2021 Code, outlining the mandatory requirements and how WADA will monitor their implementation; and
- 2** Recommend additional guidance and best practice that NADOs can adopt to strengthen their operational and governance framework.

To do so, WADA developed a Guide for the Operational Independence of NADOs. The new Guide responds to requests from NADOs and outlines the regulatory and practical measures that should be in place to ensure their compliance with the 2021 Code.

WADA presented the final document to the independent Compliance Review Committee (CRC) at its meeting in early October 2020. The CRC welcomed the development of the Guide and supported WADA's efforts in clarifying the requirements of NADO operational independence to its stakeholders.



PEOPLE OF WADA

Kenny Lee
Manager, Asia/Oceania Office

Year joined: 2018
Hometown: Seoul, Korea

Ever since I was a kid, I have loved sports. Growing up in Korea, baseball was my number one and even today I follow the KBO (Korean baseball league) but I watch Japanese and American baseball too.

I love the team aspect of playing the game. You train and play with your friends and you share everything. It creates a real bond. However, I also enjoy individual sports, especially golf and archery. The great thing about those sports is that it is less about the decisions of the officials or the referee, there is no judge to decide how well you do – everything is down to the individual player and how they perform physically and mentally. Perhaps this is why I feel so strongly about clean sport. It is about trying to provide a level playing field so that the athletes themselves determine the winner based on their talent, hard work and mental strength to deliver a top performance when it matters.

I studied a Masters in Sports Management in Australia and volunteered at the 2000 Sydney Olympic Games. It gave me a close-up look at elite sport and how important it was for its integrity to be protected. I knew that anti-doping was where I wanted to work. I joined the Korean Anti-Doping Agency and worked there for about 10 years before moving to WADA to take up a position in the Asia/Oceania Office in Tokyo, Japan. My role is to assist the World Anti-Doping Code Signatories in the region by monitoring their compliance with the Code, identifying possible areas for improvement and following up with them in order to deliver a strong system and one that is fair for all athletes. Ultimately, fair play is what it is all about.

Athlete Engagement

Athletes are at the core of WADA's mission, and meaningful athlete engagement continues to be a priority for the Agency. Encouraging open exchange of ideas and opinions strengthens WADA's ability to address athletes' needs effectively and to fulfill our commitment to protect clean sport.

The objective of all WADA activities is to support athletes in their efforts to compete clean. In 2020, when it came to athlete engagement, the focus was on two key areas: engagement activities of WADA's President and the work of WADA's Athlete Committee. A third important area, the Agency's Athlete Outreach Program, was significantly curtailed due to COVID-19.

While the pandemic eliminated the majority of customary avenues for face-to-face interaction with the athlete community, it also provided WADA with unique opportunities to build stronger relationships virtually. These alternate means of connecting proved valuable and will be continued into the future.



WADA President's Athlete Engagement Initiatives

In early July 2020, WADA President Witold Bańka kickstarted a series of virtual meetings with athletes and athlete groups worldwide. This was the fulfilment of a personal pledge he made to engage meaningfully with the athlete community and was in line with WADA's broader commitment to be more athlete-centered, as outlined in the 2020-2024 Strategic Plan.

As a former elite athlete, WADA's President understands the athlete perspective and has been very clear in his commitment of putting athletes' interests first as a feature of his presidency.

During these meetings, he devoted time to listening, engaging, informing and building stronger relationships across the athlete community, promising to listen to all athlete perspectives.

The President and members of WADA Management joined Ben Sandford, Chair of WADA's Athlete Committee, to exchange with the following groups:

- Athleten Deutschland
- AthletesCAN
- The Athletics Association
- Danish Olympic Committee Athletes Commission
- European Olympic Committees Athletes Commission
- Global Athlete
- International Olympic Committee (IOC) Athletes Commission
- International Paralympic Committee (IPC) Athletes Council
- Oceania Athletics Athletes Commission
- Olympic Council of Asia Athletes Committee
- Panam Sports Athlete Commission
- United States Olympic & Paralympic Committee Athletes' Advisory Council
- WADA Athlete Committee
- World Players Association

The diversity and sheer number of these groups illustrate the complexity of the athlete landscape in terms of the many different sports, regions of the world and perspectives represented.

In these exchanges, WADA's President said he was happy to receive constructive solutions to improve the global anti-doping system, but that he also wished athletes and their representatives would be vocal when they supported the Agency's activities. He said that for WADA to build on its strengths, it was vital for athletes to be at the centre of those efforts.

A key outcome of ongoing interactions such as these will be to help determine how athlete perspectives can be represented optimally within WADA and how connections might be improved between all athletes covered by anti-doping.

WADA President Hosts "Let's Talk Clean Sport!"

In June 2020, President Witold Bańka launched 'Let's Talk Clean Sport!' as a way to connect with athletes and members of the sport community. This Instagram Live series allowed for a conversational format and frank exchange on a variety of sports-related topics. 2020 interviews included:

- Marcin Lewandowski, middle-distance runner (Poland)
- Justyna Święta-Erešćic, sprinter (Poland)
- Tomasz Smokowski, marathoner and sports journalist (Poland)
- Chris Mazdzer, luger (USA)
- Chad Le Clos, swimmer (South Africa)



Athlete Committee

2020 Athlete Committee Membership

Guided by the core values of integrity, authenticity and fairness, the role of WADA's Athlete Committee is to provide an athlete perspective to WADA Management, the WADA Executive Committee (ExCo) and Foundation Board (Board) on all relevant anti-doping matters and to represent the views and rights of athletes as they relate to anti-doping.

As part of WADA Board-approved governance reform measures, effective 1 January 2020 and applicable to all Standing Committees, the Athlete Committee now consists of 12 members. Additionally, there is at least one athlete represented on each of the other Standing Committees.

Due to the global pandemic, the Committee's traditional twice-yearly, in-person meetings did not take place. Instead, members connected virtually on a more frequent basis to discuss current issues and plan for the future. These interactions proved quite productive and will become part of the Committee's ongoing practice.

As a contributor to WADA's 2020-2024 Strategic Plan, the Committee's input was especially pertinent in guiding the Agency's objective to become even more athlete-centered. Members also participated in discussions on how to position WADA's new Athlete Central app as a potential hub for all athletes, using it for education purposes or creating a feedback loop within the system, in particular. The Committee also worked with WADA to develop the COVID-19 Athlete Q&As to answer athletes' questions on related anti-doping impacts.

The Athlete Representation Working Group, a subset of the Athlete Committee, began a review of the current governance model to identify ways to transform the Committee from an advisory body to a representative one – a significant undertaking prioritized by the Committee in 2020. The Committee also made progress on the concept of a potential anti-doping ombudsperson resource for anti-doping.

Committee members Adam Pengilly and Jeong-Ho Hong reached the end of their terms in 2020. WADA and the Athlete Committee extend warm thanks and appreciation for their work.

BEN SANDFORD, Chair
New Zealand
Skeleton

DANKA BARTEKOVA
Slovakia
Shooting

KIRSTY COVENTRY
Zimbabwe
Swimming

CHELSEY GOTELL
Canada
Para-swimming

JEONG-HO HONG
Republic of Korea
Handball

KADY KANOUTÉ TOUNKARA
Mali/France
Basketball

PETR KOUKAL
Czech Republic
Badminton

LI NA
China
Diving

ADAM PENGILLY
United Kingdom
Skeleton

SEUNG-MIN RYU
Republic of Korea
Table Tennis

YUHAN TAN
Belgium
Badminton

EMMA TERHO
Finland
Ice Hockey

Athlete Webinar Series

The Athlete Committee introduced the WADA Athlete Webinar Series in 2020 as an interactive platform for the Agency to engage with athletes on anti-doping matters.

The first webinar of this athlete-led series in May focused on updating athletes on the evolving situation related to the protection of their health and clean sport during the challenging times of the COVID-19 pandemic. Additional topics covered in 2020 webinars included major changes to the 2021 World Anti Doping Program, the Athletes' Anti-Doping Rights Act, and enhancing WADA's athlete representation.

Outreach Activities

Since its inception, WADA has taken the opportunity provided by major sporting events to engage with athletes, their entourage and all those involved in sport globally. The Agency's athlete engagement activities leverage these interactions in such a way as to engage with athletes in an informal setting and keep them informed of the latest developments in anti-doping. Collaborating with Major Event Organizers such as the IOC and IPC, WADA has been able to deliver event-based awareness campaigns that directly showcase the importance of the 'Play True' message.

These direct interactions have been invaluable in raising awareness about anti-doping among athletes, hearing their questions and concerns directly, and building a network of athletes to act as ambassadors for clean sport.

While the vast majority of 2020 sporting events were either cancelled or postponed due to the COVID-19 pandemic, including the Tokyo 2020 Olympic and Paralympic Games, one outreach mission did take place during this unique year at the Lausanne 2020 Winter Youth Olympic Games (YOG), a global elite sporting event for 15- to 18-year-old athletes.

WADA has been present at every edition of the YOG since the event's inception in 2010. The Agency participated in Lausanne 2020 as part of the 'Learn & Share' program and the IOC's Athlete365 engagement activities. More than 900 young elite athletes visited the WADA booth over the course of the program's time in Lausanne.



Athletes at the 2020 Youth Olympic Games in Lausanne, Switzerland, enjoying WADA's outreach booth at the Athlete Village.

'PLAY SAFE ON PLAY TRUE DAY 2020'

On 9 April 2020, WADA engaged athletes and other stakeholders worldwide as part of the annual Play True Day around the theme 'Play Safe on Play True Day 2020', asking them to participate in a digital and social media campaign by sharing what they were doing to curb the spread of the virus and protect public health.

The global Play True Day 2020 campaign was a significant success on social media, with:



Approximately

50M

people reached worldwide

More than

2,800

individual posts

In excess of

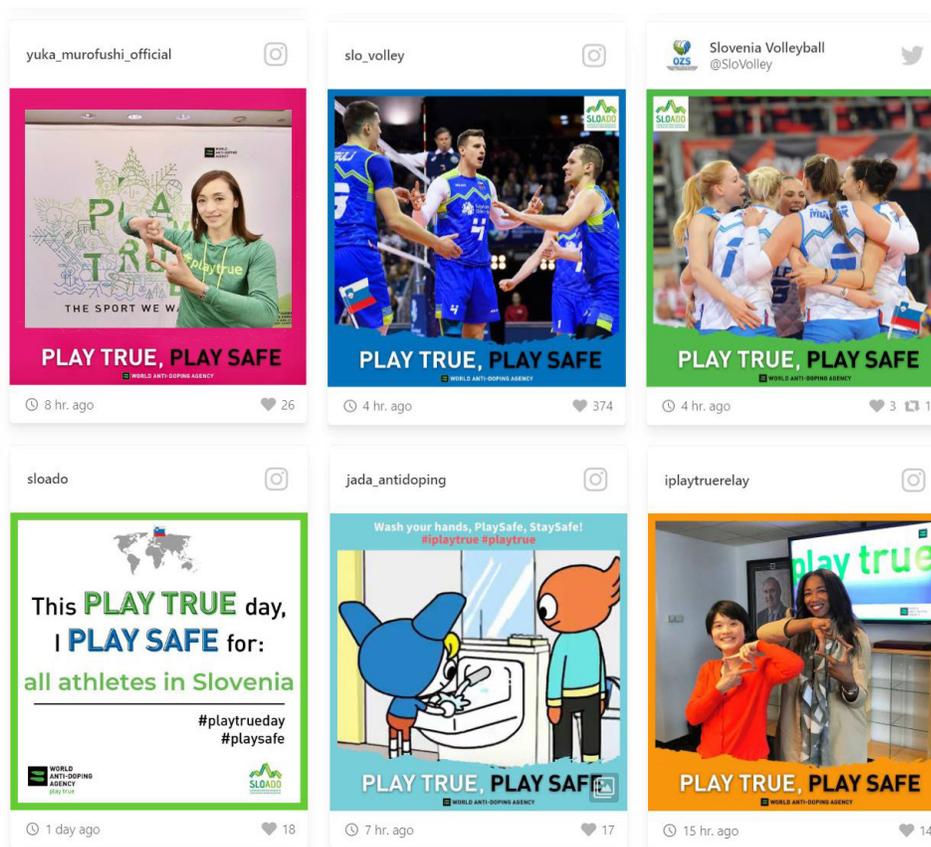
50,000

engagements

Close to

82,000

views of WADA's Play True Day GIFs



Code Compliance

The central touchstone for the global protection of clean sport is the World Anti-Doping Code (Code). Adherence to the Code by all Signatories is what ensures the harmonization and consistency of the global anti-doping system across all sports and all nations of the world. In a spirit of collaboration and cooperation, Code Signatories commit to complying with a number of legal, technical and operational requirements that are set out in the Code and the related International Standards (Standards). This compliance is necessary to ensure athletes and other stakeholders can benefit from the same anti-doping protections wherever sport is played.

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

In 2020, the global anti-doping community, with WADA's guidance and assistance, continued to work to ensure enforcement of the Code and the Standards through their anti-doping rules, regulations, legislation (in countries where the Code is implemented through legislation) and programs.



Code Compliance Monitoring Program

WADA's Code Compliance Monitoring Program meets ISO 9001:2015 certification requirements and is governed by the rules of the International Standard for Code Compliance by Signatories (ISCCS). Under the ISCCS, a corrective action process provides Signatories with a reasonable and realistic timeline to implement (where required) non-conformities identified in their anti-doping programs or rules through WADA's Compliance Monitoring Program. The Signatory's corrective actions are then reviewed by the relevant WADA department to determine whether the corrective actions have been sufficiently met. If corrective actions are still outstanding, the Agency initiates a compliance procedure. This procedure typically provides the Signatory up to three months to implement all corrective actions. Failure to do so means the matter is escalated to the independent Compliance Review Committee (CRC) for review and potential recommendation of Signatory non-compliance to the Executive Committee (ExCo).

WADA's Compliance Monitoring Program consists of the following five components, which are part of a Compliance Strategy endorsed by the Agency's ExCo in 2019.

1

Review of rules, regulations and legislation to ensure that they are fully in line with the mandatory provisions of the Code and Standards.

When a revised Code comes into force, all Signatories are required to update their rules and have them approved by WADA. At the beginning of 2020, all Signatories had rules and/or legislation in place that aligned with the 2015 Code and Standards. Following approval of the revised 2021 Code and Standards at the World Conference on Doping in Sport in November 2019, all Signatories were required to amend their rules and/or legislation accordingly in order to be in compliance with the 2021 Code by 1 January 2021.

The review of rules is a labour-intensive activity for both Signatories and WADA. Often, many exchanges and several drafts of the Signatories' rules are produced prior to completion. This process is conducted as a collaborative effort between WADA and its Signatories. In this spirit, between 1 January 2020 and 31 December 2020, WADA reviewed almost 900 sets of rules provided by Signatories.

Approximately 10% of countries worldwide have chosen to implement the Code through domestic legislation. In these instances, WADA and the relevant National Anti-Doping Organization (NADO) work closely together to ensure the relevant legislation adheres to the 2021 Code.

In accordance with the ISO process approach, WADA must provide feedback to Signatories on all draft rules submitted for review within a maximum of three weeks from the date of receipt. WADA met this requirement throughout 2020, and credit needs to go to Signatories for their collaboration and commitment to this important task.

2

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

The first CCQ was issued to International Federations (IFs) and NADOs in February 2017. The second CCQ for IFs and NADOs will be launched in early 2022 and will be rolled out using a staggered approach to allow WADA to review completed questionnaires and issue any Corrective Action Reports before distributing the CCQ to the next tier of Signatories.

A slightly modified CCQ was developed for Major Event Organizations (MEOs), and the first CCQs were issued in 2019 to both the International Olympic Committee (IOC) and International Paralympic Committee (IPC) in the lead-up to the Tokyo Games. WADA signed off the completion of the Corrective Action Reports for the IOC and IPC in early 2020.

3

Audit Program: WADA conducts in-person audits, virtual audits and desk (or remote) audits of Signatories.

WADA has conducted 53 audits under the Audit Program, starting from the Program's introduction in late 2016 through to the end of 2020. Signatory audits are conducted in a collaborative nature by trained individuals from the Agency and external anti-doping experts trained by WADA compliance personnel.

WADA's original plan for 2020 was to conduct 19 in-person audits and six desk audits – a plan that was severely affected by the global COVID-19 health crisis. Prior to the World Health Organization's 11 March 2020 declaration of a pandemic, WADA had conducted just one in-person audit, with one desk audit underway. As outlined below, in order to maintain robust monitoring activities during the pandemic, an innovative program of virtual audits was launched in September 2020, which facilitated the continued strengthening of the anti-doping system around the world despite the travel restrictions in place. (See Spotlight On..., page 60)



4

5

Continuous Monitoring Program: Launched in February 2019, WADA's Continuous Monitoring Program bridges the gap between CCQs and focuses on the highest priority IFs and NADOs. The Program pays particular attention to the following critical areas during the previous 12 months of activity:

- Out-of-competition testing;
- Registered Testing Pool implementation;
- Doping Control Form (DCF) entry into the Anti-Doping Administration and Management System (ADAMS);
- Technical Document for Sport Specific Analysis (TDSSA) compliance;
- Timely and accurate applications entry of Therapeutic Use Exemptions (TUEs) into ADAMS; and
- Compliant and timely results management decisions.

In 2020, WADA reviewed and assessed the programs of 61 high priority Signatories, including 35 NADOs and 26 IFs.

Ongoing WADA Support: WADA continually provides Signatories with assistance and guidance in implementing and complying with the Code and Standards, particularly as the Compliance Monitoring Program identifies areas for improvement. The vast number of guidelines, templates, webinars and checklists produced in 2020 were all made available on WADA's Anti-Doping Education and Learning (ADEL) platform to assist Signatories in meeting their compliance obligations.

In early 2021, WADA published its second Code Compliance Annual Report. This report – the second of its kind after the 2019 Compliance Annual Report – is an important element of the Agency's Compliance Strategy that outlines the achievements and challenges of the Compliance Monitoring Program. The Compliance Annual Report details the interpretation and implications of the findings, trends and lessons learned over time, and identifies opportunities for continual improvement as the foundation for the following year's Compliance Annual Plan.

2020 Compliance Enforcement Procedures

Independent Observer Program

WADA's objective is to assist Signatories through dialogue and support to correct any non-conformities identified, ultimately helping them achieve and maintain Code compliance. Under the ISCCS, declaring Signatories non-compliant is a last resort.

In 2020, a significant number of Signatories were forced to interrupt or reduce their anti-doping activities temporarily due to the pandemic. As a result, in late March 2020, the CRC approved a number of flexible measures to reflect the various situations and stages of compliance that Signatories were engaged in during the pandemic. These flexible measures included, in particular, the suspension of all compliance procedures.

In accordance with the CRC's recommendations, WADA resumed full compliance procedures in April 2021.

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

The IO program focuses on ensuring optimized testing programs are implemented during major events, and supports collaborative efforts between the respective organizing committees, NADOs, IFs and MEOs. The IO program complements WADA's Code Compliance Monitoring Program for MEOs.

With the postponement of the 2020 Olympic and Paralympic Games in Tokyo, there were no IO programs in 2020. The IO program was, however, in place for the re-scheduled Tokyo 2020 Games held in 2021.

ASSISTANCE AND GUIDANCE TO SIGNATORIES

As part of the Signatory rules review process, WADA provided significant assistance and guidance to Signatories in Code implementation. In December 2019, WADA provided Anti-Doping Organizations with a set of Model Rules based on the 2021 Code and dedicated significant time and resources throughout 2020, including through WADA's regional offices, to facilitate the adoption of the Code and the Standards in their legal systems prior to 1 January 2021.

Activities to support Signatories' timely adoption of the 2021 Code included:

- WADA-led webinars;
- Virtual meetings;
- Targeted individual assistance to Signatories where needed; and
- Cooperation programs that WADA developed with global stakeholders such as the Association of National Olympic Committees, the Global Association of International Sports Federations, the International Testing Agency and the network of Regional Anti-Doping Organizations to support their respective members in this exercise.



SPOTLIGHT ON...

PARTNER FOCUS

Council of Europe

As part of the implementation of the Compliance Monitoring Program, WADA continues to collaborate closely with the Council of Europe (CoE) following the Memorandum of Understanding (MoU) signed by the two organizations in November 2016.

The implementation of this MoU ensures effective coordination of the compliance monitoring activities of WADA and the CoE in relation to their respective legal instruments (the World Anti-Doping Code and the CoE Anti-Doping Convention), with a view to promoting synergies and avoiding duplications. Specifically, this coordination includes conducting joint compliance monitoring visits to a number of countries and NADOs.

WADA and the CoE continue to explore collaborations and synergies with UNESCO as a protector of sport values and ethics and the guardian of the International Convention Against Doping in Sport.

Virtual Audit Program

The COVID-19 pandemic significantly impacted WADA's ability to conduct Signatory audits in person, given the restrictions on non-essential travel, intermittent travel bans and public health guidance. Postponement of the Olympic and Paralympic Games from 2020 to 2021 also altered WADA's compliance audit plan. As a result, the Agency developed and implemented a virtual audit program.

A virtual audit applies the same scope and methodology of an in-person audit to review and assess a Signatory's anti-doping program. Virtual audits use video teleconferencing and are conducted over four or five sessions on different days, at up to four hours per day.

The key difference between an in-person and virtual audit is that for an in-person audit, the majority of documents are requested and reviewed on site. For a virtual audit, more documents are requested in advance, allowing the audit team to conduct a more thorough review of a Signatory's anti-doping program prior to the audit.

In 2020, WADA conducted five virtual audits, in addition to one in-person audit (pre-pandemic) and two desk audits. Of these audits, seven were conducted on NADOs and one on an IF.

Experience has shown that virtual audits are an effective compliance monitoring tool, and WADA intends to retain this format even after COVID-19-related travel and public health restrictions are lifted.



PEOPLE OF WADA

Ruta Smaiziene
Manager, Code Compliance

Year joined: 2019

Hometown: Vilnius,
Lithuania

I am a lawyer and diplomat by education, and I like being connected to people from different backgrounds, getting agreement on a harmonized set of rules and finding common ground.

Before joining WADA, I worked with a European-wide institution that was quite multicultural. But even coming from this environment, I found the global perspective at WADA incredible. Another fantastic thing is that the Code has been signed by almost 700 stakeholders across almost all sports and countries. Ultimately, the Code is one set of anti-doping rules applicable everywhere. How many rules like that do we have in the world? As a lawyer, I find this fascinating.

In our work with Anti-Doping Organizations, we aim to ensure that no matter the country or the sport, athletes are equally protected and those who break the rules face the same consequences. As minimum standards must be followed by all Signatories, I help countries and sports organizations across the world align their national rules and governance documents to the Code. I know that the way the rules are drafted will affect how athletes benefit from clean sport. This makes my work very rewarding.

As someone who was a professional ballerina, I know about training and the routine of hard work to perfect your talent, to strive to reach your full potential. But performing is also about bringing joy and connecting with spectators. Sport unites people as a language that everyone can understand. Protecting the integrity of that is something that is very important to me and all my colleagues at WADA.

Education

Education is a central pillar of WADA's mission for doping-free sport. The role of education under the World Anti-Doping Code (Code) is to protect the spirit of sport from being undermined, with the objective of preventing intentional or inadvertent use of prohibited substances and methods.

With the establishment of a stand-alone Education Department in late 2019, the strategic direction WADA is taking with this core activity really got underway in 2020. During the year, WADA launched several initiatives that have set the agenda for the Agency's investment in education for the foreseeable future.

The coming into force of a new International Standard for Education (ISE) on 1 January 2021 places education high on the global anti-doping agenda and demonstrates WADA's commitment to education in its broadest sense, including learning and development activities to benefit the people working hard to promote clean sport every day – the anti-doping practitioners.

In 2020, WADA developed frontline education solutions for Anti-Doping Organizations (ADOs) to use, targeted to athletes and their entourage or broader support group. The development of training programs to support the capability development of anti-doping practitioners is also well underway. All are supported by WADA's Social Science Research Strategy for 2020-2024.

Created with WADA's Education Committee, the Education Agenda outlined on page 63 guides WADA's strategic direction:



Our Education Agenda

S P I R I T

Strategically positioning education as a **fundamental** component of any anti-doping program.

Promoting a clean sport culture by **engaging** stakeholders and partners, recognizing that athletes start in clean sport.

Increasing access to education for athletes and their support personnel through our *global to local education network* and **education solutions**.

Raising the quality of education and training programs through education **policy and standards**.

Improving capability of the clean sport community through **training and development** opportunities supported by our *clean sport academies*.

Through focused and impactful **research**, understanding what keeps athletes clean, and why some athletes dope; to inform and improve our programs to have a sustainable impact.

Education Policy

Digital Learning

The ISE stands as the most significant advancement in anti-doping education policy since WADA was founded in 1999. In September 2020, WADA introduced Guidelines for Education, a comprehensive document offering ADOs guidance on ISE implementation and, importantly, advising them on how to develop education programs that facilitate learning.

The athlete pathway model presented in the Guidelines provides a framework specific to each stage of an athlete's development for ADOs to use to further structure their education programs. The Guidelines acknowledge the complexity of anti-doping, asserting that in order to be most effective, the anti-doping education of athletes must start at a much younger age and include their entourage and support group.

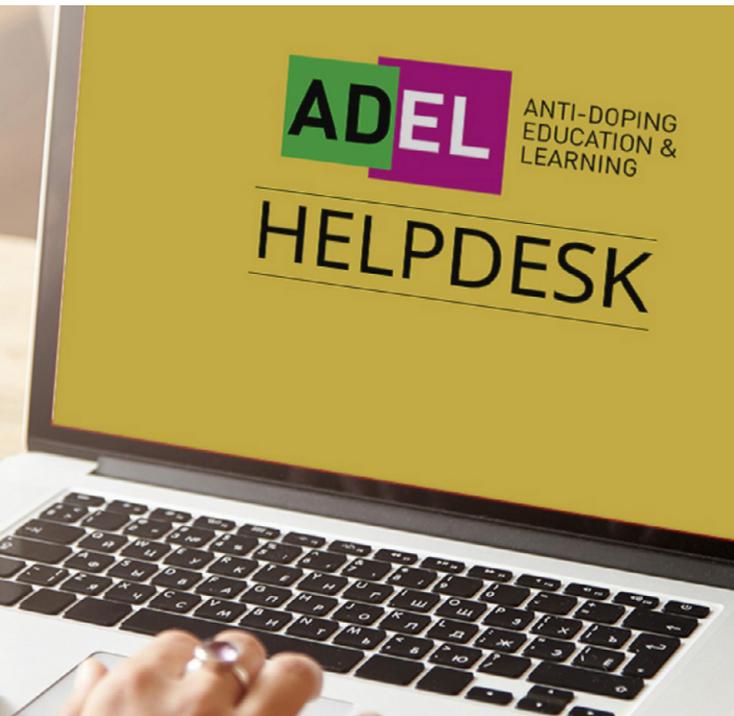
In the third quarter of 2020, WADA announced its decision to redevelop the Anti-Doping eLearning (ADEL) platform as an investment in the Agency's digital learning offering. The new Anti-Doping Education and Learning (ADEL) platform was launched in January 2021, together with the 'ADEL by WADA' mobile app.

The platform facilitates easy access to useful and relevant anti-doping information to target audiences and provides an improved user experience through an intuitive, modern, functional and accessible interface. Additionally, the mobile app allows for offline learning.

New education programs on ADEL align to the athlete pathway model presented in WADA's Guidelines for Education, providing ADOs with the ability to educate athletes at a much younger age – representing a significant advancement in priorities identified in the Agency's Strategic Plan.

The new ADEL platform allows ADOs to manage their learners through special administrative permissions. 'Power Users' can enrol their athletes in courses, monitor and track learners' progress to determine the reach of their education programs and successful completions, and include these statistics as part of their education program evaluation – a requirement of the ISE. In addition, access to improved translation system software save costs for ADOs wanting to translate programs into their languages.

As a 24/7 digital resource centre, ADEL provides an engaging experience for stakeholders, helping to clarify expectations, roles and responsibilities associated with anti-doping. In its initial six months of operation (January to June 2021), the new ADEL reported 39,000-plus course completions, an average of 5,000 sessions per week. More than 80 ADOs are active 'Power Users', and programs and resources are being translated into more than 30 different languages.



ADO Capability Development

Coinciding with ADEL's launch, WADA introduced new education solutions to support ADOs in the delivery of their education programs, including:

- Programs for international-level and national-level athletes, coaches of high-performance athletes, and parents of elite athletes.
- A Tokyo 2020 Olympic program for athletes and coaches – co-created with the International Olympic Committee (IOC) and the International Testing Agency (ITA) – to complement the IOC's existing education programs for medical professionals, and a Tokyo 2020 Paralympic program created in collaboration with the International Paralympic Committee (IPC).
- New guides for athletes and their entourage and support group.

Anti-doping education in its broadest sense (learning and development) can play a much greater role and have a bigger impact than simply educating athletes and their entourage. In 2020, WADA led two major ADO-focused initiatives, namely the Global Learning and Development Framework (GLDF) and the Code Implementation Support Program (CISP, see Spotlight On..., page 67).

PARTNER FOCUS

Social Science Research Collaboration Platform

In March 2020, WADA led the establishment of the Social Science Research Collaboration Platform, an informal community of practice for international organizations that fund or support social science research aimed at having a positive impact on clean sport.

Members include the CoE, the European Commission, the IOC, the Partnership for Clean Competition and UNESCO. The Social Science Research Collaboration Platform aims to share experience and best practices with members using their collective insights to improve the benefits of research by taking action to reduce duplication and improve the way in which research is disseminated, understood and adopted by actors in the field of sport. The overall objective is to raise the visibility of social science research in sport to improve policy, promote investment opportunities for researchers, raise awareness of research programs and maximize opportunities to disseminate research findings.

Marcellin Dally, Secretary of UNESCO's International Convention Against Doping in Sport, said: "Multilateral cooperation and solid research are the foundations of evidence-based decision-making ensuring the protection of sport values, ethics and integrity as enshrined in the International Convention against Doping in Sport. The Social Science Research Collaboration Platform contributes to sharing information and raising the visibility of social science research results among international and regional stakeholders. Sixteen years after the adoption of the Convention, social science research is a major asset to the 191 States Parties."

Social Science Research

Collaborations

WADA continues to invest in social science research. With the support of the Social Science Review Panel and the Education Committee, the Education Department developed a 2020-2024 Social Science Strategy that was approved by WADA's Executive Committee in September 2020. In accordance with the Agency's 'Lead' priority, this strategy sets out a longer-term approach to social science research investment and follows six key directives:

- Coordinate the research agenda;
- Contribute to global insight;
- Share what we know;
- Lead by example;
- Develop research capability; and
- Form strategic research partnerships.

Key changes include the addition of investment tiers to make WADA's Social Science Research Grant Program more accessible to a wider number of applicants and organizations. WADA's October 2020 Call for Proposals attracted a record 66 applicants from all regions of the world.

A core aim of WADA's Social Science Research Grant Program is to invest in research to increase the Agency's understanding of the behaviours we are seeking to reinforce or prevent. Since the Program's start in 2005, WADA has allocated funding of more than USD 3.65 million to 108 research projects.

WADA is an organization committed to collaboration and, within the field of education, a number of important partnerships were strengthened in 2020.

EDUCATION PARTNERSHIP

WADA, UNESCO, the IOC, the Agitos Foundation, the International Council for Sport Science and Physical Education and the International Fair Play Committee, collectively referred to as the 'Education Partnership', continued to promote the 'Sport Values in Every Classroom' Toolkit in 2020.

This toolkit is a free, cross-curricular resource targeted at teachers of students aged 8- to 12-years old. It aims to help teachers, coaches and educators instil some of the core values synonymous with sport: respect, fairness and inclusion. Toolkit activities meet multiple curriculum requirements while providing a fun and engaging way to promote the principles of clean sport to youth.

COUNCIL OF EUROPE ADVISORY GROUP ON EDUCATION

WADA's partnership with the Council of Europe's Advisory Group on Education was strengthened in 2020 with the development of an informal working agreement to support the collaboration between the two organizations.

INTERNATIONAL SCHOOL SPORT FEDERATION

WADA also initiated a partnership with the International School Sport Federation (ISF) in 2020. As the global organization for school sport, ISF reaches thousands of youths worldwide. This new partnership aims to collectively instil sport values at an early age, when learning is most crucial and effective.

66 applicants worldwide in 2020

3.65 million USD in funding

108 research projects

SPOTLIGHT ON...

Global Learning and Development Framework

The GLDF will establish professional standards for anti-doping practitioner roles to provide a foundation for learning and development activities that support and enhance practitioner capability. Working with committed stakeholders, WADA began a process to determine the role, responsibilities, competencies and skills needed for ADO officers or managers in five roles, namely education, results management, intelligence and investigations, data privacy, and media relations/communications. ADO practitioner roles in compliance, Therapeutic Use Exemptions and testing are planned for phase two.

Each role has its own technical working group consisting of a WADA project manager, a WADA technical representative and global stakeholder representatives, with external support provided by the European Observatoire for Sport and Employment (EOSE). Currently, more than 40 stakeholders are involved across the five working groups.

Aurélien Favre, CEO of the EOSE, said: “It has been a pleasure supporting this project. WADA’s education team planned and executed this project with great care and efficiency. In our many years of developing professional standards in the sport sector, a stand-out feature of GLDF has been the committed and thoughtful approach shown by the many practitioners from across the world who have been engaged in the process. In our experience, this is a great predictor of the quality and sustainability of the final products.”

A subset of the GLDF is the ‘Global to Local’ education project in Europe (G2L Europe). In December 2020, under a strategic partnership agreement WADA signed with the Polish Anti-Doping Agency (POLADA), POLADA agreed to provide support, including financial, to WADA as the Agency pilots training and development programs for more than 100 anti-doping practitioners in Europe. Through G2L Europe, WADA will establish an education network to better connect global and regional levels and support coordinated implementation of training programs. The G2L Europe project will be piloted in 2021 and early 2022, allowing the Agency to refine, improve and expand upon the framework before implementing G2L projects in other regions around the world.

Code Implementation Support Program

To assist stakeholders in the adoption of the 2021 Code, WADA committed to provide a comprehensive support program. Launched in 2020, the CISP provides a centralized place for anti-doping practitioners to find information and resources intended to be useful in their day-to-day work, helping to create a ‘self-help’ culture.

Phase one focused on developing user-friendly, easy-to-understand resources that explained in clear terms what the changes were and what ADOs needed to do to implement the 2021 Code and ISE successfully. A series of factsheets, presentations and checklists, provided in English, French and Spanish supported ADOs in updating their programs.

Phase two focused on the review and redevelopment of existing Agency resources, tools and templates. More than 100 resources are now available under CISP, in addition to a number of live and recorded webinars on a variety of technical topics.

As of 31 December 2020, the program’s reach totalled more than 20,000 interactions.

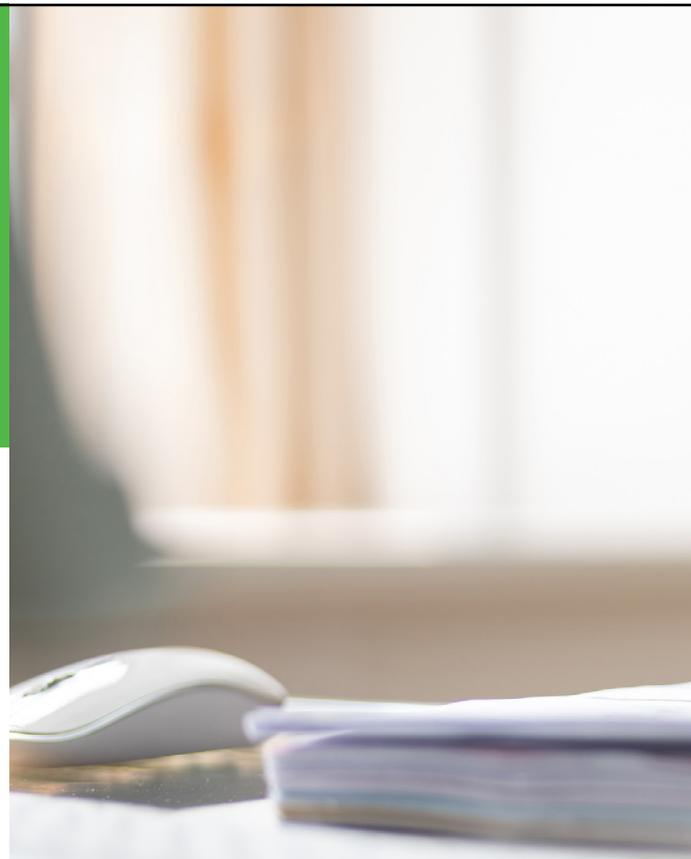
Sam Pool, Head of Insight & Innovation at UK Anti-Doping (UKAD), said: “UKAD found the Code Implementation Support Program to be highly valuable throughout 2020, particularly the varied nature of the resources available. The webinars were always informative and the checklists were a helpful reminder of key changes whilst we were updating our documents and processes. We wish to thank WADA for this Program and the additional help that was available at the other end of an email or call.”



Kamila Vokoun Hajkova, Anti-Doping Manager of the International Sambo Federation (FIAS), said: “This is valuable source of information for International Federations like ours that maintain an in-house anti-doping program. WADA’s Program guides our creation of essential materials that are accessible and understandable to sambo athletes, coaches and entourage during FIAS educational activities.”

Intelligence & Investigations

While testing remains an important strategy to catch those who cheat the system, the fight against doping in sport is being waged on several complementary fronts. WADA's Intelligence and Investigations (I&I) Department plays a critical role in this regard, gathering intelligence, carrying out investigations, developing external partnerships to leverage knowledge sharing, and collaborating with other WADA departments to achieve greater anti-doping synergies.



Partnerships

Over the past few years, WADA I&I has made a number of key breakthroughs for the good of athletes and clean sport worldwide, successfully concluding far-reaching and often complex investigations resulting in the suspension from sport of more than 200 athletes, support personnel or officials.

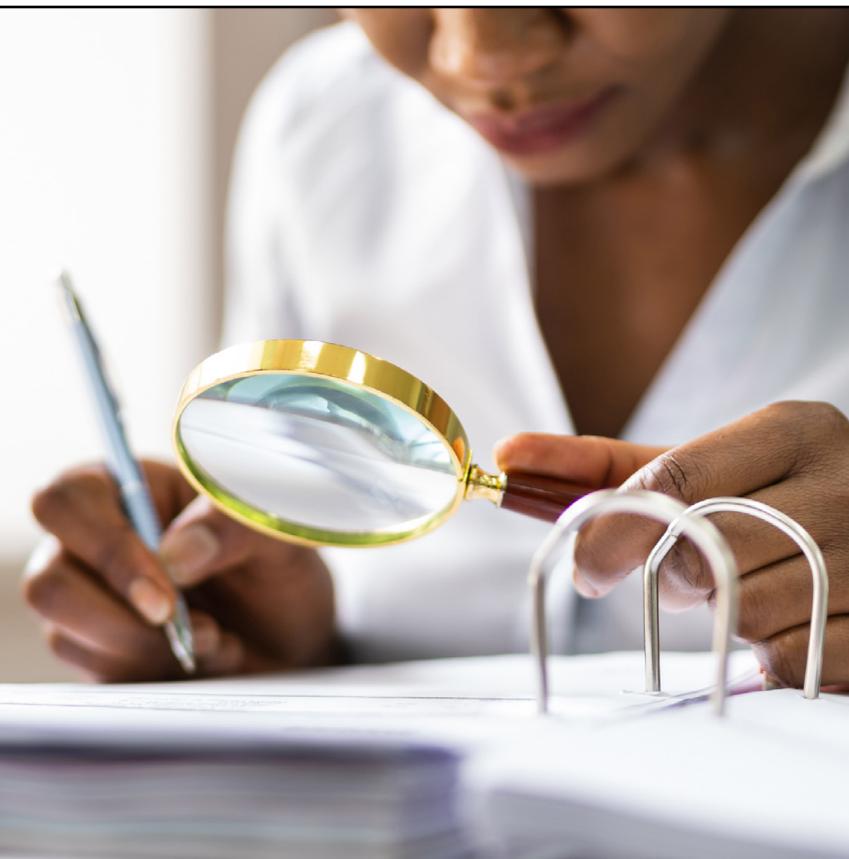
A key element to this success is that WADA I&I rarely works alone. The department invests a significant amount of time and effort into building, maintaining and realizing the mutual reward of partnerships with a range of dedicated stakeholders. These include Anti-Doping Organizations (ADOs), national and international law enforcement agencies, including INTERPOL (see Partner Focus below), together with perhaps the most important contributors of all — informants and whistleblowers. These collaborations have helped to ensure that information supplied by whistleblowers and other sources of intelligence, followed by rigorous and innovative investigation, does produce concrete results.

Internal Organization

Since its creation in October 2016, WADA I&I has grown from three to 15 members. The department includes a director, four investigators, five intelligence analysts, four Confidential Information Managers and an executive assistant. WADA I&I is organized into three units: a Confidential Information Unit (CIU), an Investigation Unit (IU), and the new Compliance Investigation Section (CIS), which was created in 2020 thanks to extra financial contributions received from the International Olympic Committee (IOC) and Governments of the world as part of an initiative launched by the President of the IOC in November 2019 (see page 72 for more information on this initiative). The CIU manages the 'Speak Up!' confidential reporting program and acts as the bridge between whistleblowers and WADA investigators; the IU runs in-house investigations; and the CIS covers allegations related to compliance issues, which represent approximately a quarter of the submissions received by I&I through the 'Speak Up!' platform.

Under the WADA I&I Policy, WADA I&I operates independently from the rest of the Agency and has oversight of its budget. Under this Policy, WADA I&I may run any investigation that it deems appropriate, without seeking prior consent or approval from WADA's Executive Committee, Foundation Board, President or Director General.

In addition, an independent external process of review and annual audit ensures that WADA I&I's work satisfies best practices, follows the applicable laws and regulations, and protects the rights and privacy of individuals.



INTERPOL

One of WADA's most fruitful partnerships over the years has been with INTERPOL, the international law enforcement agency. The primary mandate of INTERPOL is to coordinate the work of police organizations in 194 member states worldwide.

In 2009, WADA signed a memorandum of understanding (MoU) with INTERPOL to establish a framework of cooperation between the two organizations in the area of doping in sport. This cooperation facilitated or supported various investigations, including the U.S. Anti-Doping Agency's investigation into cyclist Lance Armstrong in 2010 and WADA's Independent Commission investigation on Russian athletics in 2015, as well as Project Energia, an initiative launched in 2016 by WADA, INTERPOL and the School of Criminal Science at the University Lausanne, Switzerland, to help countries understand and combat the trafficking of performance-enhancing drugs.

In 2020, WADA and INTERPOL launched a series of regional workshops, bringing law enforcement and anti-doping experts together to share relevant knowledge and expertise in the fight against doping in sport. Topics discussed included in particular the legal framework surrounding doping for different countries, availability of resources, ongoing cases and training needs. This joint initiative aims to build and strengthen partnerships between sport and law enforcement organizations to establish mutual understanding.

Sébastien Gaillard, Criminal Intelligence Officer, INTERPOL General Secretariat, said: "INTERPOL's role is to build bridges between law enforcement agencies and Anti-Doping Organizations. We establish and maintain strong networks and facilitate the sharing of experiences and exchange of operational information.



The partnership between INTERPOL and WADA benefits all stakeholders of both agencies and harmonizes the fight against doping globally."

In order to strengthen WADA's I&I activities in international law enforcement cooperation further, another MoU was signed with the European Union's law enforcement agency, Europol, in February 2021.

CIU and 'Speak Up!'

Since the creation of the 'Speak Up!' digital platform in March 2017, the Confidential Information Unit (CIU) has received more than 1,000 intelligence tips. Every tip reported through the platform is assessed, analyzed and registered through an information security management system. If WADA I&I decides not to pursue a case, the allegations submitted are shared with internal and external partners, subject to the informant's consent.

Tips received have resulted in the opening of hundreds of parallel investigations by World Anti-Doping Code Signatories and law enforcement agencies. In 2020 alone, 'Speak Up!' obtained allegations from 57 countries across 45 different sports. A total of 220 cases were registered. 118 led to investigations and close to 100 were shared with WADA partners. 'Speak Up!' has truly become a global anti-doping hotline.



Given the nature of WADA's I&I work, and the need to protect the identity of informants and whistleblowers, few success stories can be publicly shared. However, for cases that are no longer confidential, the CIU can report its involvement in recruiting informants who provided essential information.

Information can lead to full-blown investigations, such as Operation Arrow (detailed in the section below) or can simply add intelligence to testing missions. It is not unusual for athletes to be target-tested based on tips from informants and for them to return Adverse Analytical Findings (AAFs).

57	220	118
countries across 45 different sports	cases registered	led to investigations

Investigations Unit

Launched in August 2017, WADA I&I's investigation into the **International Weightlifting Federation (IWF)** and the sport of weightlifting covers four pillars: Operation Outreach, Operation Heir, Operation Extra and Operation Arrow.

This section highlights the IU's activities that took place across these pillars in 2020 and culminated in WADA's development of a new method of identifying sample tampering, announced in October 2020, together with the publication of provisional investigative outcomes.

Operation Outreach focuses on allegations from informants and whistleblowers that a high-ranking member of the IWF received payments to promote Russian interests and protect Russian athletes. Moreover, according to these confidential sources, this individual allegedly concealed instances of doping in exchange for money. Subsequent information alleged that the official also assisted some non-Russian athletes in this way. This investigation has since been transferred to relevant law enforcement agencies.

Operation Heir addresses allegations from confidential sources that, under an organized doping program, select Romanian weightlifters were receiving advance notice of testing, engaging in urine substitution and using sample surrogates or doppelgängers during testing to avoid detection. The investigation uncovered, inter alia, the urine substitution case of an elite Romanian weightlifter with a history of doping and supported an ongoing law enforcement activity. As a direct consequence of Operation Heir, the aforementioned athlete was found to have used a doppelgänger to provide an out-of-competition sample and was banned from competing for eight years. The sanction is currently under appeal.

WADA I&I has a long history of carrying out productive work in Romania. Commencing in late 2016, acting on information from confidential sources, WADA I&I investigated the Romanian Doping Control Laboratory in Bucharest and discovered it had concealed evidence of doping by three Romanian athletes at the direction of external entities. The laboratory's analysis practices were also unduly influenced by staff from the Romanian National Anti-Doping Agency (RNADA). These investigations led directly to WADA's

suspension of the Bucharest Laboratory on 27 November 2017 and the departure of key laboratory and RNADA staff. The Bucharest Laboratory was reinstated in 2019.

Operation Extra centers on various allegations, received from confidential sources, of sub-standard and, in some instances, improper practices by some national weightlifting federations. Intelligence gathered in this investigation has revealed that the mismanagement of some National Federations (NFs) represented a major weakness that allowed doping to thrive within the sport.

Operation Extra intelligence also suggests that among certain NFs, promising young athletes were protected, while those deemed to have less potential were used as donors of clean urine.

The allegations received by Operation Extra would suggest the problems faced by weightlifting are not centralized in any particular country or region but are more global.

Operation Arrow, which arose from both confidential information and findings from Operation Heir, has been a ground-breaking investigation into the global practice of urine substitution by athletes and the use of sample surrogates within the sport of weightlifting. Through Operation Arrow, the IU discovered 28 potential cases of urine substitution in 2020 (three "confirmed" cases and 25 "very likely" cases). All cases have been transferred to the International Testing Agency (ITA) for further results management assessments. Based on the evidence provided, the ITA has already charged Kazakhstan's weightlifter Nijat Rahimov, a gold medallist at the Rio 2016 Olympic Games, and Dumitry Captari from Romania with doping offences for substituting urine samples.

This investigation into the sport of weightlifting has been complex, difficult and time-consuming. While the large volume of allegations received via WADA's confidential 'Speak Up!' platform has been very encouraging, the culture of fear and silence within this sport has been a significant impediment. Although not all allegations investigated by WADA I&I were corroborated, a significant number of the corroborated allegations revealed a deep and long-lasting culture of organized doping and protection in the sport of weightlifting.

Operation LIMS

SPOTLIGHT ON...

In 2020, WADA continued to manage the outcomes of the various WADA investigations related to Russia [Pound, McLaren, Laboratory Information System (LIMS)]. In April, WADA I&I announced the completion of its investigation of 298 Russian athletes targeted as part of its Operation LIMS probe related to institutionalized doping in Russia.

Guided by data from the Moscow LIMS provided by a whistleblower, WADA I&I conducted targeted re-analysis on 1,132 of the 2,262 samples initially extracted from the Moscow Laboratory in April 2019. This resulted in the discovery of 61 AAFs related to 56 athletes from 10 sports.

Results management of the 61 AAFs, conducted by RUSADA under WADA I&I supervision, remains ongoing. More than 50% of the athletes have already been charged with Anti-Doping Rule Violations. To assist RUSADA, Operation LIMS compiled and delivered evidential statements for all 61 AAFs. These statements include chain of custody and evidence of 'aggravating circumstances' for the purposes of sanctioning.

WADA I&I has also provided ongoing support to all International Federations (IFs) and Major Event Organizers (MEOs) involved, including through the delivery of two instructional workshops and multiple individual meetings with the relevant IFs and MEOs. The guidance provided included instructions on how to build a doping case using the data recovered from the Moscow Laboratory.

WADA I&I staff has also provided expert evidence and compiled comprehensive evidential statements and case packages to assist many of the doping cases arising from this investigation. More specifically, WADA I&I has compiled and delivered statements and case packages in relation to potential doping violations against 75 athletes from 17 sports, in addition to the aforementioned 61 AAFs. Moreover, WADA I&I has so far provided expert evidence to hearing panels on 10 separate occasions. In every aspect of this long-running and highly complex case, WADA has followed the process in its pursuit of justice for athletes and clean sport.

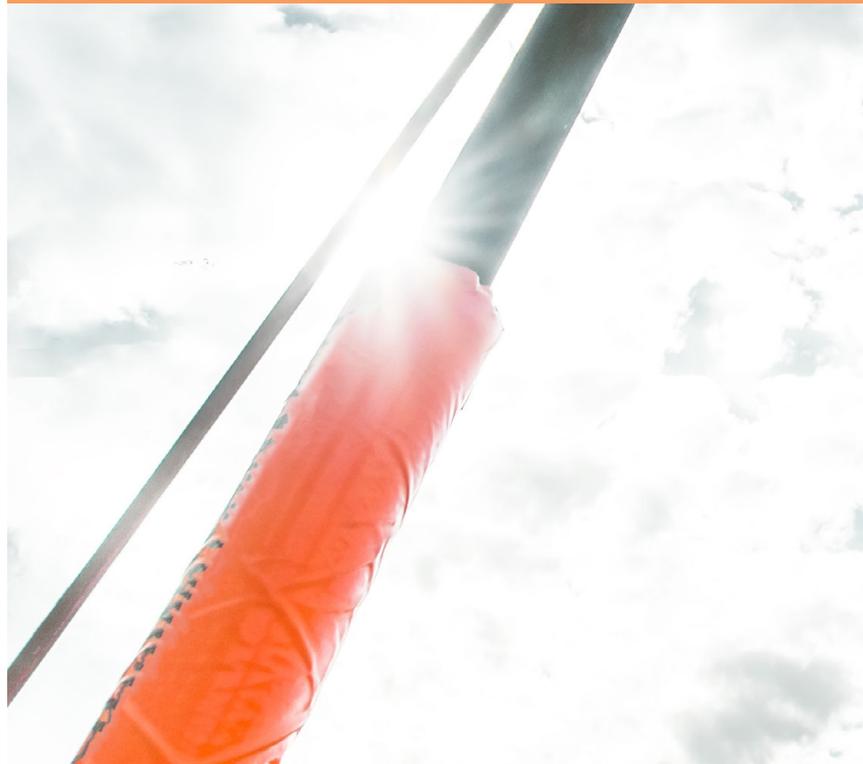
See also Legal Affairs, page 74.

Investigation Capacity and Capability Building Project

With the success achieved by WADA I&I, recognition has grown for the need to build a similar capacity tailored to ADOs.

WADA I&I regularly provides ADOs with guidance and training to enhance their intelligence and investigative capacities and capabilities, and facilitates sharing of knowledge and best practice. While progress has been made, the reality is that the majority of ADOs still struggle to lead their own investigations and require guidance in their efforts to build these specific skill sets.

Thanks to extra financial contributions received from the IOC and Governments of the world, WADA I&I launched an Investigation Capacity and Capability Building Project in 2020. The department plans to recruit two additional staff members to develop educational projects for ADOs in this area of work with a view to helping establish a robust infrastructure of investigative skills globally.





PEOPLE OF WADA



Damien Larin

Senior Confidential Information
Manager, Intelligence and
Investigations

Year joined: 2018

Hometown: Montreal, Canada

I think those of us who work with confidential sources enjoy interacting with people. Understanding our sources' motivations is a key part of our process. We understand that our sources are vulnerable; that these individuals take great risks to come forward, often putting their employment or even their personal security in jeopardy.

Mutual trust and confidence are crucial. We in WADA's Confidential Information Unit define our work by building collaborative relationships with our sources, relationships that are built on two-way communication. We are passionate about protecting those individuals while ensuring their information can have real impact. Our team believes in clean sport and are dedicated to it, and this is not just something that we say.

My involvement in sport has always been a unifying experience. One of the most beneficial aspects — be it playing pick-up sports or competing in organized competitions — is that you get the opportunity to step outside of your frame of reference and interact with people from different cultures and different backgrounds. The beauty of competition in sport comes when you are operating on a level playing field. So, my role at WADA is about ensuring that the voices of people who have information about doping are heard, that their information has impact, and that those who seek to undermine clean sport are removed from the field of play.

Legal Affairs

WADA's Legal Affairs Department (Legal) ensures that everything the Agency does is legally appropriate and that the World Anti-Doping Code (Code) is upheld at all times around the world. Providing advice and guidance to all departments and collaborating with external agencies, including Anti-Doping Organizations (ADOs), Legal also oversees results management, litigation and data protection.



Results Management

WADA reviews all decisions rendered by Code Signatories worldwide, and files appeals where appropriate, to ensure global harmonization of the sanctions and an equal treatment for athletes, regardless of where they come from or what sport they compete in.

In December 2020, WADA published its 2018 Anti-Doping Rule Violations (ADRVs) Report, a set of statistics that illustrates the outcomes of Adverse Analytical Findings (AAFs) resulting from samples collected in 2018 as well as non-analytical cases for which a decision was issued in 2018. This report complements the 2018 Testing Figures Report published in 2019.

Key information provided in the 2018 ADRV Report include the following:

- A total of 263,519 samples were collected by ADOs in 2018, subsequently analyzed by WADA-accredited laboratories and reported in the Agency's Anti-Doping Administration and Management System (ADAMS). Of these samples, 2,771 (1%) were reported as AAFs¹.
- 1,923 ADRV were recorded, involving individuals from 117 nationalities across 92 sports.
- 1,640 ADRV came from AAFs.
- 283 ADRV came from 'evidence-based intelligence' non-analytical findings.
- Of these 283 non-analytical ADRVs, 267 were committed by athletes and 16 by athlete entourage/support group members.

Comparisons with 2016 and 2017 are listed in the table below.

	TOTAL ADRV	NATIONALITIES	SPORTS	ADRVs COMING FROM AAFs	NON-ANALYTICAL ADRV
2018	1,923	117	92	1,640	283
2017	1,804	114	93	1,459	345
2016	1,595	117	112	1,326	269

¹ Out of the 2,771 AAFs: 1,640 samples (59%) were confirmed as ADRVs (sanctions); 333 samples (12%) were dismissed because of a valid medical reason; 381 samples (14%) were categorized as "no case to answer" (i.e. case closed for a valid reason other than medical reasons); 101 samples (4%) resulted in "no sanction" because the athlete was exonerated; and 316 samples (11%) were still pending.

In 2020, WADA was notified of

2,978

decisions rendered by Code Signatories.

WADA requested and reviewed more than

120

case files.

Of these,

17

appeals were filed and WADA was the respondent in **one** other case.

By the end of 2020,

4

of these **17** decisions were handled by the Court of Arbitration for Sport (CAS),

with and

3 1

upheld withdrawn.

The remaining

13

were still pending with CAS, including **one** case where WADA was the respondent.

7

cases were appealed before a national level appeal body.

Of these,

2 1

were upheld, was dismissed

and

3

were still pending by the end of 2020.

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

In addition, several cases appealed by WADA prior to 2020 produced results in 2020.

2

were upheld by CAS and

1

was still pending by year end.

In **two** other cases, where WADA was the respondent, the athletes' appeals were dismissed.

Under the Code, WADA is also responsible for taking decisions on other types of cases, including those concerning retired athletes who seek to return to competition (five cases in 2020), suspended athletes who provide substantial assistance and are seeking a partial suspension of their period of illegibility (five cases), and athletes who promptly admit an ADRV and are seeking a reduction of their suspension (29 cases).

In addition, WADA assists Signatories in their results management activities by providing support and advice, where appropriate. In 2020, this amounted to more than 1,700 stakeholder queries – a sizable, time-intensive exercise that made a significant contribution to the “Lead” and “Grow Impact” priorities of the 2020-2024 Strategic Plan.

Russian Anti-Doping Agency

Litigation

On 5 November 2020, in a process that was delayed by the effects of COVID-19, a four-day CAS arbitration hearing between WADA and the Russian Anti-Doping Agency (RUSADA) concluded. This was related to the findings of the WADA Intelligence and Investigations (I&I) Department investigation, known as Operation LIMS (see page 72), that Russian authorities had manipulated data from the Moscow Laboratory before and while the data were being forensically copied by WADA I&I in January 2019. This manipulation was in clear contravention of critical criteria set by WADA's Executive Committee when RUSADA was reinstated as compliant, under strict conditions, in September 2018. On 17 December 2020, CAS announced its decision, declaring RUSADA non-compliant with the Code for a period of two years and imposing a number of related consequences (the 186-page full reasoned decision was published some weeks later).

Meanwhile, WADA Legal continues to follow up with the relevant ADOs to ensure that all the available evidence gathered during Operation LIMS is acted upon properly and in line with the Code. To this end, where ADOs choose not to proceed, WADA reserves the right to take individual cases directly to CAS if appropriate.

In 2020, WADA ensured that its interests were duly defended in 13 legal cases before State courts in France, Spain, Italy, Switzerland, Canada, the United States and the United Kingdom. In these cases, WADA was either a party, an interested party or a defendant. Some of the matters were doping cases brought before State courts such as the Swiss Federal Tribunal or the French State Council, and some were cases of a criminal or civil nature in which WADA was a claimant or an interested party.



Privacy & Data Protection

On 1 January, 2021, a new version of the International Standard for the Protection of Privacy and Personal Information (ISPPPI) came into force. Prior to this, in late 2020, a significantly enhanced version of the guidelines for the ISPPPI was published with the support and input of stakeholders in the anti-doping community. The guidelines aim to assist ADOs as they build and implement privacy programs to enhance athlete trust by ensuring personal information is protected and handled respectfully at each step of the anti-doping process. The guidelines are accompanied by a series of seven operational templates to help ADOs implement key ISPPPI requirements and are part of WADA's commitment to grow its impact and provide support to all ADOs with the view to making the global system stronger.

In addition, three webinars were delivered to stakeholders as part of the Code Implementation Support Program, focusing on the ISPPPI, cybersecurity essentials for ADOs, and preparing ADOs to respond to the ISPPPI portion of WADA audits.

When it came to the ADAMS and Anti-Doping Education and Learning (ADEL), WADA Legal led the effort, in partnership with the relevant ADOs, to ensure all user agreements were consistent with the Code and ISPPPI, ensuring both initiatives were in line with best practices around data privacy, quality and integrity. This included collaboration with the International Testing Agency to create an effective data access and sharing structure in ADAMS for the 2020 Tokyo Olympic Games.

The Legal Department was also instrumental in providing data protection advice and support on several organizational initiatives, including:

- WADA's updated investigations policy, Therapeutic Use Exemptions guidelines and template application form;
- COVID-related guidance to ADOs and athletes;
- Compliance desk audits and the provision of a comprehensive privacy guide for WADA auditors;
- The Doping Control Form privacy and consent for research notices; and
- The management of privacy implications of public disclosure of anti-doping sanctions in the Guidelines for the International Standard for Results Management.



PEOPLE OF WADA

Cyril Troussard
Senior Manager, Legal

Year joined: 2016
Hometown: Dijon, France

The intensity of what we do on a daily basis in WADA Legal Affairs is quite demanding. You need to be comprehensive and pay attention to detail. We receive a lot of queries, providing assistance to stakeholders and doing our best to catch those who attempt to cheat the system. Ensuring everyone is treated equally and fairly across all sports, in all countries is as important as it is challenging.

From my perspective, what really matters is that we do our best to remain fair and consistent and to continue to improve the system – not only from a scientific perspective, but from a legal one as well.

Part of my job is to review all the decisions WADA receives from around the world from numerous anti-doping stakeholders. These stakeholders have a duty under the Code to notify the Agency, and we have the right to appeal these decisions if we feel they are not in line with the Code. It is vital for us to be well informed and have precise knowledge of case law.

From a very young age, I have been practicing sports, mainly football (soccer) and now hiking in the mountains. Sport has been important to me in terms of values. Playing sport has taught me so much. You learn how to play as part of a team, to work hard and be driven to overcome obstacles. You learn the rules and how to play within them. You find out your own physical and mental limits and there is always a lesson to be learned along the way. Sport offers everyone an opportunity – the key question is what are you going to do with that opportunity?

Science & Medicine



WADA Scientific Research Program

Developing and delivering new and strong scientific and medical knowledge in the field of anti-doping remains one of WADA's key priorities. Through the work of various groups composed of leading international experts in various scientific and medical fields, the WADA Science and Medicine Department continued to collaborate in 2020 with individuals and organizations to lead the way forward for anti-doping in these areas.



KEY RESEARCH OUTCOMES

Since 2001, WADA has invested nearly USD 83 million in more than 500 research projects to develop breakthroughs in anti-doping science. This research has benefited WADA and the anti-doping community in our joint quest to keep sport clean, including through the following advances:

- Developing and constantly improving tests to detect erythropoietin (EPO), human growth hormone (hGH), gene doping and many other prohibited substances and methods (often before they are available on the market);
- Devising the first consolidated List of Prohibited Substances and Methods (List), which came into force in 2004, and strengthening it every year since;
- Harmonizing and improving analytical capabilities in anti-doping laboratories; and
- Developing innovative approaches, such as dried blood spot (DBS) analysis and artificial intelligence for application in anti-doping.

WADA helped to fund several high-impact research areas in 2020. The Agency's fruitful partnership with the Fonds de Recherche du Québec continued to support research projects in the field of artificial intelligence and invited new project applications in the area of biomarkers of doping.

Thanks to extra financial contributions received from the International Olympic Committee (IOC) and Governments of the world, more than USD 4.7 million will be allocated to scientific research going forward – a financial boost that will give WADA-funded researchers greater scope to forge ahead with ground-breaking collaborations.

ANNUAL GRANT APPLICATION PROGRAM

As part of the annual grant application program, WADA received 72 project applications in 2020. In September, the Agency's Executive Committee (ExCo) approved the selection of 19 projects for funding amounting to more than USD 2.5 million. In mid-December, WADA issued a Call for Proposals for 2021 Scientific Research Grants. Outside the formal calls for proposals, WADA encourages scientists to contribute ideas to WADA that could have a beneficial application in anti-doping, by contacting science@wada-ama.org.

Prevalence of Doping in Sport

The ability to define the prevalence of doping in individual sports and countries is essential to better understand doping and to objectively measure the impact of the global anti-doping program. WADA's Prevalence Working Group aims to identify and develop suitable tools for use by stakeholders to assess the prevalence of doping in their sport or country. COVID-19 restrictions and sport event cancellations in 2020 significantly delayed the validation of WADA's prevalence model.

Moving forward, as opportunities to test prevalence tools at major events increase in 2021 and 2022, the Working Group's objective will be to finalize the model and various tools, integrating them into a format suitable for use by stakeholders.

List of Prohibited Substances & Methods

As WADA does annually, the Agency led an extensive consultation process regarding the List of Prohibited Substances and Methods (List), which involves some of the most qualified experts in the fields of science and medicine from around the world. This allows WADA to review the latest trends and scientific research to ensure that any new or existing substance or method that may meet the criteria for addition to the List are considered in a timely manner so as to protect athlete health and maintain a level playing field for all. As is customary, the process began in January and concluded with publication of the List before 1 October. In 2020, WADA also improved the design and functionality of the List – both for physical and digital media – to transform it into a more athlete-friendly resource that is easier to navigate.



Therapeutic Use Exemptions

The Therapeutic Use Exemption (TUE) process is a means by which an athlete may obtain approval to use a prohibited substance or method for the treatment of a legitimate medical condition. The TUE process is a necessary part of elite sport and has overwhelming acceptance from athletes, physicians and anti-doping stakeholders worldwide.

In 2020, a total of 2,130 approved new TUEs were registered in WADA's Anti-Doping Administration & Management System (ADAMS), compared to 3,316 in 2019. The decrease of 32% was expected given the COVID-19 pandemic and cancellation of sports competitions worldwide. National Anti-Doping Organizations (NADOs) remain the most active Anti-Doping Organizations in this area, entering 83.8% of all TUEs. International Federations (IFs) registered 15% of the total, Major Event Organizations (MEOs) registered 0.2%, and others (e.g., continental sports confederations) registered 1%. IFs and MEOs have the opportunity to recognize TUEs granted by other Anti-Doping Organizations (ADOs), rather than require new TUE applications. Approved TUEs for glucocorticoids remained the most common at 31% of the total, followed by stimulants at 27%, and hormones and metabolic modulators at 11%.

TUE PHYSICIAN GUIDELINES AND TUE CHECKLISTS

WADA screens all TUEs based on risk prioritization. In 2020, the Agency conducted nine TUE reviews, eight on our own initiative and one upon request from an athlete. To ensure a harmonized and high-quality TUE application and evaluation process, WADA, in conjunction with international experts, regularly updates the TUE Physician Guidelines and TUE Checklists published on the Agency's website.

These documents assist TUE committees around the globe in evaluating TUEs for specific medical conditions and outline the requirements of a proper TUE application.

WADA STUDY DETERMINES NO MEANINGFUL LINK BETWEEN TUEs AND OLYMPIC MEDALS

A study, conducted by WADA and published in 2020 in the British Journal of Sports Medicine, concluded there was no meaningful association between an athlete having a TUE and winning a medal at the Olympic Games, providing objective data to dispel some of the misunderstandings and misgivings surrounding TUEs.

The study examined the prevalence of athletes with TUEs at the five Olympic Games between 2010 and 2018 and looked for an association to determine if athletes with TUEs had won more medals than those without. Data showed that the number of athletes competing with valid TUEs (in individual competitions) at the selected Games was less than 1%. WADA's analysis found no meaningful association between competing with a TUE and the likelihood of winning a medal.

Athlete Biological Passport

WADA continues to lead the development of the Athlete Biological Passport (ABP). A powerful anti-doping tool, the ABP monitors selected biological variables over time to reveal the effect of doping, as opposed to the traditional direct detection of doping substances and methods by analytical doping controls.

With almost 200 Anti-Doping Rule Violations to date having been based directly on the ABP, the program continues to be successful also in its application to drive and support specific investigations. In particular, the ABP was used to establish several cases of urine sample exchange, which formed the basis for further investigation by WADA's Intelligence & Investigations Department, including Operation Arrow (see page 71). In 2020, the ABP was used by 184 IFs and NADOs as part of their strategic anti-doping programs, including 17 ADOs that launched new ABP programs.

DEVELOPMENT OF THE ABP

A new endocrine module of the ABP is under development to better detect the abuse of growth hormone. A Working Group (Endocrine Analytics Working Group) was created in 2020 to make recommendations to WADA in relation to:

1. Applicable guidelines for laboratories to perform measurement of growth hormone biomarkers in blood for the ABP; and
2. The implementation of an applicable laboratory quality control program.

Following a 2019 Court of Arbitration for Sport decision on two Athletics Integrity Unit cases validating the use of steroid markers in blood, a WADA Quantification of Endogenous Steroids for the Purpose of Longitudinal Profiling in Blood Working Group (Steroids in Blood Working Group) was formed in March 2020 to formalize the pre-analytical and analytical requirements of this approach for implementation within the ABP.

Several other targeted research projects for the development of the ABP were advanced in 2020, including the ongoing validation of markers of plasma volume, the use of machine learning tools to better identify EPO doping, and the standardization of reticulocyte counts for the ABP.

NEW EDUCATION PROGRAM FOR ABP EXPERTS

To ensure fair and consistent review of Passports based on the most up-to-date scientific knowledge, WADA developed in 2020 an ABP Expert Education Program for experts reviewing Passports in ADAMS on behalf of ADOs. This program, which officially launched in 2021, includes reference material and a dedicated webinar series.

Laboratories

The global anti-doping testing system is served by a worldwide network of WADA-accredited laboratories that analyze samples, report test results and enter the information into ADAMS. By constantly strengthening its laboratory accreditation and monitoring process, WADA strives to ensure high-quality, harmonized results for the entire international anti-doping community.

In 2020:

The Helsinki Doping Control Laboratory, in Finland, continued its work to reinstate its WADA accreditation.

The Doping Control Laboratory of Athens, in Greece, received a six-month extension to its suspension in early April, then was granted an exceptional additional six-month extension in September due to the impact of the pandemic.

The National Dope Testing Laboratory in New Delhi, India, received an additional six-month suspension in February. Further disciplinary proceedings were initiated due to outstanding non-conformities with the International Standard for Laboratories, which led to a second six-month suspension that began in July.

The National Doping Control Centre in Bangkok, Thailand, requested and was granted in May a six-month extension to its November 2019 suspension. A second extraordinary six-month extension was granted in November 2020 due to the impact of COVID-19.

The Lisbon Laboratory in Portugal underwent the final accreditation test in September through a hybrid remote/on-site assessment of its compliance, having entered the probationary phase of accreditation in September 2019. At the end of 2020, the Laboratory's responses to the follow-up of the assessment findings were under review by WADA's Laboratory Expert Group.

The Bogotá Laboratory, in Colombia, remained in the probationary phase of accreditation as it completed facility renovations and addressed its independence status.

The National Anti-Doping Laboratory in Moscow, Russia, was provisionally suspended on 21 January 2020 pending formal disciplinary action. (See Operations LIMS on page 72.)

The Laboratorio Nacional de Prevención y Control del Dopaje of Mexico City ceased operations as a WADA-accredited laboratory on 15 November 2019. WADA officially announced the closing of the laboratory on 5 March 2020 following weeks of sustained efforts by the Agency to advise the Mexican Public Authorities on the benefits of maintaining an accredited anti-doping laboratory in Mexico.

The Sports Medicine Research and Testing Laboratory in Salt Lake City, United States, was fully re-accredited in May 2020.

WADA continued to develop various partnerships in the area of science and medicine in 2020.

WADA's Pharmaceutical and Biotechnology Industry Partnerships

Pharmaceutical and biotechnology industries are part of a wider anti-doping community with which WADA and other key stakeholders in the fight against doping in sport collaborate.

In July 2020, WADA signed a memorandum of understanding (MoU) with the International Federation of Pharmaceutical Manufacturers and Associations (IFPMA), the association that represents the leading pharmaceutical companies of the world. This MoU reaffirms a partnership initiated in 2010 with the desire to create a joint working group to facilitate identification of new drugs in development with doping potential, subsequently facilitating the transfer of knowledge and development of specific anti-doping tests for such substances.

Thomas Cueni, Director General of IFPMA, said: "The biopharmaceutical industry is discovering, developing and delivering medicines and vaccines that improve the lives of patients worldwide. It also wants to ensure those medicines and vaccines are used appropriately and safely. We vehemently oppose the misuse of pharmaceutical products for the purpose of improved athletic performance and that is why we work so closely with WADA. We are proud of our decade-long collaboration with WADA in identifying compounds that have the potential to be abused in the sport context. We look forward to continuing that partnership in the years to come, working hand-in-hand to promote doping-free competition."



International Laboratory Accreditation Cooperation

WADA anti-doping laboratory accreditation is based upon compliance with two international standards: ISO/IEC 17025 and the International Standard for Laboratories (ISL). WADA has established close ties with both international and national standard-setting bodies, including the International Laboratory Accreditation Cooperation (ILAC), to facilitate the process of assessment of laboratories for compliance with both standards.

This strong partnership, formed in 2003, has permitted the harmonization of rules and practices under this dual accreditation and led to the creation of a formal program for International Standard for Laboratories (ISL)-trained assessors across the national accreditation bodies auditing WADA-accredited laboratories.

2020 was a year in which laboratories faced serious challenges to maintain their activities in a difficult sanitary situation, meaning flexibility in the auditing and accreditation procedures was required. Close cooperation between ILAC and WADA facilitated this agility in the application of accreditation and re-accreditation procedures.

Etty Feller, ILAC Chair, said: "ILAC's and WADA's complementary roles and activities provide a robust framework for effective concurrent laboratory assessments based on ISO/IEC 17025 and the ISL, which are essential in supporting WADA's pursuit of doping-free sport. We appreciate our continued close working partnership and look forward to further collaborations between our two organizations in the future."



Partnership for Clean Competition

In November 2020, the Partnership for Clean Competition (PCC) and WADA renewed their agreement to continue their coordination activity in support of anti-doping research. More research projects are now being jointly supported and coordinated by the two organizations.

SPOTLIGHT ON...

Dried Blood Spot Testing: A New Tool in Anti-Doping

To protect the fundamental right of athletes to participate in doping-free sport, we continually need to innovate. This includes identifying promising new scientific methods in doping detection such as dried blood spot (DBS) testing.

The advantages of DBS include:

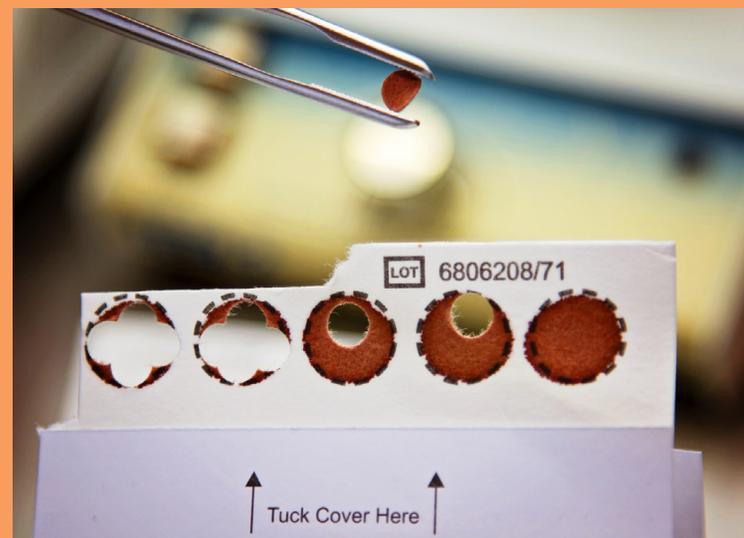
- Easy sample collection (e.g. finger or upper arm prick);
- Less invasive methods than current urine and blood collection and, therefore, a better athlete experience;
- The need for a smaller volume of blood;
- Less expensive sample collection and transportation;
- Less space needed to store samples; and
- Possible benefits with regards to sample stability.

DBS also has the potential to complement current routine testing methods, to expand the coverage of athletes tested, and to facilitate the collection and transportation of blood samples in remote geographical areas.

Since 2019, WADA has been leading the development of DBS samples for doping control as part of a collaborative effort between the Agency and a consortium of anti-doping stakeholders that includes the IOC, the International Testing Agency, the China Anti-Doping Agency and the United States Anti-Doping Agency, with additional financial support from the Japan Anti-Doping Agency, Sport Integrity Australia and Anti-Doping Switzerland.

This consortium progressed on its objective to develop DBS for routine anti-doping testing, supporting the work of two working groups created by WADA respectively for collection and transport, and analysis and storage.

Seven new short-term targeted research projects received consortium funding in 2020 to support the development and implementation of DBS testing, building a strong foundation for DBS in the anti-doping context. These projects informed the plan for DBS anti-doping activities for the 2020 Olympic and Paralympic Games in Tokyo, and the development of a new technical document on DBS.



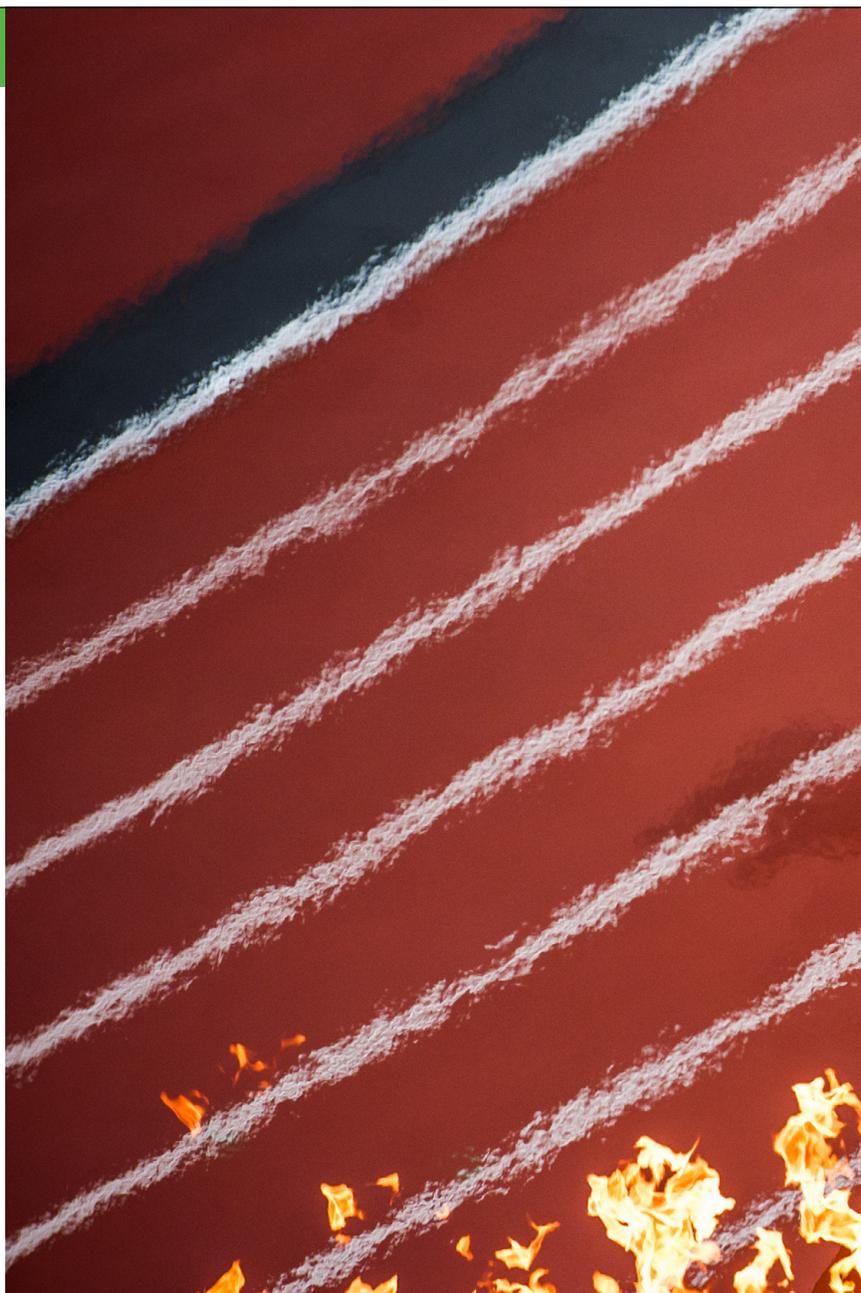
At its May 2021 meeting, WADA's Executive Committee unanimously approved this technical document, which harmonizes DBS testing by providing Anti-Doping Organizations and WADA-accredited laboratories with specific requirements and procedures for DBS sample collection, transport, analysis and storage. The Technical Document came into effect on 1 September 2021, and WADA will assist Anti-Doping Organizations and WADA-accredited laboratories around the world with the progressive implementation of this method to make sure that they are ready for its routine use at the Beijing 2022 Winter Olympic and Paralympic Games and beyond.

Testing

Testing is an important tool in the protection of clean sport around the world, both as a means of detection and as a deterrent to athletes who may consider doping.

Under the World Anti-Doping Code (Code), testing is undertaken by Anti-Doping Organizations (ADOs) – including National Anti-Doping Organizations (NADOs), Regional Anti-Doping Organizations (RADOs), International Federations (IFs) and Major Event Organizations (MEOs), often with the assistance of Sample Collection Authorities (SCAs) – to collect and analyze athletes' urine and blood samples against the List of Prohibited Substances and Methods (List).

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



WADA Guidance for Testing Authorities During COVID-19

In early February 2020, the Chinese Anti-Doping Agency (CHINADA) informed WADA of the impact that COVID-19 was having on its national anti-doping program.

Following this initial engagement with CHINADA, WADA collaborated with stakeholders worldwide, through continuous communication, to offer them support and guidance during the pandemic. The impact of COVID-19 was perhaps most evident through ADO testing programs which, due to public health measures in place, saw testing significantly reduced in many countries.

WADA led several initiatives to enable testing programs to continue in a manner that protected the health and safety of athletes and sample collection personnel. This involved the development of three successive versions of a guidance document in collaboration with several stakeholder groups, including the Agency's own Strategic Testing Expert Advisory Group, the World Health Organization and an expert group of NADOs. The most recent version, WADA's Guidance for Testing During COVID-19 Pandemic, was published on 25 November 2020.

The guidance covered multiple areas affected by COVID-19, including the provision of whereabouts information, sample collection, transportation to laboratories, sample analysis, and other activities and obligations under the World Anti-Doping Program.

The guidance reflected the latest scientific knowledge on the pandemic at the time. The November 2020 document also considered outcomes of a global survey WADA issued to ADOs to assess the impact of COVID-19 on anti-doping programs worldwide and outlined how ADOs can best operate their testing programs during the pandemic while remaining in line with the International Standard for Testing and Investigations (ISTI). This document was in addition to the extensive question and answer guidance provided to athletes in March 2020 (and updated in May 2020 and February 2021 as the situation evolved) which provided useful information to athletes and their entourage as regards testing and many other aspects of the anti-doping system.



Impact of COVID-19 on Sample Collection

COVID-19 had a significant impact on the number of samples collected, particularly from March through July 2020. The majority of IFs postponed or cancelled their sport events in 2020, which resulted in 90,397 (61%) fewer samples collected in-competition in 2020 compared to

2019. There were 51,867 (31%) fewer samples collected out-of-competition during this period. However, numbers returned close to those of 2019 during the months of October through December 2020.

Samples Collected

January – December 2020 vs. 2019

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
2020	20,288	25,259	11,207	578	2,625	7,706	11,081	14,619	18,699	21,094	19,636	15,464	168,256
2019	17,539	23,819	26,933	25,219	27,146	26,904	28,084	29,360	26,638	26,638	26,469	20,873	305,881 ²
Diff +/-	2,735	1,419	-15,749	-24,643	-24,526	-19,211	-17,015	-15,381	-8,995	-7,939	-6,833	-5,409	-137,625

Testing Authorities (World Anti-Doping Code Signatories)

January – December 2020 vs. 2019

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
2020	138	157	146	31	58	94	108	123	133	145	146	144
2019	120	147	154	165	169	178	172	172	178	189	189	163
Diff +/-	16	9	-11	-133	-112	-84	-64	-50	-59	-44	-43	-19

Out-of-Competition Samples Collected

January – December 2020 vs. 2019

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
2020	12,546	13,622	6,868	569	2,512	6,734	8,916	9,871	11,920	13,079	13,963	10,880	111,480
2019	9,988	12,379	13,139	12,713	13,691	13,377	14,933	15,443	15,015	15,112	15,265	12,012	163,067
Diff %	126%	110%	52%	4%	18%	50%	60%	64%	75%	87%	91%	91%	68%

In-Competition Samples Collected

January – December 2020 vs. 2019

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
2020	7,742	11,637	4,339	9	113	972	2,165	4,748	6,779	8,015	5,673	4,584	56,776
2019	7,551	11,440	13,794	12,506	13,455	13,527	13,151	13,917	11,623	11,785	11,204	8,861	142,814
Diff %	102%	102%	31%	0%	1%	7%	16%	34%	54%	68%	51%	52%	40%

² Total samples analyzed at WADA-accredited laboratories collected by Signatories.

Anti-Doping Statistics

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

In December 2020, the Agency published the 2019 Testing Figures Report, which summarizes the results of all samples WADA-accredited laboratories analyzed and reported in the Agency's Anti-Doping Administration and Management System (ADAMS) that year. The report includes in-competition (IC) and out-of-competition (OOC) urine samples, blood and Athlete Biological Passport (ABP) blood data, and the resulting Adverse Analytical Findings (AAFs) and Atypical Findings (ATFs). Key data is listed in the table below, including comparisons to previous years.

	TOTAL SAMPLES*	URINE [U]	BLOOD [B]	ABP	IC	OOC	AAF
2020	172,184	138,469	11,017	22,698	58,793	113,391	1,239
2019	314,448 ³	252,708	25,339	36,401	149,190	165,258	2,702
2018	294,784	239,024	24,495	31,265	142,230	152,554	2,771
2017	274,362	224,167	21,065	29,130	139,322	135,040	2,749
2016	257,687	212,208	17,306	28,173	128,819	128,868	3,032

* According to results reported in ADAMS.

As a complement to the annual testing figures report, in December 2020, WADA also published the Anti-Doping Rule Violations (ADRVs) Report for 2018, which illustrates doping offences committed in global sport during that year. (Highlights from that report can be found in the Legal Affairs section on page 75.) Together, the annual testing figures and ADRV reports represent a set of anti-doping statistics that are of great value to the anti-doping community's efforts to protect athletes around the world.

3 Total samples analyzed at WADA-accredited laboratories, including those collected by non-Code Signatories.

Technical Document for Sport Specific Analysis

WADA's Technical Document for Sport Specific Analysis (TDSSA) came into effect in January 2015. The TDSSA sets Minimum Levels of Analysis (MLAs) of testing by individual ADOs for specific prohibited substances that are not included within the standard urine analysis menu but that are essential substances for which to screen. These include Erythropoietin-Receptor agonists (EPOs), Growth Hormone (GH) and GH Releasing Factors (GHRFs). The TDSSA is one part of the development of a robust, comprehensive Test Distribution Plan (TDP), as prescribed by the International Standard for Testing and Investigations (ISTI).

In 2020, WADA's Strategic Testing Expert Advisory Group reviewed extensive TDSSA testing and monitoring data for the period 1 January 2015 to 30 June 2020. The Group identified trends of increasing ADO adoption and greater compliance with the TDSSA requirements since the introduction of WADA's enhanced Compliance Monitoring Program in 2015 and the entry into force of the International Standard for Code Compliance by Signatories (ISCCS) in April 2018.

TDSSA COMPARISON 2015-2020

A comparison of data between 2020 and each year since the TDSSA came into effect in 2015 (taken from ADAMS) shows a significant increase in the number of ADOs testing for EPOs, GH and GHRFs as outlined below.

EPOs Analysis

* AAFs

	EPOs SAMPLES	AAFs	# OF SPORTS	# OF TAs
2020	37,399	31	95	162
2019	55,578	92	120	244
2018	51,643	77	118	229
2017	48,853	85	116	220
2016	46,710	66	108	212
2015	36,218	46	94	183

GH Analysis

	GH SAMPLES	AAFs	# OF SPORTS	# OF TAs
2020	10,365	1	78	108
2019	24,181	6	103	150
2018	24,242	2	99	137
2017	20,482	0	90	124
2016	17,538	6	68	111
2015	13,264	4	74	103

GHRFs Analysis

	GHRFs SAMPLES	AAFs	# OF SPORTS	# OF TAs
2020	46,163	9	97	172
2019	59,406	26	126	234
2018	60,964	21	124	231
2017	57,869	19	119	218
2016	42,730	15	111	207
2015	21,654	14	88	145

SPOTLIGHT ON...

Strategic Testing Expert Advisory Group

The challenges posed by the COVID-19 health crisis to sport and the global anti-doping system were manifold but it also provided a unique opportunity for innovation and further collaboration. In early September 2020, WADA introduced a Strategic Testing Expert Advisory Group (STEAG) to collect feedback from ADOs on their testing programs during the pandemic, review the lessons learned and consider ways to address any other crisis situations that may arise in terms of testing, among other activities.

The 10-member Advisory Group includes an athlete representative and anti-doping professionals with a broad range of scientific, medical, legal and other relevant expertise from NADOs, IFs and WADA-accredited laboratories. The Group's main responsibility in 2020 was to further develop the 'Guidance for Testing During COVID-19 Pandemic' document, while also reviewing and further considering the modified sample collection programs piloted by several NADOs during the pandemic. From these reviews came the recommendation to conduct a feasibility study in 2021 on alternative and innovative sample collection programs. The objective of the study is to determine if sample collection procedures can be further enhanced to deal with such crises in the future while maintaining the integrity of the process and the samples.

The STEAG is evaluating how the anti-doping community can continually improve the way in which it plans, collects and analyzes samples for the purpose of doping control to maximize both detection efficiency and deterrence.

The Group will provide expert advice, recommendations and guidance to WADA to enhance the overall effectiveness of testing programs regarding the implementation and further development of testing programs and processes linked to the ISTI and TDSSA.



Information & Data Management

WADA's Anti-Doping Administration and Management System (ADAMS) was launched in 2005 as a mechanism to assist stakeholders with their implementation of the World Anti-Doping Code (Code), and to facilitate the coordination and monitoring of anti-doping activities worldwide.

WADA knows that a technology-based system, such as ADAMS, needs to evolve constantly to stay fit for purpose, and the Agency is doing its utmost to make sure the system remains at the cutting edge. Next Gen ADAMS is a complete rebuild of the system, reconstructing one mod-

ule at a time to phase in an entirely new global anti-doping information clearinghouse. Substantial progress was made in 2020 on the advancement of Next Gen ADAMS, with a number of user-facing modules and developments fully deployed to benefit the anti-doping community.



Athlete Central

Launched in November 2019, WADA's Athlete Central gained significant traction in 2020 and, as of year end, had been successfully used by close to 12,500 athletes who submitted whereabouts via the app.

Powered by ADAMS, Athlete Central is a simple, smart and reliable way for athletes to provide their whereabouts information to support out-of-competition testing and demonstrate their commitment to clean sport.

Initially released in English and French, the app is now available in a total of 17 languages, namely: Bulgarian, Chinese, English, Finnish (Suomi), French, German, Hungarian, Italian, Japanese, Korean, Romanian, Russian, Serbian, Slovak, Spanish, Swahili and Turkish. The inclusion of these languages further extends the reach and usefulness of the app, and the Agency is grateful to the stakeholders who translated Athlete Central into these additional languages to support the athletes of their respective countries.

Feedback to date from athletes has been positive, and there has been a noticeable decrease in support required by WADA staff to assist athletes with technical questions and issues.

Testing Center

In January 2020, WADA launched a new Testing Center module for Anti-Doping Organizations (ADOs) through Next Gen ADAMS to replace the classic Test Distribution Planning tool.

The Testing Center offers ADOs an improved means to control, plan and manage their testing program. The Center also provides faster and increasingly standardized processes for ADOs to assess and report the relevant metrics for their testing programs. A new dashboard provides a useful overview of all testing activity. ADOs can easily enter annual testing plans in ADAMS: full year, quarterly or monthly for any sport or discipline.

Test Distribution Planning is a key component of the International Standard for Testing and Investigations (ISTI) and involves adoption of the Technical Document for Sport Specific Analysis (TDSSA), which establishes by means of a risk assessment the prohibited substances or methods most likely to be abused in particular sports and sport disciplines.

In support of the TDSSA, the Testing Center consolidates all relevant monitoring data onto a single page, provides an overview of how ADOs compare to the Minimum Levels of Analysis for each sport or discipline, and quickly identifies any shortcomings with TDSSA compliance.



The majority of development of DCO Central, WADA's new doping control sample collection app for tablets, was completed in 2020. The new app provides Doping Control Officers (DCOs) from ADOs and Sample Collection Agencies (SCAs) with an online and offline solution for secure and fast data collection that is now entirely paperless. As was the case with Athlete Central and the Testing Center, DCO Central was tested with stakeholders prior to its release.

To reduce unsuccessful test attempts, DCO Central has real-time access to athletes' whereabouts information. The app's multilingual notification and sample collection capabilities are intended to enhance athletes' confidence that their rights are being protected. Athletes are guided through testing (and their associated rights and responsibilities) by the app in the language of their choosing, even if it is not the DCO's native language.

The May 2021 launch of Athlete Central was supported by training and promotional material developed in 2020. Athlete Central and DCO Central are available for download from the Apple Store and Google Play.

In 2020, significant efforts went into ensuring that all ADAMS modules would be compliant with, and support appropriately, the 2021 World Anti-Doping Code (Code) changes. While development of all Next Gen modules continued in 2020, Code changes took priority to ensure a seamless transition with ADAMS into the new year and the advent of the 2021 Code and related International Standards.

Substantial changes were finalized regarding how third parties (now defined as Delegated Third Parties) will operate in ADAMS to reflect the reality that many ADOs outsource some of their activities. These changes will not only ensure compliance with the Code, but also give WADA better oversight into how ADOs may delegate certain doping control activities and ensure the necessary protection of data.

Other Code-related updates include a mechanism to capture information on the sampling equipment being used by collection agencies (as per the 2021 ISTI), improved categorization and record keeping of results management information (as per the 2021 International Standard for Results Management) and updating the current ADAMS to reflect changes to the Therapeutic Use Exemption (TUE) process (as per the 2021 International Standard for TUEs).





PEOPLE OF WADA



Chaya Ndiaye

Senior Manager and Team Lead / Software Product Management, Information and Data Management

Year joined: 2004

Hometown: Dakar, Senegal

I joined WADA as a two-day temporary replacement. That was back in 2004. Born and raised in Senegal, I was always very curious about computers, all the things that happen in the background that drive what appears on screen. Naturally, I decided to study information systems. Later, I joined the Agency's Information and Data Management Department as an IT coordinator.

Today, I am responsible for leading the WADA Product Team, which manages internal and external information systems, the main stakeholder-facing system being ADAMS. The platform plays a big role in anti-doping by collecting information from athlete whereabouts, and storing Therapeutic Use Exemptions, testing history, laboratory results and the Athlete Biological Passport. ADAMS abides by the Code and International Standards and allows Anti-Doping Organizations worldwide to collaborate while respecting the highest data privacy and security guidelines.

ADAMS, like all of the Agency's offerings, is available free of charge in multiple languages and sets a standard in the field, allowing Anti-Doping Organizations with limited resources to easily implement an anti-doping program. This is really dear to me because the system provides equitable access to all athletes, allowing them to play on equal ground through our products or via their respective Anti-Doping Organization. Also, I have a daughter who plays sports. I want to help uphold her right to compete in a world of sport that is fair to everyone.

2020 Finance Overview



Funding

WADA's financial story has been one of steady development. Two decades ago, the Agency worked with USD 15.5 million in operating income. In 2020, the level of contribution has increased by almost two and a half times to reach USD 38.5 million.

WADA appreciates the 8% annual increase in budgeted income from the Sport Movement, led by the International Olympic Committee (IOC), and Public Authorities for 2018 to 2022, as well as the additional contributions received from various Governments and organizations. These financial commitments demonstrate a solid vote of confidence in the Agency's mission and our actions to protect clean sport.

At the 2019 World Conference on Doping in Sport in Katowice, Poland, IOC President Thomas Bach pledged an additional USD 5 million toward WADA projects in scientific research and investigations, and committed to matching every dollar contributed by Public Authorities – with the potential for total funding to reach up to USD 10 million. We are pleased to report that during 2020 and up to mid-2021, nine Governments responded to the call, committing more than USD 3.5 million. With those funds being matched by the IOC, that means more than USD 7 million has been received.

Equally important are joint funding initiatives between WADA and different Governments and other partners on various research projects. Under the three-year dried blood spot testing project (see page 87), the Agency successfully partnered with six Anti-Doping Organizations (ADOs) to receive close to USD 1.2 million in funding as of 31 December 2020. Moreover, in 2018-2019, WADA partnered with the Fonds de Recherche du Québec in an alliance that resulted in a commitment of USD 1.5 million over five years from both parties.

Education initiatives also received a share of funding. In 2020, the Agency received a total of USD 185,000 for education projects from the National Anti-Doping Organizations of Brazil and Poland, as well as the South East Asia Regional Anti-Doping Organization (SEARADO), notably for WADA's Anti-Doping Education and Learning (ADEL) platform and the 'Global to Local' project (see page 67).

WADA continued to receive other contributions, amounting up to USD 2.9 million from 2016 to 2020, from a number of Governments. With the agreement with Montreal International renewed for another 10 years for hosting the Agency's headquarters, WADA will receive an increase close to USD 1 million to USD 2.44 million annually from this organization from 2021 to 2031.

WADA's achievements could not happen without the financial support of our contributors and we sincerely thank all our funders.

However, as the Agency's mandate and stakeholder expectations continue to grow, WADA Management believes that much more can and must be done to address the inequalities that exist around the world in terms of anti-doping. This is why 'developing short- and long-term funding strategies' is a key initiative of WADA's 2020-2024 Strategic Plan. WADA firmly believes that there are many socially responsible private companies, organizations and donors that would have an interest in enhancing their image by investing in the integrity of sport. The Agency is working hard to attract additional income streams in order to further secure its financial future and strengthen the overall anti-doping system while ensuring that Governments and the Sport Movement do not shoulder the responsibility alone.

SOURCES OF CONTRIBUTIONS: Actuals 2015-2020 and Budget Plan 2021-2022

Actuals include outstanding contributions from previous years

	INTERNATIONAL OLYMPIC COMMITTEE (IOC)	PUBLIC AUTHORITIES (PA)	PA ADDITIONAL CONTRIBUTION	MONTREAL INTERNATIONAL	LAB ACCR. AND REACCR. AND OTHER*	TOTAL
Actual 2015	13,742	13,701	829	1,418	209	29,899
Actual 2016	13,963	13,968	299	1,431	300	29,961
Actual 2017	15,057	14,721	441	1,433	306	31,958
Actual 2018	16,055	16,349	1,263	1,471	248	35,386
Actual 2019	17,336	17,214	1,621	1,452	426	38,050
Actual 2020	18,073	18,583	271	1,405	202	38,535
Budget Plan 2021	20,220	20,220	215	2,444	314	43,414
Budget Plan 2022	21,838	21,838	215	2,469	249	46,608

All numbers are in thousands of US dollars / 2021 to 2022 are projected numbers at 8% increase

* Laboratory Accreditation and Reaccreditation, Compliance Monitoring

2020 Financial Performance

2020 was a challenging and extraordinary year for WADA and the global anti-doping community on many fronts. Due to the COVID-19 pandemic, WADA was forced to adapt quickly to new realities. Despite the disruption, the Agency successfully delivered in all areas of priority.

2020 Contributions

WADA ended the year with USD 38.5 million in operating income, representing a slight growth of 1% from 2019. The contributions from Public Authorities and the Sport Movement, which were budgeted at USD 18.7 million each, reached 98.2% and 96.5% by the end of 2020, respectively. All matching annual contribution dues from the IOC were also received.

In addition, in 2020, WADA received USD 193,000 from Public Authorities for contributions related to previous years.

Contributions were also received amounting to USD 271,000, for specific projects from the Governments of Australia (related to its support of the Oceania RADO), Japan (for program development in Asia), and the City of Lausanne and Canton de Vaud (for their ongoing support of WADA's Annual Symposium in Lausanne).



Overall Operating Results

WADA recorded a 2020 surplus (excess of income over expenses) of USD 5.2 million against a budgeted surplus of USD 2.4 million.

Total operating expenses were recorded at USD 33.9 million for 2020, compared to USD 37.8 million in 2019, representing a decrease of USD 3.9 million, or 10% decrease year over year.

The spending landscape was drastically affected due to the pandemic. A decrease in expenses was registered for many activities. From early March onwards, most countries went into various levels of lockdown, which brought travel to a halt. Accordingly, travel and accommodation expenses for in-person meetings – such as the WADA Foundation Board (Board) and Executive Committee (ExCo) meetings – and other events recorded a significant decrease of USD 3.4 million (or 85%) compared to 2019. All other expenses related to administrative and office operating costs were also impacted, with a reduction of USD 1 million from 2019. Testing activities worldwide, including those funded by WADA through the RADO testing grant, were not carried out at their usual level, which translated into a year-end spend of USD 303,000 compared to USD 533,000 in 2019.

Fees to external specialists also experienced a downward trend from USD 6.9 million in 2019 to USD 5.7 million in 2020. Despite the lower level in such fees overall, legal costs concerning a number of high-profile anti-doping cases (for example, the cases of the Russian Anti-Doping Agency (RUSADA) and Chinese Swimmer, Sun Yang) required additional financial resources through the work of external legal counsel. However, it should be noted that in the compliance case involving RUSADA, the Court of Arbitration for Sport (CAS), awarded WADA USD 1.8 million (the highest in CAS history), to be spread over 2021 and 2022, which will alleviate some of the case-related costs incurred by the Agency.

Further to WADA's Board approval of the Agency's 2020-2024 Strategic Plan, in the second quarter of 2020, activities and/or projects were further prioritized and actioned. Early in the pandemic, recruitment was placed on hold, with the focus placed on upskilling current staff through training programs. Later in the year, however, there was an increase in human resources, which explains the 14% increase to USD 17.9 million related to salaries and other employment-related expenses. Extra contributions from Public Authorities and the IOC in the area of intelligence and investigations also allowed WADA to hire additional human resources for specific time-limited projects.

Other contributing factors to the increase of employment-related expenses were a one-time adjustment of USD 812,000 pertaining to the Swiss pension obligation based on an independent actuarial valuation as required by International Financial Reporting Standards. This accounting treatment recognizes a pension liability in the financial statements and does not impact cash flow.

WADA research grants amounted to USD 1.4 million, compared to USD 2.3 million in 2019, mainly due to the timing of the distribution of grants for projects committed.

Investments

In 2020, WADA incurred capital expenditures of close to USD 3 million, which was USD 160,000 above the budgeted amount but a decrease of close to USD 300,000 compared to 2019. Further development of the Anti-Doping Administration and Management System (ADAMS) remained a key priority, with investment amounting to USD 2.3 million. As part of the Next Gen ADAMS rebuild, tremendous effort was invested in 2020 to prepare for the launch, in the second quarter of 2021, of the long-awaited 'DCO Central,' a paperless solution for secure and fast collection of doping control data. It was equally important to ensure that ADAMS was prepared to support changes required by the 2021 World Anti-Doping Code and International Standards, which entered into force on 1 January 2021. Further investment was made in the Anti-Doping Education and Learning Platform (ADEL) to enhance accessibility through revamped design and functionalities in preparation for the new version's launch in January 2021. WADA also commenced a full redesign of the corporate website, scheduled to go live in late 2021 or 2022.

Prompted by the COVID-19 pandemic, WADA embarked on an 'Organizational Transformation and New Ways of Working' project in 2020. The project involved the review of WADA's organizational structure – to ensure it was set up in a way to optimize performance and support delivery of our 2020-2024 Strategic Plan – and the review of the Agency's workforce management and collaboration models to ensure they are optimized to consider the demands and opportunities of teleworking and other alternative ways of working. In relation to this project, plans to expand the Montreal office were shelved. Instead, the current office footprint will be reconfigured to accommodate a post-COVID workplace with reduced onsite employee presence required, resulting in significant savings.

The income from interest on investment (short and long term) reached USD 672,000, a decrease of 11% compared to 2019. WADA's conservative policy of not investing funds in speculative financial products continued in 2020.

Surplus & Reserves

As a result of the surplus, operating reserves increased to USD 6.4 million, a rise of USD 2.5 million for 2020. Despite this increase, the Agency has yet to achieve the level approved by WADA's ExCo in 2015, which was to build a reserve equivalent to six months of operations (i.e. USD 9.4 million). As some uncertainty still looms over the global economy, the available reserve does help to ensure the Agency's business continuity. Most importantly, WADA continues to keep a tight control on expenses and savings so that they are invested back to programs and activities that are valuable to the anti-doping community.

As recommended by WADA's Finance and Administration Committee in 2019, the litigation reserve increased by USD 500,000 to USD 2 million, due to the need to better account for the unpredictable nature of litigation costs.

As regards cash and cash equivalents (excluding commitments), WADA ended the year at USD 22.3 million, up from USD 14.6 million in 2019.

Financial Position

At the end of 2020, the overall financial position of the Agency was positive. Given the Board's 2017 endorsement of an 8% annual increase for 2018-2022, WADA will continue to deliver on the Board's expectations and those of our other stakeholders. WADA is pleased with the Agency's ongoing financial performance and the progress achieved in 2020. However, we remain mindful of the challenges ahead and will continue to be responsible custodians of the Agency's long-term financial well-being. 2020 marked a new chapter for WADA as we entered our third decade of existence. We are proud of the accomplishments achieved in collaboration with the global anti-doping community and are determined to go further

to protect the integrity of sport. To do so, WADA must remain agile and resilient. We continue to pursue our mission for doping-free sport by executing on our 2020-2024 Strategic Plan with the invaluable commitment and support of our stakeholders.



Dao Chung
Chief Financial Officer

2020 CONTRIBUTIONS

All numbers are in thousands of US dollars
For Matching Contribution IOC and PA: 50% / 50%

International
Olympic
Committee
(IOC)

Public
Authorities
(PA)

Remitted
18,073
97%

Remitted
18,391
98%



2020 CONTRIBUTIONS BY REGION

All numbers are in thousands of US dollars

Africa

0.3%

Remitted
USD 53

Americas

29%

Remitted
USD 5,268

Asia

19%

Remitted
USD 3,576

Europe

49%

Remitted
USD 9,018

Oceania

3%

Remitted
USD 476

Total Remitted: 18,391

2020 ADDITIONAL CONTRIBUTIONS (PA)

All numbers are in thousands of US dollars

Australia

55

Total Remitted: 271

Japan

175

Others

41

EXTRA CONTRIBUTIONS - RESEARCH AND INVESTIGATION (PA) From November 2019 to June 2021

All numbers are in thousands of US dollars
(Initiative by IOC at the World Conference
2019 in Katowice)

China	993
Canada	748
Cyprus	3
Egypt	100
France	61
Greece	24
India	1,000
Poland	108
Saudi Arabia	500
<hr/>	
PA	3,537
<hr/>	
IOC	3,537
<hr/>	
Total	7,075



Financial Statements





2020 Financial Statements

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 other comprehensive income, statement of changes in Equity, statement of cash flows and notes, for the year ended 31 December 2020.

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

AUDITOR'S RESPONSIBILITY

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

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

estimates made, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the financial statements for the year ended 31 December 2020 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 the foundation's deed and internal regulations.

Report on other legal requirements

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

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

PricewaterhouseCoopers SA



Philippe Tzaud
Audit expert
Auditor in charge



Edouard Clergue
Audit expert

Lausanne, 9 June 2021

Enclosure:

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

Balance Sheet

As at 31 December 2020

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

	NOTE	2020 USD	2019 USD	2020 CHF	2019 CHF
Assets					
Current assets					
Cash and cash equivalents	4	22,341	14,598	19,713	14,122
Investments	5(b)	5,170	4,359	4,562	4,217
Receivables	6	593	1,845	524	1,785
Derivative financial instruments		142	-	125	-
Other current assets	7	2,608	2,265	2,301	2,191
		30,854	23,067	27,225	22,315
Non-current assets					
Investments	5(b)	14,524	15,723	12,816	15,211
Fixed assets	8	586	752	518	727
Intangible assets	9	6,821	7,345	6,019	7,105
Right-of-use assets	10	5,055	5,519	4,460	5,340
		26,986	29,339	23,813	28,383
Total assets		57,840	52,406	51,038	50,698
Liabilities and Equity					
Current liabilities					
Accounts payable		2,957	2,548	2,610	2,465
Lease liability	10	524	480	462	464
Accrued expenses	11	1,077	1,203	951	1,163
Advance contributions		9,508	10,540	8,390	10,197
		14,066	14,771	12,413	14,289
Non-current liabilities					
Net pension plan obligation	17	672	-	593	-
Lease liability	10	5,111	5,355	4,509	5,181
Total liabilities		19,849	20,126	17,515	19,470
Equity					
Foundation capital	12	4,006	4,006	5,000	5,000
Cumulative translation adjustment		-	-	(11,883)	(8,799)
Litigation reserve	13(a)	2,000	1,500	1,917	1,476
Operation reserve	13(b)	6,400	3,900	6,035	3,829
Accumulated other comprehensive income		1,057	540	931	521
Excess of income over expenses brought forward		24,528	22,334	31,523	29,201
Total equity		37,991	32,280	33,523	31,228
Total liabilities and equity		57,840	52,406	51,038	50,698
Commitments	20				
Contingent liabilities	21				

Statement of Activities

As at 31 December 2020

In thousands of Swiss Francs with
audited US Dollar figures as com-
plementary information – Note 2

	NOTE	2020 USD	2019 USD	2020 CHF	2019 CHF
Income					
Annual contributions	14	36,657	34,550	34,699	34,352
Grants	15	1,676	3,073	1,586	3,055
Other	16	202	427	192	424
		38,535	38,050	36,477	37,831
Operating expenses					
Salaries and other personnel costs	17	17,931	15,733	16,921	15,643
Travel and accommodation		579	3,974	548	3,951
Information and communications		53	136	50	135
Testing fees		304	533	288	530
Accreditation fees		302	347	285	345
Research grants	18	1,394	2,307	1,319	2,293
Other grants		50	50	47	50
Testing material for development programs		-	51	-	50
Project consulting fees		5,733	6,886	5,427	6,847
Variable lease expense		277	305	262	304
Depreciation of right-of-use assets	10	535	505	507	502
Administration		1,915	2,932	1,813	2,915
IT costs		1,245	1,314	1,178	1,306
Depreciation and amortization of fixed and intangible assets	8, 9	3,576	2,771	3,386	2,755
		33,894	37,844	32,031	37,626
Excess of operating income over expenses before financial income		4,641	206	4,446	205
Financial income (expenses)					
Interest		482	558	456	555
Bank fees		(125)	(121)	(118)	(120)
Net gain (loss) on currency exchange rates		196	(70)	185	(70)
		553	367	523	365
Excess of income over expenses for the year	14	5,194	573	4,969	570

Statement of Other Comprehensive Income⁽¹⁾

As at 31 December 2020

In thousands of Swiss Francs with audited US Dollar figures as complementary information – Note 2

	2020 USD	2019 USD	2020 CHF	2019 CHF
Excess of income over expense for the year	5,194	573	4,969	570
Other comprehensive income (loss)				
Items that will be reclassified to the statement of activities:				
Net change in unrealised gains and losses on investments classified at fair value through other comprehensive income:	377	783	287	760
Item that may be subsequently reclassified to the statement of activities:				
Currency translation adjustment	-	-	(3,084)	(528)
Item will not be subsequently reclassified to the statement of activities:				
Remeasurement of net pension plan obligation	140	-	123	-
Total other comprehensive income for the year	5,711	1,356	2,295	802

(1) The presentation of the statement of change in equity and the statement of other comprehensive income has been modified as at December 31, 2020 to present the two statements separately

Statement of Changes in Equity⁽¹⁾

As at 31 December 2020

In thousands of Swiss Francs with audited US Dollar figures as complementary information – Note 2

	FOUNDATION CAPITAL USD	LITIGATION RESERVE USD	OPERATION RESERVE USD	ACCUMULATED OTHER COMPREHENSIVE INCOME USD	EXCESS OF INCOME OVER EXPENSES BROUGHT FORWARD USD	TOTAL USD
Balance as at December 31, 2018	4,006	1,500	3,400	(243)	22,261	30,924
Excess of income over expenses for the year recognised in the statement of activities	-	-	-	-	573	573
Transfer to operation reserve	-	-	500	-	(500)	-
Other comprehensive income for the year	-	-	-	783	-	783
Total comprehensive income for the year						1,356
Balance as at December 31, 2019	4,006	1,500	3,900	540	22,334	32,280
Excess of income over expenses for the year recognised in the statement of activities	-	-	-	-	5,194	5,194
Transfers to litigation and operation reserves	-	500	2,500	-	(3,000)	-
Other comprehensive income for the year	-	-	-	517	-	517
Total comprehensive income for the year						5,711
Balance as at December 31, 2020	4,006	2,000	6,400	1,057	24,528	37,991

	FOUNDATION CAPITAL CHF	CUMULATIVE TRANSLATION ADJUSTMENT CHF	LITIGATION RESERVE CHF	OPERATION RESERVE CHF	ACCUMULATED OTHER COMPREHENSIVE INCOME CHF	EXCESS OF INCOME OVER EXPENSES BROUGHT FORWARD CHF	TOTAL CHF
Balance as at December 31, 2018	5,000	(8,271)	1,476	3,345	(239)	29,115	30,426
Excess of income over expenses for the year recognised in the statement of activities	-	-	-	-	-	570	570
Transfer to operation reserve	-	-	-	484	-	(484)	-
Other comprehensive income (loss) for the year	-	(528)	-	-	760	-	232
Total comprehensive income for the year							802
Balance as at December 31, 2019	5,000	(8,799)	1,476	3,829	521	29,201	31,228
Excess of income over expenses for the year recognised in the statement of activities	-	-	-	-	-	4,969	4,969
Transfers to litigation and operation reserves	-	-	441	2,206	-	(2,647)	-
Other comprehensive income (loss) for the year	-	(3,084)	-	-	410	-	(2,674)
Total comprehensive income for the year							2,295
Balance as at December 31, 2020	5,000	(11,883)	1,917	6,035	931	31,523	33,523

(1) The presentation of the statement of change in equity and the statement of other comprehensive income has been modified as at December 31, 2020 to present the two statements separately

Statement of Cash Flows

As at 31 December 2020

In thousands of Swiss Francs with audited US Dollar figures as complementary information – Note 2

	2020 USD	2019 USD	2020 CHF	2019 CHF
Cash flows from				
Operating activities				
Excess of income over expenses for the year	5,194	573	4,969	570
Depreciation and amortization of fixed and intangible assets	3,576	2,771	3,386	2,755
Depreciation of right-of-use assets	535	505	507	502
Gain (loss) on currency exchange rates	204	248	(280)	247
Change in fair value of financial assets through profit or loss	(142)	-	(125)	-
Excess of defined contributions costs over contributions	812	-	716	-
Changes in				
Receivables	1,252	(889)	1,261	(844)
Other current assets	(343)	13	(110)	13
Accounts payable	483	380	145	378
Accrued expenses	(126)	(57)	(212)	(77)
Advance contributions	(1,032)	(1,155)	(1,807)	(1,309)
Net cash provided by operating activities	10,413	2,389	8,450	2,235
Investing activities				
Purchase of fixed assets	(193)	(232)	(183)	(227)
Purchase of intangible assets	(2,767)	(3,138)	(2,619)	(3,119)
Purchase of investments	(4,706)	(1,914)	(4,455)	(1,903)
Proceeds from sale of investments	5,471	4,772	5,178	4,745
Net cash used in investing activities	(2,195)	(512)	(2,079)	(504)
Financing activities				
Principal payments on lease liability	(475)	(437)	(461)	(434)
Net cash used in financing activities	(475)	(437)	(461)	(434)
Increase in cash and cash equivalents	7,743	1,440	5,910	1,297
Currency translation impact	-	-	(319)	(121)
Cash and cash equivalents – Beginning of year	14,598	13,158	14,122	12,946
Cash and cash equivalents – End of year	22,341	14,598	19,713	14,122
Supplementary information				
Interest received	496	782	470	779
Interest paid on lease liability	191	198	169	197

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 November 10, 1999 under the Swiss Civil Code. On June 2, 2002, the Head Office of WADA was officially moved to Montréal, Canada, in accordance with the vote of the Foundation Board on August 21, 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

BASIS OF PRESENTATION

These financial statements have been approved by the Foundation Board of WADA on May 21, 2021 and cannot be amended after issuance. The financial statements of WADA for the year ended December 31, 2020 have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

The financial statements have been prepared under the historical cost principle, except for investments at fair value through other comprehensive income which are shown at fair value. The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates and assumptions that affect the application of accounting policies and the reported amount of assets, liabilities, income and expenses. Actual results may differ from these estimates.

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

The functional currency of the Agency is the US dollar, as the majority of its activities (income and expenses) are based in US dollars. The presentation currency of the Agency is the Swiss franc and US dollars as chosen by management. Assets and liabilities are converted from US dollars to Swiss francs at the closing rate. The Agency's capital in Swiss francs is kept at historical exchange rates. The statement of activities is translated into Swiss francs at the transaction rate. Any resulting exchange difference is recorded in the cumulative translation adjustment on the balance sheet in equity. The statement of cash flows is translated into Swiss francs at the transaction rate. Any resulting exchange difference is shown separately on the statement of cash flows.

Notes to Financial Statements

As at 31 December 2020

In thousands of Swiss Francs with audited US Dollar figures as complementary information – Note 2

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 recognised 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.

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.

FINANCIAL INSTRUMENTS

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

- instruments measured at amortised cost;
- instruments measured at fair value through other comprehensive income (FVOCI) and;
- instruments measured at fair value through profit or loss (FVTPL).

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

Classification and measurement	
Assets	
Cash and cash equivalents	Amortised cost
Investments	Fair value through other comprehensive income
Derivative financial instruments	Fair value through profit or loss
Receivables	Amortised cost
Liabilities	
Accounts payable	Amortised cost
Accrued expenses	Amortised cost

EVALUATION

Financial instruments at amortised cost

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

Financial instruments at FVOCI

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

Financial instruments at FVTPL

Financial instruments at FVTPL are initially and subsequently measured at fair value and are accounted for in the statement of activities.

DERECOGNITION

Financial assets

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

Financial liabilities

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

IMPAIRMENT

IFRS 9, Financial Instruments, also introduced a single expected credit loss impairment model, which is based on changes in credit quality since initial recognition. IFRS 9 requires that an entity recognise a loss allowance for expected credit losses on financial assets which are measured at amortised cost or FVOCI. The loss allowance shall be recognised in other comprehensive income. Since the Agency has no trade receivables, the impairment related to expected credit losses on receivables is limited. The Agency has limited exposure to credit risk from financial assets recorded at fair value through other comprehensive income, given that credit risk on those instruments is low and no loss allowance is recognised as any such impairment will not have a significant impact on the financial statements.

FINANCIAL ASSETS AND FINANCIAL LIABILITIES DISCLOSURE

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

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

Notes to Financial Statements

As at 31 December 2020

In thousands of Swiss Francs with audited US Dollar figures as complementary information – Note 2

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

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

Regular purchases and sales of investments are recognised on the settlement date. Investments are derecognised 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.

FIXED ASSETS

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

Computer equipment	2.5 years
Office equipment	4.0 years
Leasehold improvements	Over the lower of the life of the lease and its useful life

INTANGIBLE ASSETS

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

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

IMPAIRMENT OF NON-FINANCIAL ASSETS

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

REVENUE AND INCOME RECOGNITION

Annual contributions and advance contributions

The annual contributions due from Public Authorities involved in the fight against doping in sports and the International Olympic Committee are recognised 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 recognised when they are received.

Advance contributions are composed of annual contributions received in the current year for the following years' income and grants received for special projects such as Regional Anti-Doping Organizations (RADO), Symposium for Anti Doping Organizations (ADO) and additional contributions from Public Authorities.

Grants

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

Other

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

Financial income

Interest income is recognised on an effective yield basis.

INCOME TAXES

WADA is exempt from paying income taxes.

RESEARCH GRANTS

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

LEASES

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

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

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

As a lessee

The Agency recognises a right-of-use asset and a lease liability at the lease commencement date. The right of use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset, less any lease incentives received prior to the commencement date. Any costs related to the removal and restoration of leasehold improvements, which meet the definition of fixed assets under IAS 16, Property, Plant and Equipment, are assessed under IAS 37, Provisions, Contingent Liabilities and Contingent Assets, and are not within the scope of IFRS 16, Leases.

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

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

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

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

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

Short-term leases and lease of low-value assets

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

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

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

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

PENSION BENEFIT PLAN

Wada offers to its employees based in Switzerland a defined benefit pension plan subject to the Swiss *Prévoyance professionnelle* regime.

The cost of this plan is recognized in the Statement of Activities and includes current service cost, past service cost and net interest on net defined benefit plan liability.

Remeasurements of net defined benefit plan liabilities are recognized in items of other comprehensive income that will not be reclassified subsequently to excess of income over expenses and are immediately reclassified to accumulated other comprehensive income. These remeasurements include actuarial gains and losses and the difference between the actual return on plan assets and the interest income generated by such assets, which is recognized in excess of income over expenses. Actuarial gains and losses result from changes in actuarial assumptions used to determine the defined benefit plan obligation and experience gains and losses on such obligation.

Net defined benefit plan assets or liabilities are equal to the present value of the plans' obligation, calculated using the projected unit credit method, less the fair value of plan assets. The value of any defined benefit plan asset is, when appropriate, limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the pension plans.

FUTURE ACCOUNTING CHANGES

As at December 31, 2020, there were no accounting standards issued by the IASB that were not yet effective as at such date that would have a significant impact on the Agency.

3. Financial risk management

FINANCIAL RISK FACTORS

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

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

a) Foreign currency exchange risk

WADA is exposed to foreign currency exchange risk mainly because most of its revenues are generated in US dollars, whereas its operating expenses are partially in Canadian dollars. WADA uses price collars and bank deposits in Canadian dollars, Swiss francs and euros to partly cover its currency exposure.

Notes to Financial Statements

As at 31 December 2020

In thousands of Swiss Francs with audited US Dollar figures as complementary information – Note 2

As at December 31, 2020, had the Canadian dollar weakened by 5% against the US dollar, with all other variables held constant, excess of income over expenses for the year would have been CHF402 (USD456) lower (2019 – excess of income over expenses would have been CHF190 (USD271) lower) mainly as a result of foreign exchange loss on translation of cash and cash equivalents denominated in Canadian dollars.

As at December 31, 2020, the following accounts are shown in Canadian dollars, Swiss francs, euros, South African rand, Japanese yen and British pounds sterling, and have been converted to the functional currency in the balance sheet.

2020						
Denominated in	CAD	CHF	EUR	ZAR	JPY	GBP
Cash and cash equivalents	15,638	379	352	684	4,741	642
Receivables	543	17	2	-	6	1
Accounts payable and accrued expenses	1,566	929	235	80	218	268

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

b) Interest rate risk

WADA is exposed to interest rate risk through the impact of rate changes on interest-bearing assets. As at December 31, 2020, WADA's interest-bearing assets were cash and cash equivalents and investments at FVOCI.

As at December 31, 2020, had interest rates been 0.25% lower, with all other variables held constant, equity would have been CHF106 (USD120) higher (2019 – CHF142 (USD145) higher) as a result of an increase in the fair value of bonds classified as FVOCI.

c) 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, WADA is dependent on the receipt of contributions from stakeholders on a timely basis to meet its cash needs.

Notes to Financial Statements

As at 31 December 2020

In thousands of Swiss Francs with audited US Dollar figures as complementary information – Note 2

DECEMBER 31, 2020				
	LESS THAN 1 YEAR USD	1 TO 5 YEARS USD	MORE THAN 5 YEARS USD	TOTAL USD
Accounts payable and accrued expenses	4,034	-	-	4,034
Lease liability	524	2,992	2,119	5,635
	4,558	2,992	2,119	9,669
DECEMBER 31, 2020				
	LESS THAN 1 YEAR CHF	1 TO 5 YEARS CHF	MORE THAN 5 YEARS CHF	TOTAL CHF
Accounts payable and accrued expenses	3,561	-	-	3,561
Lease liability	462	2,639	1,870	4,971
	4,023	2,639	1,870	8,532
DECEMBER 31, 2019				
	LESS THAN 1 YEAR USD	1 TO 5 YEARS USD	MORE THAN 5 YEARS USD	TOTAL USD
Accounts payable and accrued expenses	3,751	-	-	3,751
Lease liability	480	2,667	2,688	5,835
	4,231	2,667	2,688	9,586
DECEMBER 31, 2019				
	LESS THAN 1 YEAR CHF	1 TO 5 YEARS CHF	MORE THAN 5 YEARS CHF	TOTAL CHF
Accounts payable and accrued expenses	3,628	-	-	3,628
Lease liability	464	2,580	2,601	5,645
	4,092	2,580	2,601	9,273

d) Credit risk

Substantially all of WADA's revenues are generated from contributions, which are recognised 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.

Notes to Financial Statements

As at 31 December 2020

In thousands of Swiss Francs with audited US Dollar figures as complementary information – Note 2

WADA is exposed to minimal credit risk on receivables, as a large portion is due from the Quebec government for Quebec sales tax. Cash and cash equivalents and investments at FVOCI are placed with major banks. The table below shows the balance held in the form of cash and term deposits at the three major banks at the balance sheet date.

	Rating	2020		2019		
		Balance		Balance		
		USD	CHF	USD	CHF	
USB	A+	9,339	8,840	A+	5,769	5,736
Lombard Odier Darier Hentsch	AA-	956	905	AA-	539	536
The Bank of Nova Scotia	AA-	11,998	11,357	AA-	8,230	8,183
		22,293	21,102		14,538	14,455

Investments at FVOCI represent mainly bonds issued by major corporations and banking institutions.

e) Capital risk

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

FAIR VALUE ESTIMATION

As at December 31, 2020, 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 December 31, 2020, no financial assets were impaired or past due.

4. Cash and cash equivalents

	2020 USD	2019 USD	2020 CHF	2019 CHF
Cash	10,736	7,555	9,473	7,309
Term deposits	11,605	7,043	10,240	6,813
	22,341	14,598	19,713	14,122

Cash and term deposits are subject to current interest rates.

Notes to Financial Statements

As at 31 December 2020

In thousands of Swiss Francs with audited US Dollar figures as complementary information – Note 2

5. Financial instruments

a) Financial instruments by category

As at December 31, 2020	NOTE	FINANCIAL ASSETS AT AMORTISED COST		INVESTMENTS AT FVOCI		INVESTMENTS AT FVTPL		TOTAL	
		USD	CHF	USD	CHF	USD	CHF	USD	CHF
Current assets									
Cash and cash equivalents	4	22,341	19,713	-	-	-	-	22,341	19,713
Investments	5(b)	-	-	5,170	4,562	-	-	5,170	4,562
Receivables	6	593	524	-	-	-	-	593	524
Derivative financial instruments		-	-	-	-	142	125	142	125
Non-current assets									
Investments	5(b)	-	-	14,524	12,816	-	-	14,524	12,816
		22,934	20,237	19,694	17,378	142	125	42,770	37,740
As at December 31, 2019									
As at December 31, 2019	NOTE	FINANCIAL ASSETS AT AMORTISED COST		INVESTMENTS AT FVOCI				TOTAL	
		USD	CHF	USD	CHF	USD	CHF	USD	CHF
Current assets									
Cash and cash equivalents	4	14,598	14,122	-	-			14,598	14,122
Investments	5(b)	-	-	4,359	4,217			4,359	4,217
Receivables	6	1,845	1,785	-	-			1,845	1,785
Non-current assets									
Investments	5(b)	-	-	15,723	15,211			15,723	15,211
		16,443	15,907	20,082	19,428			36,525	35,335

b) Investments at FVOCI

	2020 USD	2019 USD	2020 CHF	2019 CHF
Bonds in US dollars	19,694	20,082	17,378	19,428
Less: Current portion	5,170	4,359	4,562	4,217
	14,524	15,723	12,816	15,211

Bonds bear interest at rates ranging from 0.13% to 4.85% and mature from January 2021 to December 2027. Investments at FVOCI comprise corporate bonds in the amount of CHF15,315 (USD17,356) (2019 – CHF16,711 (USD17,273)), banking institution bonds in the amount of CHF1,673 (USD1,896) (2019 – CHF2,007 (USD2,075)) and government bonds in the amount of CHF389 (USD442) (2019 – CHF710 (USD734)).

Notes to Financial Statements

As at 31 December 2020

In thousands of Swiss Francs with audited US Dollar figures as complementary information – Note 2

6. Receivables

	2020 USD	2019 USD	2020 CHF	2019 CHF
Quebec sales tax receivable	418	410	369	396
Other receivables	132	1,366	117	1,322
Recoverable withholding taxes	15	42	13	40
Rental deposit and guarantees – Uruguay office	28	27	25	27
	593	1,845	524	1,785

7. Other current assets

	2020 USD	2019 USD	2020 CHF	2019 CHF
Prepaid expenses	1,890	1,638	1,668	1,585
Accrued interest	127	141	112	137
Prepaid scientific research grants 2013	60	-	53	-
Prepaid scientific research grants 2015	-	34	-	33
Prepaid scientific research grants 2016	-	37	-	35
Prepaid scientific research grants 2017	-	31	-	30
Prepaid scientific research grants 2018	309	108	273	104
Prepaid scientific research grants 2019	150	183	132	177
Prepaid scientific research grants 2020	7	-	6	-
Prepaid social science research grants 2015	11	2	10	2
Prepaid social science research grants 2017	3	25	3	24
Prepaid social science research grants 2018	-	66	-	64
Prepaid social science research grants 2019	51	-	44	-
	2,608	2,265	2,301	2,191

Notes to Financial Statements

As at 31 December 2020

In thousands of Swiss Francs with audited US Dollar figures as complementary information – Note 2

8. Fixed assets

	COMPUTER EQUIPMENT		OFFICE EQUIPMENT		LEASEHOLD IMPROVEMENTS		TOTAL	
	USD	CHF	USD	CHF	USD	CHF	USD	CHF
Year ended December 31, 2019								
Opening net book amount	189	186	146	143	576	567	911	896
Additions	140	139	51	51	41	37	232	227
Depreciation charge	(164)	(163)	(57)	(56)	(170)	(170)	(391)	(389)
Currency exchange impact	-	(2)	-	(3)	-	(2)	-	(7)
Closing net book amount	165	160	140	135	447	432	752	727
As at December 31, 2019								
Cost	912	1,874	1,432	1,429	879	1,356	3,223	4,659
Accumulated depreciation	(747)	(1,793)	(1,292)	(1,304)	(432)	(989)	(2,471)	(4,086)
Currency exchange impact	-	79	-	10	-	65	-	154
Net book amount	165	160	140	135	447	432	752	727
Year ended December 31, 2020								
Opening net book amount	165	160	140	135	447	432	752	727
Additions	132	126	26	25	3	3	161	154
Depreciation charge	(94)	(89)	(57)	(54)	(176)	(167)	(327)	(310)
Currency exchange impact	-	(17)	-	(10)	-	(26)	-	(53)
Closing net book amount	203	180	109	96	274	242	586	518
As at December 31, 2020								
Cost	1,045	2,000	1,458	1,453	653	1,358	3,156	4,811
Accumulated depreciation	(842)	(1,882)	(1,349)	(1,358)	(379)	(1,155)	(2,570)	(4,395)
Currency exchange impact	-	62	-	1	-	39	-	102
Net book amount	203	180	109	96	274	242	586	518

As at December 31, 2020, the amount of leasehold improvements included in accounts payable was USD1 (CHF1) (2019 – USD32 (CHF32)).

9. Intangible assets

	SOFTWARE	
	USD	CHF
Year ended December 31, 2019		
Opening net book amount	6,762	6,653
Additions	2,963	2,946
Amortization charge	(2,380)	(2,366)
Currency exchange impact	-	(128)
Closing net book amount	7,345	7,105
As at December 31, 2019		
Cost	23,763	24,773
Accumulated amortization	(16,418)	(17,771)
Currency exchange impact	-	103
Closing net book amount	7,345	7,105
Year ended December 31, 2020		
Opening net book amount	7,345	7,105
Additions	2,725	2,580
Amortization charge	(3,249)	(3,076)
Currency exchange impact	-	(590)
Closing net book amount	6,821	6,019
As at December 31, 2020		
Cost	26,489	27,353
Accumulated amortization	(19,668)	(20,847)
Currency exchange impact	-	(487)
Closing net book amount	6,821	6,019

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

As at December 31, 2020, the amount of intangible assets included in accounts payable was USD435 (CHF384) (2019 – USD476 (CHF473)).

Notes to Financial Statements

As at 31 December 2020

In thousands of Swiss Francs with audited US Dollar figures as complementary information – Note 2

10. Right-of-use assets and lease liability

	2020 USD	2019 USD	2020 CHF	2019 CHF
Right-of-use assets				
Cost as at January 1	6,024	-	5,827	-
Recognition following application of IFRS 16		5,915		5,722
Acquisitions	-	109	-	105
Lease modifications	71	-	67	-
Depreciation charge for the year	(535)	(505)	(507)	(502)
Accumulated depreciation	(1,040)	(505)	(1,009)	(502)
Currency exchange impact	-	-	(425)	15
Net carrying amount as at December 31	5,055	5,519	4,460	5,340
Lease liabilities				
Lease liabilities at January 1	5,835	-	5,645	-
Liabilities following application of IFRS 16	-	5,915	-	5,722
Acquisitions	-	109	-	105
Lease modifications	71	-	67	-
Principal lease payments	(475)	(437)	(461)	(422)
Currency exchange rate impact	204	248	(280)	240
Lease liabilities at December 31	5,635	5,835	4,971	5,645

Notes to Financial Statements

As at 31 December 2020

In thousands of Swiss Francs with audited US Dollar figures as complementary information – Note 2

11. Accrued expenses

	2020 USD	2019 USD	2020 CHF	2019 CHF
Accruals	426	472	376	456
Accrued scientific research grants 2008	33	34	30	32
Accrued scientific research grants 2013	68	68	60	66
Accrued scientific research grants 2015	-	60	-	58
Accrued scientific research grants 2016	62	162	55	157
Accrued scientific research grants 2017	163	199	144	193
Accrued scientific research grants 2018	219	141	193	136
Accrued scientific research grants 2019	28	-	24	-
Accrued social science grants 2009	-	1	-	1
Accrued social science grants 2010	7	7	6	7
Accrued social science grants 2011	7	7	6	7
Accrued social science grants 2012	4	4	4	4
Accrued social science grants 2013	4	4	3	3
Accrued social science grants 2014	-	5	-	5
Accrued social science grants 2015	26	36	23	35
Accrued social science grants 2016	3	3	3	3
Accrued social science grants 2017	4	-	4	-
Accrued social science grants 2018	23	-	20	-
	1,077	1,203	951	1,163

12. Foundation capital

Foundation capital is defined in the statutes as a fixed amount of CHF 5.0M (USD 4.0M).

13. Reserves

LITIGATION

In 2007, the Foundation Board agreed to a reserve of USD1.5M dedicated to litigation. This will allow the Agency to engage in any case where it is required.

In 2020, the litigation reserve was increased to USD2M funded through surplus from operations.

OPERATIONS

In 2009, the Foundation Board agreed to a reserve of USD2.4M dedicated to operations.

Notes to Financial Statements

As at 31 December 2020

In thousands of Swiss Francs with audited US Dollar figures as complementary information – Note 2

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

In 2020, the operation reserve was increased to USD6.4M funded through surplus from operations.

14. Annual contributions

	2020 USD	2019 USD	2020 CHF	2019 CHF
2002 to 2010 contributions	1	-	1	-
2011 Public Authorities and governments	-	1	-	1
2012 Public Authorities and governments	1	1	1	1
2014 Public Authorities and governments	-	1	-	1
2015 Public Authorities and governments	-	2	-	1
2016 Public Authorities and governments	-	14	-	14
2016 International Olympic Committee	4	-	4	-
2017 Public Authorities and governments	11	19	11	19
2018 Public Authorities and governments	43	60	40	60
2019 Public Authorities and governments	133	17,117	126	17,019
2019 International Olympic Committee	-	17,335	-	17,236
2020 Public Authorities and governments	18,391	-	17,408	-
2020 International Olympic Committee	18,073	-	17,108	-
	36,657	34,550	34,699	34,352

15. Grants

	2020 USD	2019 USD	2020 CHF	2019 CHF
Montréal International	1,405	1,452	1,330	1,443
Government of China	-	993	-	987
Government of Australia	55	75	52	75
Government of Japan	175	163	165	162
Canton de Vaud / City of Lausanne	41	40	39	40
Government of Poland	-	350	-	348
	1,676	3,073	1,586	3,055

Notes to Financial Statements

As at 31 December 2020

In thousands of Swiss Francs with audited US Dollar figures as complementary information – Note 2

WADA benefits from two major government supports in Canada. The Government of Canada provides WADA with a total cash contribution of CAD10.0M, indexed over a 10-year period (2002–2011), and exempts WADA from any income tax. The Government of Quebec also provides WADA with a total cash contribution of CAD5.0M, indexed over a 10-year period (2002–2011). The governments of Canada and Quebec amended the agreement in order to extend the financial contributions for the initial period by an additional 10-year period. Under this amended agreement, WADA will receive an additional total cash contribution of CAD10.0M, indexed over a 10-year period (2012–2021), from the Government of Canada and an additional total cash contribution of CAD5.0M, indexed over a 10-year period (2012–2021), from the Government of Quebec. The grants are paid as one combined amount from a corporation, Montréal International, formed by the mentioned governments. The grants are subject to the following conditions: WADA must maintain its permanent operational headquarters in Montréal; maintain a minimum staff of 17 to 25 employees; supply quarterly unaudited and annual audited accounts, budgets and activity reports; and continue its original mission. The aim of these government supports is to encourage and maintain WADA's activities on a long term basis.

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

16. Other income

	2020 USD	2019 USD	2020 CHF	2019 CHF
Laboratory accreditation and re-accreditation fees	125	345	119	343
Code monitoring	37	30	35	30
Inducements and reward programs	40	52	38	51
	202	427	192	424

17. Salaries and other personnel costs

	2020 USD	2019 USD	2020 CHF	2019 CHF
Salaries	12,176	10,949	11,526	10,887
Social charges and other benefits	4,724	4,563	4,472	4,536
Defined benefit pension plan costs	1,031	185	923	184
Temporary staff	-	36	-	36
	17,931	15,733	16,921	15,643

The number of people employed was 144 as at December 31, 2020 (2019 – 130).

RETIREMENT BENEFIT OBLIGATION

Most of WADA's employees are located at its Montréal headquarters. WADA grants all of its employees a predefined proportion of their salary as a contribution to their pension plan. Considering that WADA has no further obligation once payments are made, these costs are considered as fringe benefits and are included in salaries and other personnel costs in the statement of activities in the period they are incurred. The retirement obligations for WADA's employees in Tokyo are met by the Japanese government. For its South African office employees, WADA only contributes with the employees into the state pension scheme. For WADA's employees in Switzerland, the retirement obligations qualify as a defined benefit plan. It is funded by contributions from WADA to a financially independent trust. As at December 31, 2020, the pension benefit obligation and the fair value of the plan assets amounted to CHF 1,617 (USD 1,838) CHF 1,024 (USD 1,164), respectively. Before that date, because of the limited number of employees under this plan, no actuarial calculations had been performed for reasons of materiality.

18. Research grants

	2020 USD	2019 USD	2020 CHF	2019 CHF
Research grants expensed				
Scientific research grants expensed	1,154	2,143	1,092	2,131
Social science research grants expensed	252	200	238	198
Refunds received on cancellation of project	(12)	(36)	(11)	(36)
Total research grants expensed	1,394	2,307	1,319	2,293
Research grants paid out				
Research grants expensed	1,394	2,307	1,319	2,293
Prepaid expenses (movement)	105	(327)	100	(325)
Accruals (movement)	(79)	158	(75)	157
Total research grants paid out	1,420	2,138	1,344	2,125

19. Related party transactions

Transactions with Public Authorities and other organizations including the Olympic Movement are disclosed separately in these financial statements. The Foundation Board members and 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.

Notes to Financial Statements

As at 31 December 2020

In thousands of Swiss Francs with audited US Dollar figures as complementary information – Note 2

	2020 USD	2019 USD	2020 CHF	2019 CHF
Compensation of key management				
Salaries	2,800	2,592	2,625	2,578
Benefits and social charge	1,114	1,149	1,043	1,142
	3,914	3,741	3,668	3,720

Key management of WADA is defined as all the directors of the Agency. Compensation is for 16 directors as at December 31, 2020 (2019 – 14 directors).

20. Commitments

COMMITMENTS FOR SERVICE CONTRACTS

	2020 USD	2019 USD	2020 CHF	2019 CHF
Less than one year	565	480	498	465
More than one year and less than five years	121	61	107	58
	686	541	605	523

The commitments for service contracts are related mainly to consulting services.

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:

	2020 USD	2019 USD	2020 CHF	2019 CHF
Less than one year	3,758	3,048	3,316	2,949
More than one year and less than five years	1,035	886	913	857
	4,793	3,934	4,229	3,806

21. Contingent liabilities

As at December 31, 2020, WADA has contingent liabilities in the amount of CHF2,141 (USD2,427) (2019 – CHF2,358 (USD2,438)). This amount is for all research grants that have been granted by WADA but are contingent upon one or more of the following approvals: ethical approval from the government of the country of the laboratory which is to conduct the research or the signing of the research contract by the laboratory. Eighty percent of the amount would be due upon these approvals and would probably be disbursed in 2021.

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