



**WORLD
ANTI-DOPING
AGENCY**
play true



Annual Report

2016

**BUILDING AN AGENCY
THAT IS FIT FOR THE FUTURE**

'Play True' stands for being clean and natural, which was visually represented via WADA's Athlete Outreach activities at the 2016 Rio Olympic and Paralympic Summer Games. The visual evokes 'Play True' throughout the landscape using a style inspired by Brazil's indigenous art.

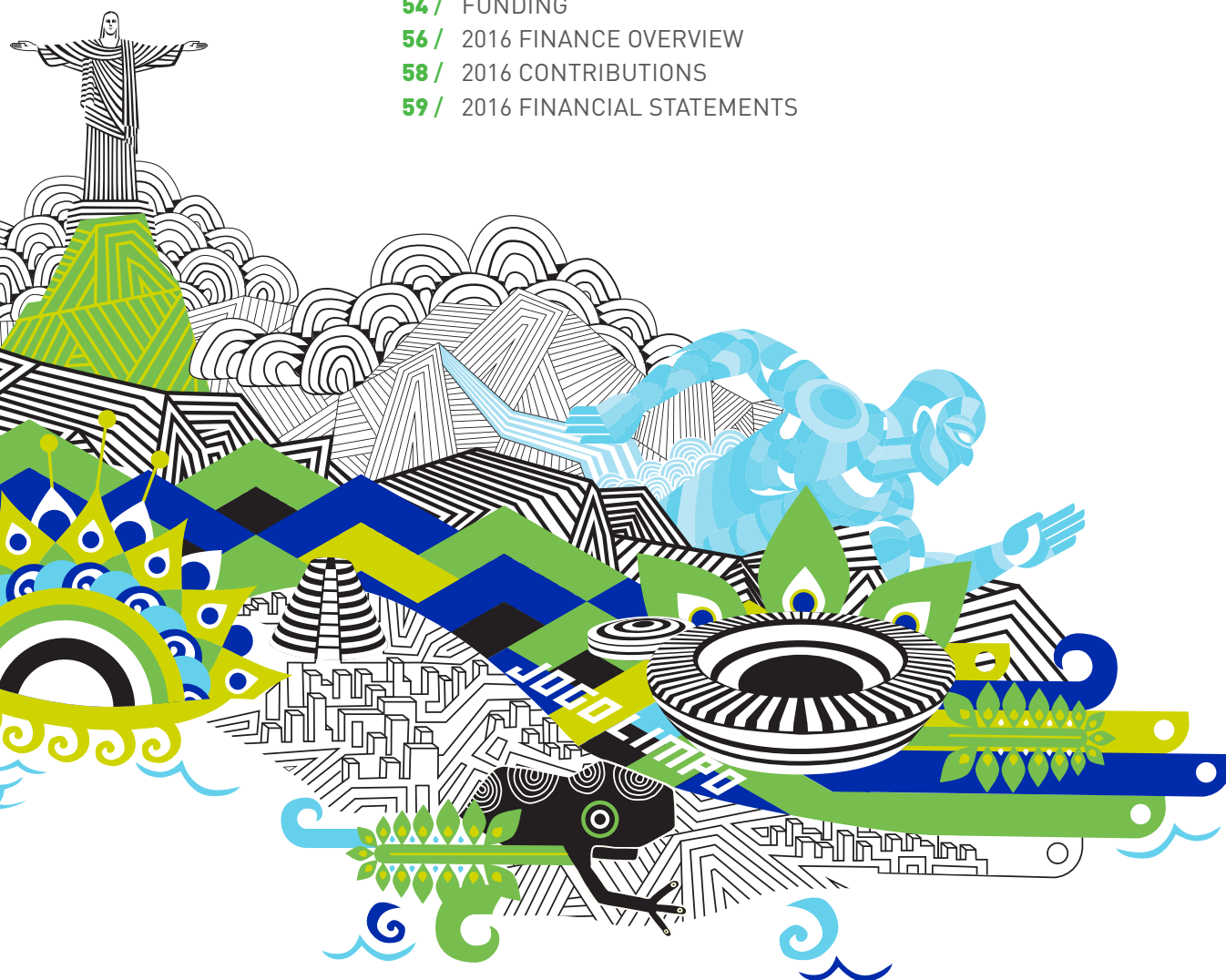
The colors highlight the beauty of its flora and fauna, and its energy, which the athletes drew from during the Games.

Together, it symbolizes a 'coming together' for the values of Play True.



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WADA Vision and Mission

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

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

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

Message from the President and the Director General

When we look back on 2016, we believe that the year will be considered a turning point in the fight against doping in sport — a year which solidified the belief among stakeholders that a strong, independent WADA is essential to securing athletes' ambitions.

The Russian doping scandal was one of the most destabilizing incidents for sports in recent memory.

While WADA's 2016 priorities included development of new detection methods for doping; conducting new research; equipping Anti-Doping Organizations (ADOs) with tools to protect the integrity of sport; and, monitoring global anti-doping activities; the year was largely consumed by revelations exposed via the independent Pound and McLaren investigations.

Revelations and action

In November 2015, the Pound Commission Report I highlighted widespread doping in Russian athletics, perpetuated in part by unscrupulous athlete support personnel. Then, in January 2016, Report II revealed serious anti-doping breaches, corruption and bribery within former International Association of Athletics Federation (IAAF) leadership. Taking immediate action as a result of the Commission, WADA suspended the accredited laboratory in Moscow; removed the Moscow laboratory director from his position; and, declared the Russian Anti-Doping Agency (RUSADA) non-compliant. In addition, as a result of the Commission, the IAAF suspended the Russian Athletics Federation (RUSAF); and, the IAAF Ethics Commission suspended former members of IAAF leadership from sport.

After The New York Times exposed allegations of systemic doping in Russia in May 2016, WADA initiated the McLaren Investigation. And, in July 2016, just a few weeks before the Rio Summer Games, the investigation

unveiled institutionalized manipulation of the doping control process in Russia. Once again WADA acted swiftly. WADA's Executive Committee recommended to the International Olympic Committee and International Paralympic Committee that they consider declining entries of all athletes submitted by the Russian Olympic Committee and the Russian Paralympic Committee for the Games.

Then, in December 2016, Professor Richard McLaren released Part II of his investigation. It reconfirmed institutionalized manipulation of the doping control process in Russia; and, identified the athletes that may have benefitted from the doping scheme.

The Russian doping scandal was one of the most destabilizing incidents for sports in recent memory. It has taxed the resources of many of our stakeholders; in particular, it was extremely demanding for WADA and International Federations (IFs) many of which are still managing the fallout. WADA has been shoulder to shoulder with our partners. We have been doing our utmost to support them with their results management and to help them determine if there is sufficient evidence to pursue Anti-Doping Rule Violations (ADRVs) for their athletes or support personnel.

The outcomes of these investigations, and the actions taken by WADA and our partners, resulted in very public challenges for anti-doping and sport, including cyber phishing attacks by cyber espionage group, Fancy Bear.

Together we laid the foundation for a more robust global anti-doping program and demonstrated WADA's ongoing resolve to stand up for the values of clean sport.

Mobilization and consensus

The good news is that it was also a year of stakeholder mobilization. Together we laid the foundation for a more robust global anti-doping program and demonstrated WADA's ongoing resolve to stand up for the values of clean sport.

After the Rio Olympic and Paralympic Summer Games, the clean sport community rallied around the need for a more empowered WADA. There was consensus that WADA had accomplished much over its 17 years and that now it was time to equip the Agency with the tools it needs to truly fulfill its mission as the global independent leader of clean sport.

Fit for the future

We heard the call and took action. At WADA's 20 November Foundation Board meeting, the Board approved the following series of recommendations, which will guide WADA's priorities for the years to come. We are confident that we are positioning the Agency to be Fit for the Future.

These recommendations are explained in further detail in this report.

1. The Board endorsed a graded sanctioning framework that was put forward by WADA's independent Compliance Review Committee (CRC), which specifies a range of graded, proportionate and predictable consequences for non-compliance with the World Anti-Doping Code (Code) by a Signatory. In May 2017, the Board approved its development, which requires WADA to amend a very limited number of Code provisions related to compliance, and to develop an International Standard for Code Compliance by Signatories. A robust stakeholder consultation process started in June 2017 with the view to seeking approval at the November 2017 Foundation Board meeting and the changes entering into effect in early 2018 (see page 26).
2. The Board approved WADA's Whistleblower Program and Policy, which formalizes the legal framework and outlines what the Agency will provide in terms of support, confidentiality, protection, and reward. In March 2017, the Agency launched Speak Up!, a new, secure digital platform intended for athletes and others to report: alleged ADRVs; non-compliance violations; or, any act or omission that could undermine the fight against doping in sport (see page 40).
3. To ensure the independence of the anti-doping system from sports organizations and national governments, the Board approved the creation of a Governance Working Group with stakeholder representation from governments, the Sport Movement, National Anti-Doping Organizations (NADOs), athletes and other experts. The Working Group, which is studying



We are proud of the work that has been accomplished by the WADA team, with limited resources — always striving to meet and exceed the expectations set by our partners in the clean sport community.



strengthening WADA's governance structure, presented preliminary conclusions in May 2017 and will report its recommendations to the Board in November 2017 (see page 9).

4. To look at potential enhanced models for the laboratory accreditation system, a Working Group was established that presented preliminary conclusions to the Board in May 2017, with final recommendations set to be presented at the next Foundation Board meeting in November 2017 (see page 43).
5. The Board agreed to continue evaluating establishment of an Independent Testing Authority (ITA). In May 2017, the Board approved the mechanism for appointment of the ITA Board; along with principles which were agreed earlier by a WADA Working Group. The ITA is intended to assist IFs that wish to delegate their anti-doping programs to an independent body (see page 47).

6. In light of the cyber phishing incidents, WADA confirmed the security measures that it had implemented to protect athletes' personal data and the broader Anti-Doping Administration and Management System (ADAMS) (see page 51).

These recommendations led to the development of a series of priorities that will drive WADA's work in 2017 and beyond (see page 8).

For 17 years, WADA has led the charge against doping in sport in an ever changing and complex environment. We believe that we have been successful in our mission. We are proud of the work that has been accomplished by the WADA team, with limited resources – always striving to meet and exceed the expectations set by our partners in the clean sport community. As you can see, much work has been done and much is left to do to secure athletes' confidence and trust in the system, which they so richly deserve. Our goal is to ensure that the clean athlete prevails.

Sir Craig Reedie
President

Olivier Niggli
Director General

Montreal, 24 August 2017

Our Priorities

The events of 2016 have driven WADA to sharpen our focus on the following priorities that began in 2016 and that will drive our work in 2017 and beyond. These priorities are addressed more fully within this report and are a big part of the work WADA does every day to deter, detect and prevent doping in sports.

- ① **Work with National Anti-Doping Organizations, Regional Anti-Doping Organizations and International Federations to enhance anti-doping capacity** including through the organization of WADA's Annual Symposium (see page 21).
- ② **Develop and implement a strong WADA-led Compliance Program** that includes meaningful and proportionate sanctions for non-compliance by Signatories through a new International Standard (see page 25).
- ③ **Manage the outcomes of the McLaren Investigation Report** (see page 27).
- ④ **Increase and enhance research-led anti-doping education** including the development of an International Standard (see page 35).
- ⑤ **Strengthen WADA's capability for investigations** through such measures as the creation of a strong anti-doping investigations network among Anti-Doping Organizations (ADOs) and a robust Whistleblower Program (see page 39).
- ⑥ **Review the laboratory model and strengthen the laboratory accreditation process** to ensure high quality results and a high-performing analytical system (see page 43).
- ⑦ **Further develop the Athlete Biological Passport Program** through increased monitoring analysis and research into new biomarkers (see page 43).
- ⑧ **Further develop scientific-based knowledge** in areas including the Prohibited List and the assessment of the prevalence of doping (see page 44).
- ⑨ **Ensure that the Anti-Doping Administration and Management System (ADAMS) works technically and securely** to support the global anti-doping system (see page 51).
- ⑩ **Increase commitments and financial support** from governments, sport and other sources to ensure ongoing sustainability of WADA in light of its expanded role (see page 55).

The following priorities represent new activities for WADA that we believe will bring about a step change for anti-doping and that will demand considerable additional resources.



Compliance

With virtually all Signatories now rule compliant under the 2015 Code, WADA is shifting its attention to ensuring quality anti-doping practice worldwide. As such, Code compliance monitoring is increasingly important. In 2016, we launched our new ISO 9001:2015 certified Code Compliance Monitoring Program, which is the most thorough review of anti-doping programs that has ever taken place. This program will be supported by a framework that specifies a range of graded, proportionate and predictable consequences for non-compliance by a Signatory. This framework answers the athletes' call for stronger, more meaningful consequences for non-compliance.



Intelligence and Investigations

The Pound and McLaren investigations helped prove that non-analytical evidence is of tremendous value to anti-doping and that WADA's investigations and intelligence-gathering capacity needed to be enhanced. As such, the Agency's Intelligence and Investigations department, which now operates independent of WADA management, has grown from two to six staff. Investigations are now conducted in-house, with WADA also playing a coordination role, facilitating the passage of information to ADOs that have the jurisdiction to investigate further.



Whistleblower Program (Speak Up!)

The Pound and McLaren investigations also highlighted the importance of whistleblowers, which prompted WADA to develop and launch its Whistleblower Program in March 2017. Under the name 'Speak Up!' the program encourages and incentivizes more informants and whistleblowers to come forward. The program offers them the assurance they need in order to make their decision. Speak Up! is underpinned by a policy that guarantees whistleblowers' confidentiality; that allegations are investigated fully; that they are kept informed of progress; and, that their rights are protected.



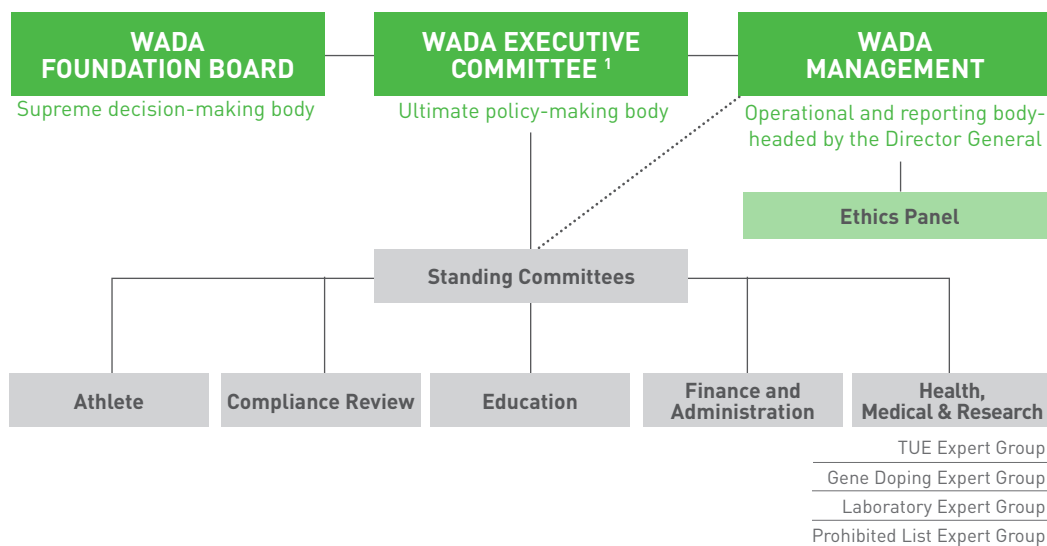
Governance

As an organization evolves, so should the way it is governed. The same holds true for WADA. A working group is looking at strengthening WADA's governance structure, while upholding the Agency's commitment to transparent and accountable governance, and will report back to the Foundation Board in November 2017.

To ensure the independence of the anti-doping system from sports organizations and national governments, in November 2016, the Foundation Board approved the creation of a working group with stakeholder representation from governments, the Sport Movement, National Anti-Doping Organizations, athletes and other

experts. The working group is studying the current WADA structure, including elements such as: is there duplication of roles and functions, is there optimal diversity, are committees too large or too small, and whether more athletes and/or independent members should be added?

Reporting Structure



(1) The TDSSA Expert Group reports to the Executive Committee



Executive Committee

EXECUTIVE COMMITTEE

[1] Sadly, on 15 August 2016, Dr. Makhenkesi Stofile passed away following an illness. The Agency is grateful for his invaluable contribution to the evolution of WADA.

OLYMPIC MOVEMENT

Chairman

SIR CRAIG REEDIE
IOC Member
United Kingdom

Vice Chairman

REV. DR. MAKHENKESI STOFILE ¹
South African Ambassador to Germany
South Africa
(January – August)
(Position vacant September – October)

MS. LINDA HOFSTAD HELLELAND
Minister of Culture
Norway
(November – December)

International Olympic Committee (IOC) Representative

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

SportAccord Representative (now GAISF)

MR. GIAN FRANCO KASPER
IOC Member, President, International Ski Federation (FIS)
Switzerland

Association of National Olympic Committees (ANOC) Representative

MR. EDUARDO DE ROSE
President, Pan-American Sports Organization (PASO)
Medical Commission
Brazil

IOC Athletes' Commission Representative

MR. TONY ESTANGUET
IOC Member, IOC Athletes Commission
France

Association of Summer Olympic International Federations (ASOIF) Representative

MR. FRANCESCO RICCI BITTI
President, ASOIF
Italy

PUBLIC AUTHORITIES

Europe Representative

MS. THORHILD WIDVEY
Representative of the Norwegian Government
Norway

Asia Representative

MR. TSUTOMU TOMIOKA
State Minister of Education, Culture, Sports, Science and Technology
Japan
(January – July)

Africa Representative

MR. MUSTAPHA KALOKO
Commissioner for Social Affairs, African Union
Sierra Leone

MR. TOSHIEI MIZUOCHI
State Minister of Education, Culture, Sports, Science and Technology
Japan
(August – December)

The Americas Representative

MR. MICHAEL GOTTLIEB
Assistant Deputy Director, White House Drug Policy Office,
Executive Office of the President
USA
(January – February)

Oceania Representative

MS. SUSSAN LEY
Minister for Sport
Australia

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



Foundation Board

FOUNDATION BOARD

[1] Sadly, on 15 August 2016, Dr. Makhenkesi Stofile passed away following an illness. The Agency is grateful for his invaluable contribution to the evolution of WADA.

OLYMPIC MOVEMENT

Chairman

SIR CRAIG REEDIE
United Kingdom

Vice Chairman

REV. DR. MAKHENKESI STOFILE¹
South Africa
[January – August]
(Position vacant September – October)

MS. LINDA HOFSTAD HELLELAND
Norway
[November – December]

IOC Representatives

MR. PATRICK BAUMANN
IOC Member, Secretary General, International Basketball Federation (FIBA)
Switzerland

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

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

MR. RICHARD W. POUND
IOC Member
Canada

ANOC Representatives

MR. EDUARDO DE ROSE
Brazil

MS. RANIA ELWANI
Egypt

MR. ANDREY KRYUKOV
Executive Board Member
Kazakhstan National Olympic Committee
Republic of Kazakhstan

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

ASOIF Representatives

MR. TAMAS AJAN
IOC Member, President, International Weightlifting Federation (IWF)
Hungary

MR. UGUR ERDENER
Turkey

MR. FRANCESCO RICCI BITTI
Italy

SportAccord Representative (now GAISF)

MR. GIAN FRANCO KASPER
Switzerland

Association of International Olympic Winter Sports Federations (AIOWF) Representative

MR. ANDERS BESSEBERG
President, International Biathlon Union (IBU)
Norway

IOC Athletes Commission Representatives

MS. CLAUDIA BOKEL
IOC Member, Chair, IOC Athletes Commission
Germany
[January – August]

MS. ANGELA RUGGIERO
IOC Member, Chair, IOC Athletes Commission
USA
[September – December]

MS. KIRSTY COVENTRY
IOC Member, IOC Athletes Commission
Zimbabwe

MR. TONY ESTANGUET
France

MR. ADAM PENGILLY
IOC Member, IOC Athletes Commission
United Kingdom

International Paralympic Committee (IPC) Representative

MR. TONI PASCUAL
Chairman, IPC Anti-Doping Committee
Spain

PUBLIC AUTHORITIES

Member States of the European Union Representatives

MR. PHILIPPE MUYTERS

Flemish Minister for Work, Economy, Innovation and Sports
Belgium

MR. CHRIS AGIUS

Hon. Parliamentary Secretary for Research, Innovation,
Youth and Sport
Malta

MS. TRACEY CROUCH

Minister for Sport
United Kingdom

Council of Europe Representatives

MS. GABRIELLA BATTAINI-DRAGONI

Deputy Secretary General, Council of Europe
Italy

MR. AKIF ÇAĞATAY KILIÇ

Minister of Youth and Sports
Turkey
(November – December)*
*Position vacant January – October

Africa Representatives

MR. REDWAN HUSSEIN

Minister of Youth and Sport
Ethiopia

MR. BLAISE LOUEMBE

Minister of Youth and Sports
Gabon
(January – September)

MS. NICOLE ASSELE

Minister of Youth and Sports
Gabon
(October – December)

MR. JERRY EKANDJO

Minister of Sport, Youth and National Service
Namibia

The Americas Representatives

MS. CARLA QUALTROUGH

Minister of Sport and Persons with Disabilities
Canada

MR. RAMON ORTA RODRIGUEZ

President of the Central American and
Caribbean Council of Sport (CONCECADE)
Puerto Rico
(January – March)

MR. PEDRO INFANTE

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

MS. NATALIA RIFFO

President, South American Sport Council (CONSUDE)
Chile
(January – November)

MR. PABLO SQUELLA

President, South American Sport Council (CONSUDE)
Chile
(December)

MR. MICHAEL GOTTLIEB

USA

Asia Representatives

MR. YINGCHUAN LI

Assistant Minister, General Administration of Sport
China

MR. TSUTOMU TOMIOKA

Japan
(January – July)

MR. TOSHIEI MIZUOCHI

Japan
(August – December)

MR. CHONG KIM

Vice Minister of Culture, Sports and Tourism
Republic of Korea
(January – October)

MR. DONG HUN YU

Vice Minister of Culture, Sports and Tourism
Republic of Korea
(November – December)

MR. MOHAMMED SALEH AL KONBAZ

President, Saudi Arabian Anti-Doping Committee
Saudi Arabia

Oceania Representatives

MS. SUSSAN LEY

Australia

MR. JONATHAN COLEMAN

Minister of Sport and Recreation
New Zealand

Management Team

¹ David Howman stepped down
30 June 2016

² Assumed new role 1 July 2016

³ Assumed new role 1 April 2016

⁴ Assumed new role 3 October 2016

⁵ Assumed role 1 September 2016

⁶ Assumed role 1 November 2016

⁷ Assumed new role 1 July 2016

⁸ Assumed role 3 October 2016



OLIVIER NIGGLI ^(1, 2)

Director General



ROB KOEHLER ⁽³⁾

Deputy Director General

Senior Director, Education and NADO/RADO Relations



FRÉDÉRIC DONZÉ ⁽⁴⁾

Chief Operating Officer



RENÉ BOUCHARD ⁽⁵⁾

Advisor, Government Relations



BENJAMIN COHEN ⁽⁶⁾

Director, European Regional Office and
International Federation Relations



MARÍA JOSÉ PESCE CUTRI

Director, Latin America Regional Office



KAZUHIRO HAYASHI

Director, Asia/Oceania Regional Office



CATHERINE MACLEAN

Director, Communications



DR. OLIVIER RABIN

Senior Director, Science



TIM RICKETTS

Director, Standards and Harmonization



JULIEN SIEVEKING ⁽⁷⁾

Director, Legal Affairs



RODNEY SWIGELAAR

Director, Africa Regional Office



DR. ALAN VERNEC

Director, Medical



GÜNTER YOUNGER ⁽⁸⁾

Director, Intelligence and Investigations

Organizational Overview

At the end of 2016, the World Anti-Doping Agency employed 88 dedicated and capable individuals who collaborate day-in and day-out with our global partners to preserve the integrity of sport and uphold the values of fair play.

SENIORITY OF STAFF

18

less than
one year

32

1 to 5 years

14

6 to 10 years

24

11 to 15 years

BREAK DOWN OF STAFF BY LOCATION

74

Montreal HQ
Canada

8

Lausanne
Switzerland

2

Cape Town
South Africa

2

Tokyo
Japan

2

Montevideo
Uruguay

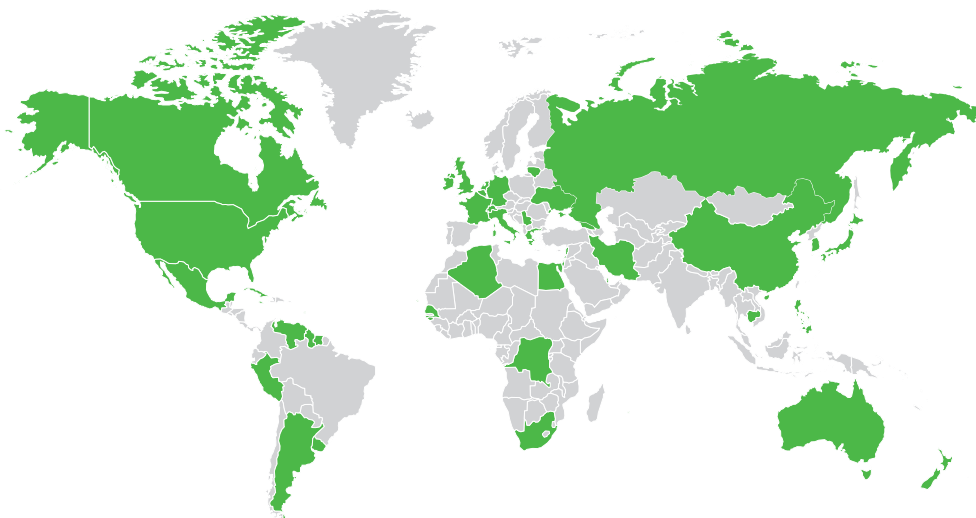
AGENCY DEPARTMENTS

- Executive Office (including Compliance, Government Relations and Regional Offices)
- Communications
- Education and NADO/RADO Relations
- Finance
- Human Resources (including Corporate Services)
- IF Relations
- Information Technology (including ADAMS)
- Intelligence and Investigations
- Legal Affairs
- Science and Medical
- Standards and Harmonization

NATIONALITIES

44

Algeria; Argentina; Armenia; Australia; Barbados; Belgium; Cambodia; Canada; Cap Verde; China; Dem. Rep. of Congo; Cuba; Egypt; France; Germany; Greece; Guinea-Bissau; Guyana; Iran; Ireland; Israel; Italy; Japan; Korea; Lebanon; Lithuania; Mauritius; Mexico; Netherlands; New Zealand; Peru; Philippines; Russia; Qatar; Senegal; Serbia; South Africa; Surinam; Switzerland; Ukraine; United Kingdom; Uruguay; Venezuela; USA.



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

The World Anti-Doping Program encompasses all the elements intended to ensure optimal harmonization and best practice in international and national anti-doping programs. The main elements are:

- The World Anti-Doping Code (Code)
- International Standards
- Models of Best Practice and Guidelines
- Technical Documents

The Code is at the heart of WADA's mission. It is the core document that harmonizes anti-doping policies, rules and regulations within sport organizations and among public authorities around the world. It works in conjunction with the five International Standards to harmonize anti-doping practices amongst Anti-Doping Organizations (ADOs) in various areas: testing; laboratories; Therapeutic Use Exemptions; the List of Prohibited Substances and Methods; and, the protection of privacy and personal information.

All WADA departments guide and assist ADOs with various aspects of their anti-doping programs on a daily basis.

Anti-Doping Rule Violations

- In April 2017, WADA published its 2015 Anti-Doping Rule Violations (ADRVs) Report, which is the first set of ADRV statistics under the revised Code.
- 1,929 ADRV in 2015, involving individuals from 122 nationalities across 85 sports.
- 1,649 ADRVs came from adverse analytical findings
- 280 ADRVs came from 'evidence-based intelligence' non-analytical findings.
- Of the 280, 252 were committed by athletes and 28 by athlete support personnel.

2016 Results Management

As outlined in the Code, WADA exercises its right of appeal whenever imposed sanctions are not compliant with the Code. In 2016, WADA was notified of and reviewed 2,537 decisions of which 20 were appealed.

Of the 20 decisions appealed by WADA:

- 10 were upheld by the Court of Arbitration for Sport (CAS)
- 2 were upheld by a national level appeal body
- 1 was withdrawn before CAS
- 1 was dismissed by CAS
- 3 were still pending with CAS (note: no 2016 appeals pending at national level)
- 3 CAS cases were settled out of court

In addition, a number of cases appealed by WADA before 2016 resulted in the following:

- 3 were upheld by CAS
- 7 were upheld or partially upheld by a national level appeal body
- 1 was dismissed by CAS
- 2 were withdrawn before CAS





Partnerships

The fight against doping in sport is a team effort. Changing mindsets requires the collaboration of many players working together to change the game.

WADA collaborates with its global stakeholder network to ensure harmonized anti-doping rules and regulations with the World Anti-Doping Code (Code) and International Standards; and, compliance by Anti-Doping Organizations (ADOs) worldwide with these rules and regulations – all in order to protect an athlete's right to clean sport and thus promote health, fairness and equality.

While WADA's funding is sourced equally from the Sport Movement and governments of the world, we achieve our goals by working collaboratively with ADOs worldwide, which includes the International Olympic Committee (IOC); the International Paralympic Committee (IPC); other Major Event Organizers (MEOs); International Federations (IFs); National Anti-Doping Organizations (NADOs); and, Regional Anti-Doping Organizations (RADOs).

Governments are a key partner in the fight against doping in sport. By introducing legislation; developing policy, rules, regulations and administrative practices; governments take action where WADA or the Sport Movement cannot.

THE SPORT MOVEMENT

The IOC, on behalf of the Sport Movement, provides half of WADA's budget. Based on the Code, the IOC and the IPC are responsible for the anti-doping program of the Olympic and Paralympic Games, respectively.

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

In 2016, further to invitations by the IOC and the IPC, WADA sent Independent Observer Teams (IO Teams) and Outreach Teams to the 2016 Rio Olympic and Paralympic Summer Games. The IO Teams monitored all aspects of the anti-doping programs in Rio, including: test distribution planning; the selection of competitors for testing; notification of doping control; the Therapeutic Use Exemption procedure; chain of custody; sample analysis; and, results management (see page 28).

INTERNATIONAL FEDERATIONS (IFs)

WADA also supports IFs in their anti-doping work. The more than 100 IFs (Olympic, Paralympic, IOC-recognized, etc.) have diverse sets of experience and expertise in anti-doping. To achieve its mandate, WADA strives to establish and maintain good communications and mutually beneficial relationships with the leadership and operational contacts responsible for anti-doping within the IFs.

In 2016, WADA dedicated a significant part of its IF activities to further supporting the implementation and practice by IFs of the 2015 Code and

International Standards, by way of ensuring liaison and coordination with individual IFs and IF umbrella organizations.

WADA also established the Partnership to Quality Program to assist IFs in sharing best practices and increasing the capacity, efficiency and quality of their anti-doping programs. 2016 was dedicated to establishing an action plan and following up on, as well as, assisting IFs with any improvements required to meet the compliance standards of the Code. WADA worked with 15 IFs beginning in late 2015 and throughout 2016.

WADA's primary focus with the IFs in 2016 was concentrated in three areas:

- Implementation of the 2015 Code
- Preparation for, and testing activities in the lead up to the 2016 Rio Olympic Games
- Follow up on the McLaren Investigation

To encourage stronger partnerships between IFs and NADOs, WADA formed an IF/NADO working group to determine collaborative opportunities and effective practices. The cooperation project resulted in the creation of Guidelines for Optimizing Collaboration between IFs and NADOs. The Guidelines provide practical guidance on how to maximize resources, and share information and strategies to achieve quality anti-doping programs.

GOVERNMENTS

Governments are a key partner in the fight against doping in sport. By introducing legislation; developing policy, rules, regulations and administrative practices; governments take action where WADA or the Sport Movement cannot.

End 2016, government ratification of the Convention had reached 183 of 195 UNESCO Member States worldwide, which represents 98% of the global population.

Governments were instrumental to WADA's creation in 1999 and they have been strong supporters and partners since. They provide 50% of WADA's funding and hold 50% of the positions on WADA's Executive Committee and Foundation Board.

On 29 November 2016, at the 14th Council of Europe (CoE) Conference of Ministers responsible for Sport, the Council of Europe signed a Memorandum of Understanding with WADA aimed at strengthening the fight against doping in Europe. WADA and the CoE have agreed on cooperation in such areas as: monitoring and compliance; standard setting; and, national anti-doping programs.

UNESCO

At the international level, WADA works with United Nations Educational, Scientific and Cultural Organization (UNESCO) to promote fair play and clean sport through a strategy of international cooperation, education and capacity building.

The International Convention Against Doping in Sport

The International Convention Against Doping in Sport provides the legal framework under which governments can address specific areas of the doping problem that are outside the domain of the Sports Movement.

Ratification of the Convention by governments continued in 2016 with the Central African Republic signing in June 2016. At the end of 2016, 183 of 195 UNESCO Member States worldwide had become State Parties to the Convention, representing 98% of the global population.

Through the work of its regional offices and the support of WADA Executive Committee and Foundation Board

members, WADA continues to encourage ratification by governments that have yet to do so.

WADA, UNESCO and Public Authorities will be convening in Paris on 25 and 26 September 2017 for the Sixth session of the Conference of Parties (CoP) to the Convention.

International Charter of Physical Education, Physical Activity and Sport

Also of importance was WADA's work leading up to the 8th Commonwealth Ministers meeting in August 2016, which resulted in the ministers "[reaffirming] their strong commitment to combat doping in sport and [protecting] the rights of the clean athletes and whistleblowers, emphasizing that governments are key stakeholders in the anti-doping movement." WADA continued to engage with international governments and participate in the development of the Kazan Action Plan, which, in July 2017, was submitted for approval at the Sixth UNESCO International Convention of Ministers and senior officials responsible for Physical Education (MINEPS VI). It marks the commitment to link sport policy development to the 2030 Agenda of the United Nations; as well as, support to an overarching sport policy follow-up framework and priority areas for international and national multi-stakeholder cooperation. While much progress has been made in the fight against doping in sport, many challenges remain in protecting the rights of clean athletes that require further commitment from governments.

With these key stakeholders, WADA reiterates the importance of values-based education in the fight against doping in sport. WADA also underlines the importance of ensuring that information sharing and coordination between Anti-Doping Organizations and public service agencies (law

WADA renewed a grant of USD133,333 for the Institute of National Anti-Doping Organizations (iNADO); as well as, for the SportAccord Doping Free Sport Unit for USD162,582.

In 2016, WADA – mostly as part of the NADO Partnership Program – assisted the following countries to develop anti-doping, training and education programs:



Argentina
Azerbaijan
Belarus
Egypt
Ethiopia
Greece
India
Jamaica
Kazakhstan
Kenya
Morocco
Nigeria
Russia
Thailand
Turkey
Ukraine
Uzbekistan

enforcement, justice and customs) are encouraged and facilitated at the national and international levels.

In order to strengthen implementation of the Convention, WADA has proposed that a framework of consequences for non-compliance with the Convention be developed.

NADOs and RADOs

Priority: Work with NADOs/ RADOs/ IFs to enhance anti-doping capacity including through the organization of WADA's Annual Symposium

In addition to IFs, MEOs, WADA-accredited laboratories, etc, the global anti-doping community is made up of national and regional anti-doping organizations. We may have different roles and responsibilities but our common goal is to protect clean sport and maintain the integrity of competitions.

In addition to WADA's oversight regulatory role, we are a collaborative partner to Anti-Doping Organizations (ADOs), assisting them in meeting the requirements of the Code. WADA works with ADOs daily to facilitate collaboration, leverage resources, build capacity and maximize opportunities to advance clean sport.

National Anti-Doping Organizations (NADOs)

NADOs are the only stakeholder that devote their entire mandate to protecting clean sport. NADOs are a critical partner for WADA and we work closely together to overcome the challenges of implementing a global anti-doping system.

On an ongoing basis, WADA identifies NADOs that need specific assistance and works with them to develop a plan

to better comply with their anti-doping commitments.

The NADO Partnership Program continued in 2016. This program promotes knowledge exchange and enhances the quality of anti-doping programs by partnering NADOs seeking and/or needing to further develop a specific anti-doping capacity with NADOs that have more experience and expertise in that area. To date, the program has assisted over 15 NADOs.

In the lead up to the Rio Olympic Games, a Rio 2016 Pre-Games Intelligence Unit was established based on a recommendation from the 2014 Sochi Olympic Games Independent Observer Report. This partnership consisted of six NADOs representing each continent, with one serving as secretariat. The Intelligence Unit had the mandate of reviewing testing plans and test histories of athletes who qualified for the Rio 2016 Games and for ensuring a suitable level of testing in the lead-up to the event.

Regional Anti-Doping Organizations (RADOs)

The RADO program provides a way for WADA to assist smaller and less developed countries with their anti-doping efforts and to meet the requirements of the Code. There are now 16 independent RADOs involving 132 countries, an increase of five member countries since 2015.

RADO offices provide testing and education services and are a critical resource for many other doping control services. The concept of sharing both human and financial resources among countries continues to lessen the burden on both National Olympic Committees and governments, allowing them to work together to fulfill their requirements under the Code.

In 2016, WADA continued to provide a Staffing Grant to employ full-time RADO staff persons in eight RADOs. WADA also provided a Supplementary Grant to two RADOs to assist with their staffing needs. This has resulted in significant progress in implementing anti-doping programs in these regions.

2016 was also marked by the implementation of multi-RADO training programs, which included an education officer, a doping control officer and results management training. These training activities were carried out with the assistance of established NADOs.

WADA also provided a Testing Grant to all RADOs. For 2016, the RADOs conducted 1,123 tests under the Testing Grant, with most tests being conducted on Olympic and Paralympic athletes in preparation for the Rio Summer Games. In 2017, the RADOs will continue to focus on conducting effective and smart testing,

with each country expected to conduct a thorough risk assessment to develop their Test Distribution Plans. In addition, all RADOs are using WADA's Anti-Doping and Administration Management System (ADAMS) to manage their doping control programs.

In 2016, beyond the support provided by established NADOs to assist RADOs in their development, the RADO program received financial support from the Japanese Government (Ministry of Education, Culture, Sports, Science & Technology) in the amount of USD176,465 to assist Asian RADOs; and, from the Australian Government in the amount of AUD60,000 (approximately USD44,508) to support the Oceania RADO.

Without the RADO program, we would not have seen the level of advancement in anti-doping initiatives in some regions that we are seeing today.

2016 ANNUAL SYMPOSIUM



In March 2016, the anti-doping community gathered in Lausanne, Switzerland for WADA's 12th Annual Symposium. This event, which attracted over 500 delegates, has become the largest annual gathering of anti-doping experts and other stakeholders that are key to clean sport.

WADA's Symposium provides the Agency and its partners with the perfect opportunity to sit down under one roof and reflect on developments; exchange on challenges and opportunities; share best practices; and, generally, take stock regarding how we are delivering on our common, global, purpose to protect clean sport.





Code Compliance

PRIORITY

 Strong WADA-led Compliance Program

 Guidance and assistance to Signatories

 Code Compliance Monitoring Program

Develop and implement a strong WADA-led Compliance Program that includes meaningful and proportionate sanctions for non-compliance by Signatories through a new International Standard

Over the last two years, the anti-doping community has devoted much of its efforts towards implementing the 2015 Code and Standards in rules, regulations, legislation and programs.

During this period, WADA has provided guidance and assistance to Signatories and, in parallel, developed key components of an enhanced Code Compliance Monitoring Program.

To be ready for future challenges, WADA shifted its focus in 2016 to ensuring that Signatories have quality anti-doping programs in place; and, in keeping with strong demand from stakeholders, the Agency is monitoring their compliance rigorously.

ACCOMPLISHMENTS

 ISO 9001:2015

 Expert Advice, Recommendations and Guidance

 Code Compliance Questionnaire

 Audit Program

 Information gathering:

- ADAMS
- Investigations
- Other intelligence

 Ongoing WADA support

In 2015 and 2016, WADA put in place key components of a new Code Compliance Monitoring Program, which includes ISO 9001:2015 certification to deliver added confidence in the system and ensure a harmonized and standardized approach.

The program aims to reinforce athlete and public confidence in the standard of Anti-Doping Organizations' (ADOs) work worldwide. It is the most thorough review of anti-doping programs that has ever taken place, which will raise the standards of the entire clean sport community.

Program governance includes an external, independent Compliance Review Committee (CRC) and an internal Compliance Taskforce (Taskforce). The CRC provides expert advice, recommendations and guidance to WADA's Executive Committee, Foundation Board and Taskforce on individual cases and compliance activities. The Taskforce consists of an internal working group of WADA staff from different departments and offices whose activities are centralized and coordinated. If any non-conformity is identified, the Taskforce facilitates an open dialogue with the Signatory concerned and recommends corrective actions. Support and assistance are provided to help the Signatory address

all issues within an agreed timeframe. Implementation of the program ramped up in 2016 and was launched in 2017.

1. Code Compliance Questionnaire (CCQ): WADA developed the Questionnaire based on mandatory requirements of the Code and International Standards and with the assistance of a pilot group of Signatories that consisted of 20 various sized National Anti-Doping Organizations (NADOs) and International Federations (IFs). In July 2016, WADA distributed the draft CCQ to all IFs and NADOs to assist with their preparation for the formal distribution of the CCQ in early 2017 that had a three-month deadline for completion. The CCQ will facilitate Signatories' reporting obligations on compliance and allow for more consistent monitoring of anti-doping programs. It will help WADA understand the current state of Signatories' anti-doping programs, and allow Signatories to make improvements to their programs when and where required. The Signatory's corrective actions will then be reviewed by WADA's internal Taskforce before further follow up, if needed.

ADAK Trial Audit

In 2016, during the development of the Audit program, the Anti-Doping Agency of Kenya (ADAK) was selected to participate in a trial audit. The two-day audit conducted in ADAK's headquarters in Nairobi generated a number of findings and corrective actions designed to improve the anti-doping program in Kenya. ADAK, which has a collaboration agreement with Anti-Doping Norway (ADNO) and WADA; is currently working through the corrective actions and is building capacity as a result.



Audits: Due to the limitations of a self-assessment questionnaire, WADA is also conducting in-person audits of Signatories, which are being carried out in 2017 with at least 10 audits of IFs and NADOs. The audits are being conducted by trained individuals from WADA and external experts in anti-doping. A key component of the audit is the corrective action process, through which the Signatory is given adequate timelines to implement (where required) improvements to their anti-doping program. As with the CCQ, the Signatory's corrective actions are then reviewed by WADA's Taskforce before further follow up, if needed.

2. Other Sources: While the CCQ and Audit Program are the two main

tools being used by WADA to monitor and assess the quality of anti-doping programs and their subsequent compliance with the Code and International Standards, WADA uses other sources of information, such as: the Anti-Doping Administration and Management System (ADAMS); the Agency's results management database; investigations; and, any other intelligence received to monitor Signatories' compliance with the Code.

3. Ongoing WADA Support: WADA will continually provide Signatories with assistance and guidance in implementing and complying with the Code and International Standards, particularly as the Compliance Monitoring Program identifies areas for improvement.

GRADED AND PROPORTIONATE SANCTIONING



Sanctioning framework



International Standard for Code Compliance by Signatories



Stakeholder consultation process

In November 2016, the Board endorsed the development of a framework that specifies a range of graded, proportionate and predictable consequences for non-compliance with the Code by a Signatory. In May 2017, the Board gave its approval, which will require WADA to amend a very limited number of Code provisions related to compliance. WADA will also develop an International Standard for Code Compliance by Signatories. All this involves a proper stakeholder consultation process that kicked off in June 2017 with the view to seeking approval at the next Foundation Board meeting in November 2017 and the changes taking effect in early 2018.

"It is very important that all Signatories are held to the same standards within the Code. Athletes are expected to uphold a very high standard of compliance and now is the time for all members of the clean sport movement to do the same. The WADA Athlete Committee believes this is a critical step towards ensuring a level playing field."



Beckie Scott
Chair of WADA's Athlete Committee and member of the CRC

NON-COMPLIANT SIGNATORIES IN 2016



Russia
Kenya
Mexico
Spain
Azerbaijan
Brazil
Indonesia

RUSSIA (declared non-compliant 18 November 2015)

- While the Russian Anti-Doping Agency (RUSADA) remains non-compliant, effective 27 June 2017, WADA announced that the Agency, upon recommendation of the CRC, permits RUSADA to plan and coordinate testing, using its trained Doping Control Officers (DCOs), under the supervision of WADA-appointed International Experts and the UK Anti-Doping Agency (UKAD).

KENYA (declared non-compliant 12 May 2016)

- ADAK has since resolved its issues and been removed from the non-compliance list.

MEXICO, SPAIN, AZERBAIJAN, BRAZIL AND INDONESIA (declared non-compliant 20 November 2016)

- The Comité Nacional Antidopaje de México and the Spanish Agency for Health Protection in Sport became non-compliant in 2016 following a decision by the Foundation Board in 2015 to place them on a 'watchlist'.
- The Azerbaijan National Anti-doping Agency and the Autoridade Brasileira de Controle de Dopagem were deemed not to have a Code compliant legal framework in place.
- The Lembaga Anti-Doping Indonesia was declared non-compliant as a result of using a laboratory not accredited nor otherwise approved by WADA and not having provided evidence of this situation having been remedied.

All of these ADOs have since resolved their issues and been removed from the non-compliance list.

SUPPORTING RUSADA'S RETURN TO COMPLIANCE

RUSADA was declared non-compliant on 18 November 2015 further to findings of the Pound Commission Report Part I that highlighted widespread doping in Russian athletics. Since then, WADA,

UKAD and the Agency's independent experts have been working tirelessly with RUSADA to help rebuild a credible and robust anti-doping program and help them return to compliance.

PRIORITY



Part II of the McLaren report released



Support to relevant ADOs

Manage the outcomes of the McLaren Investigation Report

On 9 December 2016, Professor Richard McLaren released Part II of his report into the allegations made by Dr. Grigory Rodchenkov to The New York Times in May 2016. Part II of the report reconfirmed institutionalized manipulation of the doping control process in Russia, which was first exposed via Part I released on 18 July 2016; and in addition, provided an indication of the scale of the number of athletes that benefited from such manipulation.

While Part II indicated the scale, it is important to reiterate that the investigation was never intended to determine whether individual athletes had tested positive or committed an Anti-

Doping Rule Violation (ADRV) under the Code. The terms of reference set forth for the McLaren investigation were clear that there may not be sufficient evidence to prosecute athletes identified with ADRVs.

Since shortly after 9 December 2016, the relevant information has been in the hands of each ADO to review on a case-by-case basis the evidence that is available before deciding whether cases can be prosecuted. WADA will continue to provide its utmost support to relevant ADOs; however, ultimately, the decision of whether to prosecute is theirs. As always, WADA retains its right of appeal to the Court of Arbitration for Sport on any decision taken.

INDEPENDENT OBSERVER PROGRAM

 Present at the
Rio Games



Another component of monitoring of stakeholder implementation of the Code and International Standards is WADA's Independent Observer (IO) program. Since 2000, the IO program has helped enhance athlete and public confidence at major sport events by randomly monitoring and reporting on all phases of the doping control and results management processes.

In 2016, the IO program was present at the Rio Olympic and Paralympic Summer Games. The IO team's efforts focused on ensuring that optimized testing programs were implemented at these two events and supporting collaborative efforts between the respective organizing committees, the International Olympic Committee (IOC), the International

Paralympic Committee (IPC) and the National Anti-Doping Organization (NADO) of Brazil.

WADA established agreements with the IOC and IPC to enable the IO program to integrate into the Games and for the first time at the Olympic Games, IO team members were present from the opening of the Athletes' Village to oversee the testing program and laboratory operations and, for the Paralympic Games, the IO team began its duties earlier than it had done in the past.

Each IO team provided a report of their findings, which was provided to the IOC and IPC and which WADA published on its website.



PRE-RIO INTELLIGENCE GATHERING AND TESTING TASKFORCE



Memorandum of Understanding (WADA and IOC)



Seven NADOs appointed to the Taskforce



Identification of 1,333 recommendations

In February 2016, WADA and the IOC signed a Memorandum of Understanding to establish a Taskforce of independent experts to develop intelligence-based target testing plans in the lead up to and during the Rio Games.

WADA appointed a group of seven NADOs (from Australia, Canada, Denmark, Japan, South Africa, the US and the UK who acted as the Secretariat) to the Taskforce with WADA providing oversight and with the IOC funding the project.

The Taskforce operated from March 2016 to the opening of the Athletes' Village in Rio on 24 July 2016. The Taskforce limited its work to 10 sports deemed to be of the highest risk and to the athletes in those sports who were considered most likely to place in the top eight positions in Rio. This resulted in the identification of a pool of 1,333 athletes who were deemed to warrant Taskforce attention due to either an apparent lack of adequate testing or an absence of information on planned tests.

Of these 1,333 recommendations:

- 39.6% were accepted and actioned in full by the relevant IF/NADO;
- 22.6% were accepted and actioned in part (e.g., urine samples collected but not blood);
- 33% were not accepted or no response at all was received from the relevant IF/NADO; and
- 4.8% related to athletes who subsequently did not participate in the Games.

As it relates to the 33% that did not respond to the recommendations made, the Taskforce focused its own testing on them pre-Rio under the authority of WADA. In addition, these ADOs are being monitored as part of WADA's ongoing compliance program.

The recommendations resulted in 15 Adverse Analytical Findings, distributed across six different sports, 12 different nationalities, and were the result of testing conducted by eight different IFs or NADOs.

The outcomes show that the work of the Taskforce was successful in identifying athletes at risk; and, as a result, a number of athletes who were taking prohibited substances in the lead-up to Rio were kept out of the Games.

A similar Taskforce will be established for the 2018 PyeongChang Winter Games. The Taskforce will consider recommendations from the Rio Taskforce to ensure that – in collaboration with National Anti-Doping Organizations (NADOs) and International Federations (IFs) – participating athletes are subject to proportional, and well-designed, anti-doping testing to maximize both detection and deterrence in the lead up to the Games.



Athlete Relations

Athletes are at the heart of everything we do at WADA. Our Athlete Relations strategy engages and educates athletes at all levels around the world to better understand the rules that apply to them in the Code and to promote a sense of community.

ATHLETE COMMITTEE

Athlete Committee Membership 2016*

Beckie Scott, Chair
Canada
Cross Country Skiing

Victoria Aggar
United Kingdom
Para Rowing

Claudia Bokel
Germany
Fencing

Kirsty Coventry
Zimbabwe
Swimming

Fabiana De Oliveira
Brazil
Volleyball

Francis Dodo
Ghana
Long Jump / Triple Jump

Matthew Dunn
Australia
Swimming

Tony Estanguet
France
Slalom Canoe

Petr Koukal
Czech Republic
Badminton

Kaveh Mehrabi
Iran
Badminton

Andréanne Morin
Canada
Rowing

Koji Murofushi
Japan
Hammer Throw

Adam Pengilly
United Kingdom
Skeleton

Mariana Quintanilla
Peru
Shooting

Ben Sandford
New Zealand
Skeleton

Lauryn Williams
United States
Track and Field / Bobsled

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

The WADA Athlete Committee is the unified voice of clean athletes worldwide, encouraging integrity and fairness.

WADA and athletes of the world are fortunate to have a very engaged and active Athlete Committee, with nearly every member involved in promoting or working on some level in their country or sport to further the mandate of the Committee and the anti-doping movement.

Throughout the year, each member is asked to reach out to their International Federation (IF), National Anti-Doping Organization (NADO), National Olympic Committee (NOC) and/or other athlete groups to gain greater insight and provide periodic feedback to WADA's programs and policies. This is a two-way communication channel. They also take part in WADA programs, such as the Outreach and Independent Observer Programs; and, Beckie Scott, the Athlete Committee Chair, lends her voice to

the independent Compliance Review Committee as an active member.

On the heels of the independent Pound and McLaren investigations and more than in any past year, WADA's Athlete Committee spoke out for clean athletes.

The Committee was vocal in their requests to WADA and the IOC for further investigations and presented a united front in asking that the rights of clean athletes be upheld and that proven corrupt systems be held accountable.

On 25 May 2016, Beckie Scott addressed the Pan American Sports Organization (PASO) Athlete Forum in Miami, Florida. In her remarks, Ms. Scott stated, "The IOC Athletes' Commission and the WADA Athlete Committee remain committed to clean athletes and clean sport. We will continue being the voice of athletes and pressing for what we believe is right."

Then again, following the release of the McLaren Investigation Report in July 2016, members of the Committee were very vocal in supporting the outcomes of the report.



ATHLETE OUTREACH PROGRAM



Raises awareness



Promotes clean sport



Reaches thousands of athletes



Three major multi-sport events in 2016



Play True Quiz (in 39 languages)



Hashtags #cleansport and #playtruerio



Post-Games evaluation



Partnership approach

WADA conducts Athlete Outreach and Legacy Outreach Programs year-round, worldwide. They contribute to shaping the future for clean athletes by raising awareness of anti-doping, promoting clean sport at major sports events, and reaching thousands of athletes and support personnel worldwide.

We have designed our Outreach Program to reach as many athletes as possible, providing them with anti-doping information, educational materials and a sense that they belong to a community of clean athletes.

Experts that are recruited from NADOs, IFs and other organizations act as on-site experts; and, are encouraged to adopt and deliver an Outreach Program for their stakeholders when they return home.

Accomplishments

WADA traveled to the three major multi-sport events in 2016 to implement our Outreach Program:

- Youth Olympic Games – Lillehammer, Norway (February)
- Olympic Games – Rio de Janeiro, Brazil (August)
- Paralympic Games – Rio de Janeiro, Brazil (August)

Anti-doping leaders from around the world and members of WADA's Athlete Committee participated in these events. All programs included the Play True Quiz, with athletes and officials asked to sign the "Every Athlete Has The Right

to Clean Sport" pledge by adding their handprint and signature to a banner.

Outreach Program participants had the opportunity to test their knowledge via WADA's Play True Quiz, now in 39 languages, and to win a winter hat in Norway and a specially branded t-shirt in Brazil. Social media was leveraged at both events with hashtag #cleansport used at the Youth Olympic Games and #playtruerio used in Rio. At the Olympic and Paralympic Games, an evaluation was completed to assess WADA's current format of outreach activities at major events. Based on 548 responses, 93% of those who completed the survey were extremely or very satisfied with their visit; and, likely or very likely to recommend visiting to others.

Legacy Outreach Program

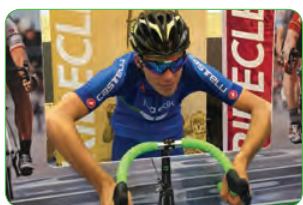
WADA continued the Legacy Outreach Program in 2016 by providing additional direct support for Anti-Doping Organizations (ADOs) to develop and deliver anti-doping athlete awareness programs, and to provide them with the necessary tools, materials and ideas to carry out effective outreach programs in the future.

"The Outreach Center is incredible for all athletes around the world, but most importantly it makes athletes aware of what they should or shouldn't do."

Athlete from Lesotho 



Legacy Outreach takes a partnership approach. WADA and International Federations (IFs) share costs and development responsibilities, from program planning, to set-up and delivery. In January 2016, WADA partnered with the International Bobsleigh and Skeleton Federation (IBSF) to run the program at their World Cup in Lake Placid, US. The Outreach team was led by Ben Sandford and Lauryn Williams – both members of WADA's Athlete Committee. Williams is best remembered as the first US athlete to compete and medal at both the Summer (track and field) and Winter (bobsleigh) Olympic Games; whilst Sandford is a seasoned two-time Olympic skeleton racer.



A second Legacy Outreach Program took place in July 2016 at the Union Cycliste Internationale (UCI) Junior Track Cycling World Championships

in Aigle, Switzerland. As a sport that has historically struggled with doping, this outreach event was all the more meaningful as it supported the UCI's desire and commitment to providing a clean sport environment for the new generation of cyclists.

"This Outreach Program should be further reinforced not only during major events like the Olympic Games but with all regional and national events with local sports and schools."

Coach from
the Seychelles



Ongoing requests
from ADOs



145 ADOs since 2010

Outreach Model

WADA also received, and continues to receive, ongoing requests from ADOs to adopt the Outreach Model as a turn-key solution for their own outreach initiatives.

The free, complementary, starter kit of materials includes Play True banners, anti-doping pamphlets, videos, and the Play True Quiz. More than 145 ADOs have requested WADA's Outreach Model since its introduction in 2010.



"Running this Legacy Outreach Program with WADA during the 2016 UCI Junior Track Cycling World Championships is an essential part of the UCI's commitment to educating the younger generation and emphasizing their responsibility to ride clean. It also underlines all that WADA and the UCI are doing together to protect the rights of clean athletes."

Brian Cookson
UCI President



Education

PRIORITY



Increase research-led anti-doping education



Ensure all stakeholders are developing values-based education programs



Initial discussions on an International Standard for Information and Education

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

The WADA Education department has been successful in the implementation and development of new programs and in fostering an increased interest in existing education programs worldwide. The resources can be of assistance to all stakeholders in furthering their own education initiatives. The focus in 2016 and moving forward is to ensure that all stakeholders are developing values-based education programs and that these programs are embedded into all areas of the sporting environment.

In 2016, the results of a WADA-commissioned literature review of social science research reinforced that education remains one of the most effective and fundamental ways to

change the culture of doping in sport. In addition, the research clearly indicated that all education programs should be evidence-based and evaluated to ensure their effectiveness.

Research also confirms that more needs to be done to highlight the importance of education and to guide stakeholders on what developing an efficient and effective education program involves. In 2016, initial discussions occurred on elevating education within the World Anti-Doping Program through the development of an International Standard for Information and Education that would help address this deficiency. Compliance with International Standards are mandatory for all Code Signatories.

ACCOMPLISHMENTS



Parents' Guide to Support Clean Sport



Education Partnership – Values Education Through Sport (VETS)

Parents' Guide to Support Clean Sport

Following a suggestion from the Education Committee, an education tool to inform parents about the best ways to support their children's athletic development in clean sport and how to avoid doping was developed in 2016 and is now available in English, French and Spanish. It is an online resource designed to refer parents to sources of additional information and provide basics on the following topics:

- Promoting good values
- Identifying a healthy sport culture
- Optimizing nutrition and recognizing the risks of supplements
- Identifying doping risk factors and periods of vulnerability
- Protecting the clean athlete and preventing doping
- Reacting if you think your child is using performance enhancing drugs

Education Partnership – Values Education Through Sport (VETS)

The Education Partnership Group consisting of WADA; the United Nations Educational, Scientific and Cultural Organization (UNESCO); the International Olympic Committee (IOC); the International Paralympic Committee (IPC); the International Council for Sport Science and Physical Education (ICSSPE); and, the International Fair Play Committee (IFPC); met in Montreal on 22-23 August 2016. The main purpose of this meeting was to bring together experts to peer review the materials that have been developed and recommend improvements while ensuring a user-friendly format. The resource is designed to help educators deliver their existing curriculum requirements for values-based education. It is expected that the resource will be available in both print and interactive PDF versions in 2018.



University
eTextbook



Online Sport
Physicians Tool Kit



Social Science
Research



e-Learning tools

University eTextbook

In July 2016, WADA attended an International University Sports Federation (FISU) Forum in Montpellier, France. The forum was an opportunity to showcase the University eTextbook (which had been developed as part of the preparations for the 2015 Universiade in Gwangju), and to work with members to develop an implementation plan for the eTextbook.



Online Sports Physicians Tool Kit

The IOC partnered with WADA to further expand the online Sports Physicians Tool Kit with Games specific education resources. For the first time, in 2016 the IOC made it mandatory for all physicians attending the Games to complete the course before they received their accreditation for the Rio Olympic Summer Games. Altogether, over 1,500 team doctors, pharmacists, physiotherapists and other medical personnel successfully completed the course ahead of the Games.



Social Science Research

The Social Science Research Expert Review Panel convened in Montreal on 5 October 2016 to review the 17 projects received as part of the annual call for proposals. This was followed by a teleconference with the Education Committee on 6 October to review the recommendations made by the Expert Group. The proposals were presented for approval to the WADA Executive Committee in November.



WADA's e-Learning Tools

WADA's e-Learning tools have been consolidated into a common platform for consistency and cost optimization. This Universal Education Platform will provide a single environment for all e-Learning education tools, both current and future and will be available by end of 2017.







Intelligence and Investigations

PRIORITY



Create a strong anti-doping investigations network among ADOs



Create a robust Whistleblower Program

Strengthen WADA's capability for investigations through such measures as the creation of a strong anti-doping investigations network among Anti-Doping Organizations (ADOs) and a robust Whistleblower Program

Detecting and bringing dopers to justice depends on meticulous and thorough investigations.

In 2015, new provisions to the World Anti-Doping Code (Code) gave WADA the ability to initiate its own investigations. Both the independent Pound Commission and McLaren Investigation are a result of these new powers that have lifted the veil on systemic doping activities. These groundbreaking investigations allowed WADA and the rest of the sports world to distinguish

allegations from fact. They also highlighted the value of whistleblowers that have proven to be a valuable source of intelligence.

All this made it evident that a professional and structured approach to investigations is necessary to detect doping on a large scale. Gathering insights, intelligence and information followed by a rigorous investigative approach is how we will catch more of those who attempt to undermine the values of fair play and sportsmanship.

ACCOMPLISHMENTS



Strengthen the new Intelligence and Investigations team

With this in mind, 2016 saw the creation of the new Intelligence and Investigations (I&I) department dedicated to gathering intelligence and conducting investigations surrounding doping allegations. The six-person team, led by our new Director, Intelligence and Investigations, is comprised of two full-time investigators, two full-time data analysts and one coordinator. The team

is independent from WADA management, ensuring an arm's length approach.

Also in 2016, further to a proposal by WADA's Director General, an I&I policy was developed; and, was subsequently approved by the WADA Foundation Board in May 2017. The Policy outlines how the I&I team will perform its work and conduct investigations as outlines below.

THE INVESTIGATIVE PROCESS

COLLECT



The I&I team begins by collecting information. This could entail interviews with the person(s) making the claim. It could also mean seeking out corroborating evidence without compromising their confidentiality.

ANALYZE



An analyst is assigned to the case along with a scientific expert, if necessary. Their job is to assess the quality of the information and the source.

INVESTIGATE



The investigation phase involves coordinating with internal WADA teams as well as external partners like National Anti-Doping Organizations, International Federations and law enforcement.

CONCLUDE



Following an investigation of the claim, it is determined whether the case requires additional follow-up or whether the case can be closed.

At every step along the way, the priority is to keep the informant updated and ensure that their identity is kept confidential.



Whistleblower Program – Speak Up!

In 2016, the team also developed a new Whistleblower Program and Policy that guarantees whistleblowers' confidentiality; that allegations are investigated fully; that they are kept informed of progress; and, that their rights are protected. In March 2017, WADA launched Speak Up!, a new,

secure digital platform intended for athletes and others to report: alleged Anti-Doping Rule Violations under the Code; non-compliance violations under the Code; or, any act or omission that could undermine the fight against doping in sport. The Speak Up! platform includes a secure app for iPhone and Android phones, currently available in beta version on the App Store and Google Play.

Partnership with Interpol

In October 2016, WADA and Interpol announced an Interpol initiative aimed at helping member countries understand and combat the trafficking of performance-enhancing drugs through targeted criminal analysis. The initiative, named Project Energia, which is supported by WADA and the School of Criminal Science at the University of

Lausanne (UNIL), focuses on substances used with the exclusive aim of improving physical fitness and athletic performance. WADA and Interpol, who are funding the project, have collaborated on fighting doping in sports since 2009. By joining forces, WADA and Interpol are better able to share intelligence on trafficking methods and on those who manufacture and distribute dangerous substances to athletes seeking an edge.

NEXT STEPS

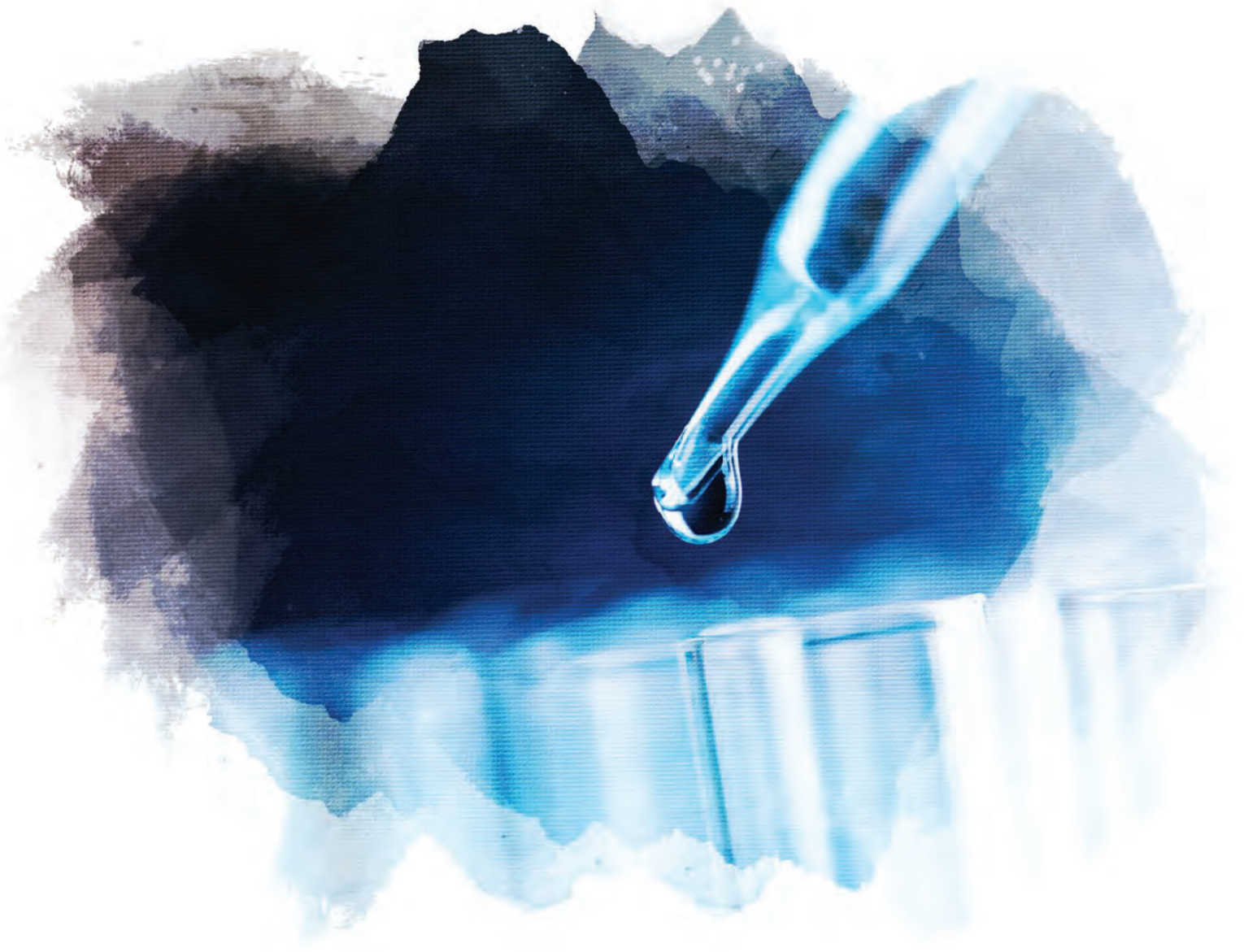


Leverage the success of the Speak Up! program

The I&I team will continue to build capacity as well as leverage the success of the Speak Up! program. It is also addressing the challenge of establishing a strong investigators network with Anti-

Doping Organizations. In this regard, the team held a kick off meeting in Lyon, France at Interpol headquarters in May 2017, where the main topic of discussion was working together in the future.





Science and Medical

PRIORITY



High quality results
and a high-performing
laboratory system



Strengthening
laboratory
accreditation process

Review laboratory model and strengthen the laboratory accreditation process to ensure high quality results and a high-performing analytical system

The global anti-doping testing system is serviced by a network of WADA-accredited laboratories that analyze samples and report test results (negative results, Adverse Analytical Findings, Atypical Findings, and Athlete Biological Passport (ABP) data) and enter the information into the Anti-Doping Administration and Management System (ADAMS).

A solid and reliable testing system allows the anti-doping community to identify trends in doping and testing activity and better assist Anti-Doping Organizations (ADOs) in the implementation of more effective testing programs.

By constantly strengthening its laboratory accreditation process, WADA will further ensure high quality results and enable a high-performing analytical system.

ACCOMPLISHMENTS



Enhanced laboratory
quality assessment
and monitoring
program



Working Group
on Laboratory
Accreditation

In 2016, nine laboratories were suspended. These suspensions were a direct result of WADA's enhanced laboratory quality assessment and monitoring program, which includes:

- a more stringent External Quality Assessment Scheme (EQAS); and
- more frequent laboratory site visits by independent experts and WADA personnel.

To build on the increased effectiveness of our laboratory quality assessment

– and continue to provide athletes with confidence in the system – in November 2016, the WADA Foundation Board agreed to establish a Working Group on Laboratory Accreditation with the objective of ensuring high quality results and a high-performing analytical system.

The five-person Working Group has already met on two occasions; a stakeholder consultation process was launched in July 2017; and, its final recommendations will be made to the Foundation Board in November 2017.

PRIORITY



Further develop the
ABP program



Legally validated
framework



Identification of
new validated
biomarkers

Further develop the ABP program through increased monitoring analysis and research into new biomarkers

The ABP is now used by many International Federations and National Anti-Doping Organizations to develop strategic anti-doping programs. WADA is committed to lead development and harness the vast potential of this tool.

There are presently 48 ADOs who have implemented the haematological module of the ABP, having reported ABP tests in ADAMS. Since 2010, the ABP has resulted in 129 Anti-Doping Rule Violations detected by 10 different ADOs.

The ABP provides a legally validated framework for the use of longitudinal profiling of biomarkers to detect doping. Through the addition of new validated biomarkers, the sensitivity and specificity of the ABP to a variety of doping substances can be continuously developed. Thus, the identification of new biomarkers for the ABP is a priority area for WADA.

ACCOMPLISHMENTS



Roadmap for the discovery and implementation of new biomarkers for use in the ABP



Recommendations of the ABP Expert Ad-hoc Working Group

On 8 November 2016, WADA convened a meeting of experts in biomarker discovery and systems biology to develop a roadmap for the discovery and implementation of new biomarkers for use in the ABP. This strategy builds on the previous recommendations from the WADA ABP Expert Ad-hoc Working Group for the development of additional biomarkers targeting primarily erythropoiesis stimulating agents (ESAs), anabolic steroids, and human growth hormone hGH. An ideal biomarker of doping will be detectable in blood and/or urine and should have high specificity and sensitivity for the doping substance in question. The ease and cost of analysis, inter-laboratory variability and ability to measure multiple markers are critical points when considering the eventual implementation of new markers.

This group made specific recommendations concerning funding strategies, analytical approaches to biomarker discovery, implementation in routine analysis, and data sharing. The roadmap proposed by the group was that WADA should fund targeted clinical trials in order to generate high quality samples to be analyzed by proteomics, metabolomics, and if funding permits, transcriptomics.

Building on the recommendations of the ABP Expert Ad-hoc Working Group, the first such request for applications was published in January 2017 with the aim of identifying biomarkers to discriminate the effects of altitude from the effects of ESA use.

PRIORITY



Further develop scientific-based knowledge



Partner with pharmaceutical companies

Prohibited List

WADA released the 2017 List of Prohibited Substances and Methods (List) by 1 October 2016, posting the List on our website and sending a notification to stakeholders. Additionally, an explanatory note summarizing the key modifications to the 2017 List and to the 2017 Monitoring Program was simultaneously released online.

Further develop scientific-based knowledge in areas including the Prohibited List and the assessment of the prevalence of doping

Scientific research will drive advances in anti-doping in the years ahead. Without fact-based and sound research, the anti-doping community will not be able to identify new trends in doping, new drugs, new delivery mechanisms or new methods of detection.

Thanks to research, we can detect which substances may be used by athletes in the future to enhance performance.

This work is carried out in partnership with pharmaceutical companies. It is a symbiotic relationship. The companies are best placed to identify drugs (even if they do not make it to market) with doping potential since they are the experts in these drugs and WADA contributes to the development of new anti-doping tests preventing the abuse of such drugs.



WADA RESEARCH PROGRAM



Call for research
proposals



85 project
applications being
reviewed

Since 2001, WADA has committed more than USD70 million to scientific research through funds procured from governments, the IOC and other stakeholders.

WADA issued a call for research proposals on 29 November 2016 with a submission deadline of 15 February 2017. 85 project applications were received by the deadline and are now being reviewed by independent external experts.



SPECIAL RESEARCH FUNDS



Request for proposals
for biomarkers of ESAs
and Hypoxia

A request for proposals was issued on 1 February 2017 for biomarkers of ESAs and Hypoxia related to the ABP and the deadline for submission to WADA was 1 March 2017. Nine projects were

received and six are being reviewed by independent expert panels. It is expected that selected project(s) will be presented to the Executive Committee for approval in September 2017.

THERAPEUTIC USE EXEMPTIONS (TUEs)



Monitor the TUE
process

The Science and Medical department is actively engaged in monitoring the TUE process. As well as reviewing granted TUEs, WADA provides ongoing support to athletes, International Federations, National Anti-Doping Organizations and Major Events Organizations. With the assistance of medical specialists

from around the world, WADA regularly updates TUE Physician Guidelines (available on our website) to help with the understanding of particular medical conditions and the necessary requirements for exemptions for the legitimate and acceptable use of some prohibited medications.

PARTNERSHIP WITH THE PHARMACEUTI- CAL INDUSTRY



Global partnership on
the prevention of misuse
and abuse of medicines
for doping in sports.

In October 2016, WADA and Astellas Pharma Inc. announced a global partnership on the prevention of misuse and abuse of medicines for doping in sports. Essentially, Astellas informs WADA during compound development if there is potential for future abuse in sport; and, the Agency commits to inform Astellas should it uncover evidence of black market supply

involving their compounds. This partnership acknowledges that the impacts of doping extend well beyond elite athletes to include society on the whole. Astellas joins other pharmaceutical companies that have signed similar agreements with WADA.



Testing

PRIORITY



Establish an ITA

Continue evaluating establishing an Independent Testing Authority (ITA)

In November 2015, at the Olympic Summit, WADA was asked to explore the concept of establishing an ITA, which is intended to assist International Federations (IFs) that wish to delegate their anti-doping programs to an independent body. The ITA would not change IFs' responsibilities under the World Anti-Doping Code (Code), they would ultimately remain responsible for compliance with the Code.

In November 2016, WADA agreed to set up a Working Group, which met several times in 2016, to evaluate the feasibility and appropriateness of an ITA.

In May 2017, the Foundation Board approved the mechanism for appointment of the ITA Board; along with, principles which were agreed earlier by the Working Group.

TECHNICAL DOCUMENT FOR SPORT SPECIFIC ANALYSIS



Sets minimum levels of analysis

WADA's Technical Document for Sport Specific Analysis (TDSSA) came into effect on 1 January 2015. It sets minimum levels of analysis for specific prohibited substances that are not included within the standard urine analysis menu, but are essential substances to screen for. These include: erythropoiesis-stimulating agents (ESAs), growth hormone (GH) and GH releasing factors (GHRFs). The TDSSA is one part of the development of a robust, comprehensive test distribution plan,

as outlined in the Internal Standard for Testing and Investigation and the Guidelines for Implementing and Effective Testing Program.

A comparison of 2016 data from the Anti-Doping and Administrative Management System (ADAMS) to 2015 data for the same 12-month period shows a strong increase in Anti-Doping Organizations' testing for ESAs, GH and GHRFs across a number of new sports and disciplines.

2016 Compared to 2015

Erythropoiesis Stimulating Agents

- 27 more TAs conducted testing for ESAs (210 vs. 183)
- 11 more sports received analysis for ESAs (105 vs. 94)
- 18 more AAFs from ESAs analysis (64 vs. 46)

Growth Hormone

- 7 more TAs conducted testing for GH (110 vs. 103)
- 2 less sports received analysis for GH (72 vs. 74)
- 3 more AAFs from GH analysis (6 vs. 3)

Growth Hormone Releasing Factors

- 62 more TAs conducted testing for GHRFs (207 vs. 145)
- 20 more sports received analysis for GHRFs (108 vs. 88)
- 1 more AAF from GHRF analysis (15 vs. 14)



ANTI-DOPING STATISTICS

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

The 2016 Testing Figures Report, which will be published on WADA's website during the fourth quarter of 2017, includes data of analyses by WADA-accredited laboratories on urine, blood and blood passport in-competition testing (ICT) and out-of-competition testing (OOCT). Key figures are listed in the table below. Percentage comparisons to 2015 data are also provided.

As an extension to the annual Testing Figures Report, in April 2017, WADA

issued its 2015 report on Anti-Doping Rule Violations (ADRVs) by sport, discipline and testing authority. The report reveals that 1,929 sanctions were levied for ADRVs committed in 2015. The sanctions were handed out to athletes and athlete support personnel from 122 countries in 85 sports, following tests performed in 2015 and other non-analytical investigations concluded that same year.

The annual Testing Figures Report and ADRVs Report represent the most comprehensive set of doping statistics to date, and will be of great value to the anti-doping community's efforts to protect clean athletes in every country around the world.

	Total Samples*	Urine	Blood	ABP	IC (U+B)	OOCT (U+B)	AAF**
2015	328,381	282,193	21,176	25,012	148,299	155,070	3,809
2016	328,086	276,660	23,253	28,173	138,457	161,456	4,814
Increase %	-0.1%	-2.0%	9.8%	12.6%	-6.6%	4.1%	26.4%

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

** 497 AAFs for meldonium only were reported in 2016.





Information and Data Management

PRIORITY



Ensure that ADAMS supports the global anti-doping system



Ensure the safety of athlete data



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

Athletes around the world entrust WADA with various levels of personal information. We take this responsibility very seriously. Information and data management, in particular ADAMS, also represents a significant portion of WADA's overall budget.

ADAMS serves as the data repository for athlete whereabouts, laboratory results, the Athlete Biological Passport (ABP), Therapeutic Use Exemptions (TUEs) and information on Anti-Doping Rule Violations (ADRVs). By centralizing this information, ADAMS connects the anti-doping community and allows for data sharing among Anti-Doping Organizations with the proper level of authorization. The

anti-doping community receives more meaningful data, while athletes are not forced to give their personal information to multiple parties, in what can be a non-secure fashion.

Over time, information security is becoming more and more complex. WADA knows that, in order to be prepared for the future, and be able to be even more effective, ADAMS must remain secure, function efficiently and be an effective resource for the anti-doping community. The community can rest assured that the Agency is putting the necessary resources in place to ensure that data remains safeguarded today and for the future.

ACCOMPLISHMENTS



Improved security

Other ADAMS enhancements in 2016

- Addition of Turkish
- General ABP module improvements
- Laboratory reporting improvements related to the detection of synthetic forms of anabolic androgenic steroids

In 2016, we undertook the following enhancements to ensure that ADAMS continues to be a secure tool:

- Increased password complexity enforced since 22 August 2016
- Implemented security improvements for password recovery
- Full password change in the ADAMS training environment
- Retired inactive accounts for ADAMS production
- Completed improved login security with the use of Personal Verification Questions (PVQs) to be implemented as an additional method for users to authenticate their identity when changing their password, logging in via a new device and for whereabouts app
- Improved logging with regards to security and monitoring of user activities

NEXT STEPS



New ADAMS in 2017

To be ready to face the security challenges of tomorrow, we are making significant upgrades to ADAMS. This involves completely rebuilding the platform according to new specifications

and using a new IT model. We set the stage in 2016 and we are in a good position to build the next generation of ADAMS in 2017 and beyond.

FANCY BEAR ATTACK



In September 2016, the cyber espionage group “Fancy Bear” started releasing batches of confidential athlete TUE data on their website, which they illegally obtained from a Rio Summer Games account. The hackers used a phishing scheme to obtain ADAMS passwords from users. The hackers did not access the broader ADAMS system.

WADA acted quickly and decisively. We gathered an expert group of IT, legal, law enforcement and security professionals to respond to this attack. This incident response team worked with law enforcement agencies in Canada and elsewhere, and acted on the intelligence obtained through our investigations to prevent any further intrusions.

The TUE process is a means by which an athlete can obtain approval to use a prescribed prohibited substance or method for the treatment of a legitimate medical condition. The TUE program is a rigorous and necessary part of elite sport, which has overwhelming acceptance from athletes, physicians and all anti-doping stakeholders worldwide. The criminal activity undertaken by the cyber espionage group, which sought to undermine the TUE program and the work of WADA and its partners in the protection of clean sport, was a cheap shot at innocent athletes whose personal data has been exposed.





Funding

PRIORITY



Increase commitments and financial support from governments, sport and other sources



Four-year plan for enhancement from an effort and resources perspective

We appreciate that there are limits to our traditional funding model; and that, to go as far as we believe is necessary to protect clean athletes, we will have to explore additional funding strategies.

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

At USD28.3 million, WADA's budget has increased slightly over the past five years (2012-2016), growing an average of 1.4% per year. At the same time, WADA's scope of activities has increased significantly; and, some of those activities, such as investigations, have pulled resourcing from other key activities, i.e. scientific research's budget reached a record high in 2006 of USD6.6 million and in 2017 was USD1.9 million.

Following months of stakeholder mobilization, in November 2016, WADA's Foundation Board reached consensus to the effect that the Agency must be strengthened as the global regulator for anti-doping worldwide. They approved a series of recommendations (see pages 6 and 7) intended to equip the Agency to be fit for the future. As a consequence of these recommendations, WADA management developed a four-year plan (2018-2021) that articulates which core activities must be enhanced from an effort and resources perspective; and, which must be newly initiated and therefore demand new effort and resources (as summarized below).

The four-year plan, which is proposing a substantial increase, was presented to the Finance Committee in July 2017; and, will be presented to the Agency's Executive Committee in September before being submitted to the Foundation Board for approval in November.

While the plan reflects the activities and funding needed for WADA to significantly increase the Agency's effectiveness as the global leader of clean sport, we believe that much more must be done to truly change the game that requires and deserves further exploration. However, we appreciate that there are limits to our traditional funding model; and that, to go as far as we believe is necessary to protect clean athletes, we will have to explore additional funding strategies. One example is the creation of a US private Foundation for Clean Sport, which, once fully established, will target additional funds for research, education and other activities. The Foundation for Clean Sport will be the only American private foundation that is dedicated to supporting the anti-doping movement on a global scale. Initiated by WADA in 2016, this Foundation will seek contributions from the likes of pharmaceutical companies, foundations and private donors that believe in clean sport.

Enhanced Efforts

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

New Activities

- Strengthening monitoring of ADOs' compliance, including implementing an International Standard for Code Compliance by Signatories
- Enhancing Intelligence and Investigations' capacity
- Developing and managing a robust Whistleblower Program



2016 Finance Overview

Going forward, additional funding will be essential to maintain the Agency's current core activities and those additional activities that are expected by stakeholders.

In 2016, WADA attained 97.93% of budgeted contributions from public authorities. This represents the lowest collection rate since 2007. In addition to yearly contributions, WADA received the annual USD1.431 million grant from the Canadian Government for hosting the Agency in Montreal. It also received extra grants from other countries and organizations totaling USD298,747. WADA is grateful for the financial support received from stakeholders.

The annual accounts show an excess of expenses over income of USD729,431 against a budgeted loss of USD144,274. The result is due to the cost of investigations, specifically the Independent Person Report (IPR); and, a write-down of assets, namely development of the new Anti-Doping Administration and Management System (ADAMS).

In 2016, capital expenditures of USD2,371 million were incurred. The investments were related to development of the Code Compliance Questionnaire, acquisition of the Intelligence and Investigations software system, implementation of the Whistleblowing Hotline application ('Speak Up!'), and continuation of the Online Education application. Capital was also applied to the fit out of additional office space for the Montreal headquarters which continued in 2016. ADAMS remains a priority for WADA; accordingly, development of the new ADAMS platform commenced in 2016 and a new developer commenced at the end of 2016. Ongoing enhancements to the Athlete Biological Passport and other necessary changes to the current ADAMS platform are all included as capital investments by the Agency.

Income from investments has appreciated from previous years. The excess of 10% over budget is due to the increase of interest rates in the market;

and, additional investment of the special research funds received at the end of 2015. WADA's conservative investment policy of not investing funds in speculative financial products continues.

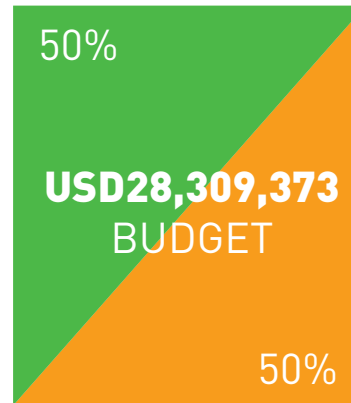
Litigation costs exceeded budgeted levels in 2016 by 32%. The IPR, and follow up on recommendations put forward by the Independent Commission (IC) in 2015, contributed towards exceeding budgeted levels by 243% – despite having received additional funding of USD654,903 from public authorities specifically for investigations activities. Investigations continue to be a priority for WADA in 2017; as such, a new department was created within WADA in 2016 in order to manage the cost by conducting investigations in-house. The security of WADA's IT and ADAMS environments is another priority for WADA with USD331,778 in expenses incurred in 2016 for IT security measures. Such costs will continue in 2017.

The overall financial position of the Agency is stable however as cash reserves are used to supplement costs for special projects, such as the IC in 2015 and the IPR in 2016, it has become imperative that funding be increased. The 2017 budget begins to address this issue with an increase in contribution income and a substantial decrease in the allocation of funds to research grants. WADA Executive Committee and Foundation Board member meeting travel costs have been reinstated in 2017 and will be met by WADA. These additional costs will have a bearing on the outcome of the 2017 financials. It is important to note that cash reserves are not to be depleted by more than USD500,000 to fund a deficit. Going forward, additional funding will be essential to maintain the Agency's current core activities and those additional activities that are expected by stakeholders.

2016 CONTRIBUTIONS

IOC
98.64% Remitted
as of 31 December 2016

USD13,962,521
The IOC matches public
contributions dollar for dollar



PUBLIC SECTOR
97.93% Remitted
as of 31 December 2016

USD13,862,374

Balance owed:
USD292,313

Additional grants:
USD298,747

PUBLIC SECTOR CONTRIBUTIONS BY REGION

Invoiced and remitted
as of 31 December
2016 for Budget Year
2016

AMERICAS
97.67%
Invoiced USD4,104,859 Remitted USD4,009,112

EUROPE
99.58%
Invoiced USD6,723,476 Remitted USD6,695,413

ASIA
95.04%
Invoiced USD2,896,049 Remitted USD2,752,386

AFRICA
64.90%
Invoiced USD70,773 Remitted USD45,933

OCEANIA
100%
Invoiced USD359,529 Remitted USD359,529

ADDITIONAL CONTRIBUTIONS FOR INTELLIGENCE AND INVESTIGA- TIONS

In 2016, the following additional contributions were made towards Intelligence and Investigations:

Country	Payment received from Government (USD)
Canada	136,250
Denmark	100,000
France	159,544
Japan	187,109
Japan – Asian Fund	50,000
New Zealand	20,000
Romania	2,000
TOTAL	654,903

2016 Financial Statements



REPORT OF THE STATUTORY AUDITOR ON THE FINANCIAL STATEMENTS

As statutory auditor, we have audited the accompanying financial statements of Agence mondiale antidopage (World Anti-Doping Agency), which comprise the balance sheet, statement of activities, statement of comprehensive loss and changes in equity, cash flow statement and notes, for the year ended 31 December 2016.

Foundation Board's responsibility

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

Auditor's responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of 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 2016 give a true and fair view of the financial position, the results of operations and the cash flows in accordance with the International Financial Reporting Standards (IFRS) and comply with Swiss law and the foundation's deed.

REPORT ON OTHER LEGAL REQUIREMENTS

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

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

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

PricewaterhouseCoopers SA



Pierre-Alain Dévaud

Audit expert
Auditor in charge



Raphaël Marclay

Audit expert

Lausanne, 18 May 2017

Enclosure:

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

Balance Sheet as at 31 December 2016

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

	Note	2016 USD	2015 USD	2016 CHF	2015 CHF
Assets					
Current assets					
Cash and cash equivalents	4	16,287,385	24,646,325	16,589,027	24,461,478
Available-for-sale investments	5b	6,613,134	1,438,280	6,735,609	1,427,493
Receivables	6	739,403	739,035	753,097	733,492
Other current assets	7	2,046,849	2,132,424	2,084,757	2,116,431
		25,686,771	28,956,064	26,162,490	28,738,894
Non-current assets					
Available-for-sale investments	5b	10,907,720	7,863,846	11,109,731	7,804,867
Fixed assets	8	1,007,691	1,008,752	1,026,353	1,001,186
Intangible assets	9	4,221,307	5,199,475	4,299,486	5,160,479
		16,136,718	14,072,073	16,435,570	13,966,532
Total Assets		41,823,489	43,028,137	42,598,060	42,705,426
Liabilities and Equity					
Current liabilities					
Accounts payable		2,042,683	1,639,541	2,080,513	1,627,245
Accrued expenses	10	2,106,871	2,320,230	2,145,890	2,302,830
Advance contributions		12,072,172	12,804,275	12,295,749	12,708,243
Total Liabilities		16,221,726	16,764,046	16,522,152	16,638,318
Equity					
Foundation capital	11	4,006,500	4,006,500	5,000,000	5,000,000
Cumulative translation adjustment		-	-	(7,528,244)	(8,084,386)
Litigation reserve	12a	1,500,000	1,500,000	1,527,780	1,488,750
Operation reserve	12b	2,400,000	2,400,000	2,444,448	2,382,000
Cumulative fair value gain (loss) on available-for-sale investments		53,180	(13,923)	54,166	(13,819)
Excess of income over expenses brought forward		17,642,083	18,371,514	24,577,758	25,294,563
Total Equity		25,601,763	26,264,091	26,075,908	26,067,108
Total Liabilities and Equity		41,823,489	43,028,137	42,598,060	42,705,426

Statement of Activities for the year ended 31 December 2016

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

	Note	2016 USD	2015 USD	2016 CHF	2015 CHF
Income					
Annual contributions	13	27,930,920	27,443,532	27,447,392	26,357,225
Grants	14	1,729,469	2,246,861	1,699,529	2,157,923
Other	15	300,067	208,986	294,872	200,714
Total income		29,960,456	29,899,379	29,441,793	28,715,862
Operating expenses					
Salaries and other personnel costs	16	10,764,158	10,290,367	10,577,813	9,883,040
Travel and accommodation		3,297,416	3,056,166	3,240,333	2,935,193
Information and communications materials		103,123	140,135	101,338	134,588
Testing fees		987,448	565,421	970,354	543,040
Accreditation fees		339,027	368,573	333,158	353,984
Research grants	17	3,372,053	4,401,981	3,313,677	4,227,736
Other grants		312,581	490,586	307,170	471,167
Education materials		65,861	52,494	64,721	50,416
Project consulting fees		3,993,614	3,230,716	3,924,478	3,102,833
Rents		783,069	716,593	769,513	688,228
Administration		2,367,447	2,302,925	2,326,463	2,211,767
IT costs		1,418,843	1,463,569	1,394,281	1,405,636
Depreciation and amortization of fixed and intangible assets		1,997,623	2,077,400	1,963,041	1,995,171
Writedown of intangible assets		1,350,316	121,080	1,326,940	116,287
Total operating expenses		31,152,579	29,278,006	30,613,280	28,119,086
Excess of operating expenses over income (income over expenses) before financial income		(1,192,123)	621,373	(1,171,487)	596,776
Financial income (expenses)					
Interest		412,879	271,347	405,731	260,606
Bank fees		(140,633)	(83,297)	(138,198)	(80,000)
Net gains (losses) on exchange rates		190,446	(1,975,746)	187,149	(1,897,539)
		462,692	(1,787,696)	454,682	(1,716,933)
Excess of expenses over income for the year		(729,431)	(1,166,323)	(716,805)	(1,120,157)

Statement of Cash Flows for the year ended 31 December 2016

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

	2016 USD	2015 USD	2016 CHF	2015 CHF
Operating activities				
Excess of expenses over income for the year	(729,431)	(1,166,323)	(716,805)	(1,120,157)
Depreciation and amortization of fixed and intangible assets	1,997,623	2,077,400	1,963,041	1,995,171
Interest	(412,879)	(271,347)	(405,731)	(260,606)
Writedown of intangible assets	1,350,316	121,080	1,326,940	116,287
Changes in				
Receivables	(368)	(333,811)	(362)	(320,598)
Other current assets	137,680	257,074	135,296	246,898
Accounts payable	501,715	(38,866)	493,030	(37,327)
Accrued expenses	(213,359)	115,579	(209,666)	111,004
Advance contributions	(732,104)	9,554,447	(719,430)	9,176,251
Net cash provided by operating activities	1,899,193	10,315,233	1,866,313	9,906,923
Investing activities				
Purchase of fixed assets	(674,264)	(464,300)	(662,592)	(445,921)
Purchase of intangible assets	(1,793,019)	(2,501,795)	(1,761,979)	(2,402,765)
Interest received	360,774	277,746	354,529	266,752
Purchase of available-for-sale investments	(13,197,692)	(3,837,343)	(12,969,219)	(3,685,448)
Proceeds from sale of available-for-sale investments	5,046,068	4,336,142	4,958,712	4,164,502
Net cash used in investing activities	(10,258,133)	(2,189,550)	(10,080,549)	(2,102,880)
Increase (decrease) in cash and cash equivalents	(8,358,940)	8,125,683	(8,214,236)	7,804,043
Currency translation impact	-	-	341,785	311,912
Cash and cash equivalents at beginning of year	24,646,325	16,520,642	24,461,478	16,345,523
Cash and cash equivalents at end of year	16,287,385	24,646,325	16,589,027	24,461,478

Statement of Comprehensive Loss and Changes in Equity for the year ended 31 December 2016

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

	Foundation capital USD	Litigation reserve USD	Operation reserve USD	Cumulative fair value gain (loss) on available- for-sale investments USD	Excess of income over expenses brought forward USD	Total USD
Balance as at 31 December 2014	4,006,500	1,500,000	2,400,000	135,856	19,537,837	27,580,193
Excess of expenses over income for the year	-	-	-	-	(1,166,323)	(1,166,323)
Item that will be reclassified to profit or loss						
Fair value loss on available-for-sale investments	-	-	-	(149,779)	-	(149,779)
Total comprehensive loss for the year						(1,316,102)
Balance as at 31 December 2015	4,006,500	1,500,000	2,400,000	(13,923)	18,371,514	26,264,091
Excess of expenses over income for the year	-	-	-		(729,431)	(729,431)
Item that will be reclassified to profit or loss						
Fair value gain on available-for-sale investments	-	-	-	67,103	-	67,103
Total comprehensive loss for the year						(662,328)
Balance as at 31 December 2016	4,006,500	1,500,000	2,400,000	53,180	17,642,083	25,601,763

Statement of Comprehensive Loss and Changes in Equity for the year ended 31 December 2016 (cont'd)

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

	Foundation capital CHF	Cumulative translation adjustment CHF	Litigation reserve CHF	Operation reserve CHF	Cumulative fair value gain (loss) on available- for-sale investments CHF	Excess of income over expenses brought forward CHF	Total CHF
Balance as at 31 December 2014	5,000,000	(8,119,954)	1,484,100	2,374,560	134,416	26,414,720	27,287,842
Excess of expenses over income for the year	-	-	-	-	-	(1,120,157)	(1,120,157)
Item that will be reclassified to profit or loss							
Fair value loss on available-for-sale investments	-	-	-	-	(148,235)	-	(148,235)
Item that will not be reclassified to profit or loss							
Exchange movement	-	35,568	4,650	7,440	-	-	47,658
Total comprehensive loss for the year							(1,220,734)
Balance as at 31 December 2015	5,000,000	(8,084,386)	1,488,750	2,382,000	(13,819)	25,294,563	26,067,108
Excess of expenses over income for the year	-	-	-	-	-	(716,805)	(716,805)
Item that will be reclassified to profit or loss							
Fair value gain on available-for-sale investments	-	-	-	-	67,985	-	67,985
Item that will not be reclassified to profit or loss							
Exchange movement	-	556,142	39,030	62,448	-	-	657,620
Total comprehensive gain for the year							8,800
Balance as at 31 December 2016	5,000,000	(7,528,244)	1,527,780	2,444,448	54,166	24,577,758	26,075,908

1 Activity

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

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

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

2 Basis of presentation and summary of significant accounting policies

a) Basis of presentation

These financial statements have been approved by the Foundation Board of WADA on 18 May 2017 and cannot be amended after issuance. The financial statements of WADA for the year ended 31 December 2016 have been prepared in accordance with International Financial Reporting Standards ("IFRS"). WADA's financial statements are prepared in accordance with Swiss legal requirements.

The financial statements have been prepared under the historical cost principle, except for available-for-sale investments which are shown at fair value. The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying WADA's accounting policies. In particular, areas involving a higher degree of judgment or complexity are the definition of the Agency's functional currency and the research grant recognition described below.

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

US Dollar figures are included as complementary information.

b) Foreign currencies

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

c) Cash and cash equivalents

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

d) Financial assets

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

Loans and receivables

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

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

Available-for-sale assets

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

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

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

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

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

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

WADA assesses at each balance sheet date whether there is objective evidence that a financial asset or group of financial assets is impaired. If any such evidence exists for available-for-sale assets, the

cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognized in profit or loss – is removed from equity and recognized in the statement of activities.

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

e) Financial liabilities at amortized cost

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

f) Fixed assets

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

Computer equipment	2.5 years
Office equipment	4 years
Leasehold improvements	Over the lower of the life of the lease and its useful life

g) Intangible assets

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

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

h) 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).

i) Leases

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

j) Revenue recognition

Annual contributions and advance contributions

The annual contributions due from Public Authorities involved in the fight against doping in sports and the International Olympic Committee are recognized as income in the period for which they are due. However, annual contributions which have not been paid by year-end when due are only recognized when they are received.

Advance contributions are composed of annual contributions received in the current year for the following years' income and grants received for special projects such as Research Fund, Olympic Solidarity and ADAMS.

Grants

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

Other

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

Financial income

Interest income is recognized on an effective yield basis.

k) Income taxes

WADA is exempt from paying income taxes.

l) Research grants

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

m) Changes in accounting policy and disclosures

The Agency has not yet adopted certain standards, interpretations to existing standards and amendments which have been issued but have an effective date of later than 1 January 2016. Many of these updates are not relevant to the Agency and are therefore not discussed herein.

IFRS 9, Financial Instruments ("IFRS 9")

IFRS 9 addresses the classification, measurement and recognition of financial assets and financial liabilities. The complete version of IFRS 9 was issued in July 2014. It replaces the guidance in International Accounting Standard ("IAS") 39, Financial Instruments: Recognition and Measurement, that relates to the classification and measurement of financial instruments. IFRS 9 retains but simplifies the mixed measurement model and establishes three primary measurement categories for financial assets:

amortized cost, fair value through other comprehensive income and fair value through the statement of activities. The basis of classification depends on the entity's business model and the contractual cash flow characteristics of the financial asset. Investments in equity instruments are required to be measured at fair value through profit or loss with the irrevocable option at inception to present changes in fair value in other comprehensive income. There is now a new expected credit losses model that replaces the incurred loss impairment model used in IAS 39. For financial liabilities, there were no changes to classification and measurement except for the recognition of changes in own credit risk in other comprehensive income for liabilities designated at fair value through profit or loss. The standard is effective for accounting periods beginning on or after 1 January 2018. Early adoption is permitted. The Agency is currently assessing the impact of IFRS 9 on its financial statements.

IFRS 15, Revenue from Contracts with Customers ("IFRS 15")

In May 2014, the IASB issued IFRS 15. IFRS 15 replaces all previous revenue recognition standards, including IAS 18, Revenue, and related interpretations. The standard sets out the requirements for recognizing revenue. Specifically, the new standard introduces a comprehensive framework with the general principle being that an entity recognizes revenue to depict the transfer of promised goods and services in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. The standard introduces more prescriptive guidance than was included in previous standards and may result in changes to the timing of revenue for certain types of revenues. The new Standard will also result in enhanced disclosures about revenue that would result in an entity providing comprehensive information about the nature, amount, timing and uncertainty of revenue and cash flows arising from the entity's contracts with customers.

The new standard is effective for annual periods beginning on or after January 1, 2018, with early adoption permitted. Management is currently evaluating the impact that this standard will have on its consolidated financial statements.

IFRS 16, Leases ("IFRS 16")

In January 2016, the IASB issued IFRS 16. IFRS 16 sets out the principles for the recognition, measurement, presentation and disclosure of leases for both parties to a contract, which is the customer ("lessee") and the supplier ("lessor"). IFRS 16 replaces IAS 17, Leases ("IAS 17"), and related interpretations. All leases result in the lessee obtaining the right to use an asset at the commencement of the lease and, if lease payments are made over time, also obtaining financing. Accordingly, IFRS 16 eliminates the classification of leases as either operating leases or finance leases as is required by IAS 17 and, instead, introduces a single lessee accounting model. Applying that model, a lessee is required to recognize:

- a. assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value; and
- b. depreciation of lease assets separately from interest on lease liabilities in the statement of income.

The new standard is effective for annual periods beginning on or after January 1, 2019 with early adoption permitted if IFRS 15 is also applied. Management is currently evaluating the impact that this standard will have on its consolidated financial statements.

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

3 Financial risk management

a) Financial risk factors

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

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

i. Foreign currency exchange risk

WADA is exposed to foreign currency exchange risk mainly because most of its revenues are generated in US Dollars, whereas its operating expenses are essentially in Canadian Dollars. During the year ended 31 December 2016, WADA used price collars and bank deposits in Canadian Dollars, Swiss Francs and Euros to partly cover its currency exposure.

As at 31 December 2016, had the Canadian Dollar weakened by 5% against the US Dollar, with all other variables held constant, excess of expenses over income for the year would have been CHF68,045 (USD89,767) higher (2015 – excess of expenses over income would have been CHF246,694 (USD344,726) higher) mainly as a result of foreign exchange loss on translation of cash and cash equivalents denominated in Canadian Dollars

As at 31 December 2016, had the Swiss Franc weakened by 2% against the US Dollar, with all other variables held constant, excess of expenses over income for the year would have been CHF6,526 (USD6,408) higher (2015 – excess of expenses over income would have been CHF2,221 (USD2,238) higher) mainly as a result of foreign exchange loss on translation of cash and cash equivalents denominated in Swiss Francs.

As at 31 December 2016, the following accounts are shown in Canadian Dollars, Swiss Francs, Euros, South African Rands and Japanese Yen, and have been converted to the functional currency in the balance sheet.

2016					
Denominated in	CAD	CHF	EUR	ZAR	YEN
Cash and cash equivalents	1,676,421	477,198	1,359,693	803,754	9,753,849
Available-for-sale investments	403,566	-	202,280	-	-
Receivables	566,333	5,330	2,885	-	389,591
Accounts payable and accrued expenses	1,851,953	192,852	85,693	13,942	774,119
2015					
Denominated in	CAD	CHF	EUR	ZAR	YEN
Cash and cash equivalents	5,851,133	413,762	1,673,787	1,198,623	9,997,644
Available-for-sale investments	1,304,460	-	203,550	-	-
Receivables	563,424	2,250	3,236	-	-
Accounts payable and accrued expenses	1,950,924	336,812	101,155	17,591	153,648

ii. Interest rate risk

WADA is exposed to interest rate risk through the impact of rate changes on interest-bearing assets. As at 31 December 2016, WADA's interest-bearing assets were cash and cash equivalents and available-for-sale investments.

As at 31 December 2016, had interest rates been 0.25% lower, with all other variables held constant, equity would have been CHF92,785 (USD91,097) higher (2015 – CHF62,736 (USD63,210) higher) as a result of an increase in the fair value of bonds classified as available for sale.

iii. Liquidity risk

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

iv. Credit risk

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

2016				2015		
Balance				Balance		
Banks	Rating	USD	CHF	Rating	USD	CHF
UBS	A+	11,928,198	11,721,702	A	17,557,638	16,862,649
Lombard Odier Darier Hentsch	AA-	2,838,412	2,789,274	AA-	3,405,508	3,270,707
The Bank of Nova Scotia	AA-	1,468,065	1,442,650	AA-	3,634,714	3,490,840
		16,234,675	15,953,626		24,597,860	23,624,196

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

v. Capital risk

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

b) Fair value estimation

As at 31 December 2016, the fair value of cash and cash equivalents, receivables, accounts payable and accrued expenses was not significantly different from their book value because of their maturity being close to the balance sheet date. As at 31 December 2016, no financial assets were impaired or past due.

4 Cash and cash equivalents

	2016 USD	2015 USD	2016 CHF	2015 CHF
Cash	13,481,629	18,719,989	13,731,308	18,579,589
Term deposits	2,805,756	5,926,336	2,857,719	5,881,889
	16,287,385	24,646,325	16,589,027	24,461,478

Cash and term deposits are subject to current interest rates.

5 Financial instruments

a) Financial instruments by category

As at 31 December 2016	Loans and receivables		Available-for-sale assets		Total	
	USD	CHF	USD	CHF	USD	CHF
Current assets						
Cash and cash equivalents (note 4)	16,287,385	16,589,027	-	-	16,287,385	16,589,027
Available-for-sale investments (note 5b)	-	-	6,613,134	6,735,609	6,613,134	6,735,609
Receivables (note 6)	739,403	753,097	-	-	739,403	753,097
Non-current assets						
Available-for-sale investments (note 5b)	-	-	10,907,720	11,109,731	10,907,720	11,109,731
Total	17,026,788	17,342,124	17,520,854	17,845,340	34,547,642	35,187,464

As at 31 December 2015	Loans and receivables		Available-for-sale assets		Total	
	USD	CHF	USD	CHF	USD	CHF
Current assets						
Cash and cash equivalents (note 4)	24,646,325	24,461,478	-	-	24,646,325	24,461,478
Available-for-sale investments (note 5b)	-	-	1,438,280	1,427,493	1,438,280	1,427,493
Receivables (note 6)	739,035	733,492	-	-	739,035	733,492
Non-current assets						
Available-for-sale investments (note 5b)	-	-	7,863,846	7,804,867	7,863,846	7,804,867
Total	25,385,360	25,194,970	9,302,126	9,232,360	34,687,486	34,427,330

b) Available-for-sale investments

	2016 USD	2015 USD	2016 CHF	2015 CHF
Bonds in US Dollars	17,007,546	8,139,464	17,322,526	8,078,418
Bonds in Euros	212,966	221,961	216,910	220,296
Bonds in Canadian Dollars	300,342	940,701	305,904	933,646
	17,520,854	9,302,126	17,845,340	9,232,360
Less current portion	6,613,134	1,438,280	6,735,609	1,427,493
Total non-current portion	10,907,720	7,863,846	11,109,731	7,804,867

Bonds bear interest at rates ranging from 1.10% to 3.45% and mature from January 2017 to February 2022. Available-for-sale investments comprise corporate bonds in the amount of CHF13,608,959 (USD13,361,504) (2015 – CHF8,342,876 (USD8,405,921)), banking institution bonds CHF3,828,283 (USD3,758,672) (2015 – CHF889,484 (USD896,205)), and CHF406,695 (USD399,300) of government bonds (2015 – nil).

6 Receivables

	2016 USD	2015 USD	2016 CHF	2015 CHF
Quebec sales tax receivable	360,051	423,408	366,719	420,232
Other receivables	356,752	292,668	363,359	290,472
Recoverable withholding taxes	-	359	-	357
Rental deposit and guarantees	22,600	22,600	23,019	22,431
	739,403	739,035	753,097	733,492

The rental deposit is for the Uruguay office and amounts to CHF23,019 (USD22,600) (2015 – CHF22,431 (USD22,600)).

7 Other current assets

	2016 USD	2015 USD	2016 CHF	2015 CHF
Prepaid expenses	1,031,323	941,846	1,050,424	934,782
Accrued interest	113,429	61,325	115,530	60,865
Prepaid scientific research grants 2009	-	5,743	-	5,700
Prepaid scientific research grants 2012	39,764	2,167	40,500	2,150
Prepaid scientific research grants 2013	47,572	203,311	48,453	201,787
Prepaid scientific research grants 2014	129,000	437,051	131,389	433,774
Prepaid scientific research grants 2015	171,841	417,647	175,024	414,515
Prepaid scientific research grants 2016	438,589	-	446,711	-
Prepaid social science research grants 2009	-	2,552	-	2,533
Prepaid social science research grants 2013	2,411	-	2,457	-
Prepaid social science research grants 2014	6,119	24,868	6,232	24,681
Prepaid social science research grants 2015	43,823	35,914	44,634	35,644
Prepaid social science research grants 2016	22,978	-	23,403	-
	2,046,849	2,132,424	2,084,757	2,116,431

8 Fixed assets

	Computer equipment		Office equipment		Leasehold improvements		Total	
	USD	CHF	USD	CHF	USD	CHF	USD	CHF
Year ended 31 December 2015								
Opening net book amount	360,845	357,020	52,289	51,734	172,611	170,782	585,745	579,536
Additions	468,137	425,089	99,570	90,414	229,314	208,227	797,021	723,730
Depreciation charge	(241,149)	(231,604)	(28,377)	(27,254)	(104,488)	(100,352)	(374,014)	(359,210)
Exchange effect	-	32,920	-	7,661	-	16,549	-	57,130
Closing net book amount	587,833	583,425	123,482	122,555	297,437	295,206	1,008,752	1,001,186
As at 31 December 2015								
Cost	1,283,018	1,252,276	1,240,989	1,225,584	751,755	761,672	3,275,762	3,239,532
Accumulated depreciation	(695,185)	(722,261)	(1,117,507)	(1,113,402)	(454,318)	(491,228)	(2,267,010)	(2,326,891)
Exchange effect	-	53,410	-	10,373	-	24,762	-	88,545
Net book amount	587,833	583,425	123,482	122,555	297,437	295,206	1,008,752	1,001,186
Year ended 31 December 2016								
Opening net book amount	587,833	583,425	123,482	122,555	297,437	295,206	1,008,752	1,001,186
Additions	242,180	219,910	10,830	9,834	131,693	119,583	384,703	349,327
Depreciation charge	(248,733)	(244,427)	(40,295)	(39,597)	(96,736)	(95,061)	(385,764)	(379,085)
Exchange effect	-	33,137	-	2,966	-	18,822	-	54,925
Closing net book amount	581,280	592,045	94,017	95,758	332,394	338,550	1,007,691	1,026,353
As at 31 December 2016								
Cost	1,525,198	1,472,186	1,251,819	1,235,419	492,548	881,255	3,269,565	3,588,860
Accumulated depreciation	(943,918)	(966,688)	(1,157,802)	(1,152,999)	(160,154)	(586,289)	(2,261,874)	(2,705,976)
Exchange effect	-	86,547	-	13,338	-	43,584	-	143,469
Net book amount	581,280	592,045	94,017	95,758	332,394	338,550	1,007,691	1,026,353

As at 31 December 2016, the amount of leasehold improvements included in accounts payable was USD73,501 (CHF74,796) (2015 – USD363,063 (CHF360,340)).

9 Intangible assets

Software		
	USD	CHF
Year ended 31 December 2015		
Opening net book amount	4,242,490	4,197,520
Additions	2,781,451	2,671,352
Amortization charge	(1,703,386)	(1,635,960)
Writedown	(121,080)	(116,287)
Exchange effect	-	43,854
Closing net book amount	5,199,475	5,160,479
As at 31 December 2015		
Cost	15,403,792	14,758,497
Accumulated amortization	(10,204,317)	(9,891,460)
Exchange effect	-	293,442
Net book amount	5,199,475	5,160,479
Year ended 31 December 2016		
Opening net book amount	5,199,475	5,160,479
Additions	1,984,007	1,949,660
Amortization charge	(1,611,859)	(1,583,956)
Writedown	(1,350,316)	(1,326,940)
Exchange effect	-	100,243
Closing net book amount	4,221,307	4,299,486
As at 31 December 2016		
Cost	16,037,484	15,381,217
Accumulated amortization	(11,816,177)	(11,475,416)
Exchange effect	-	393,685
Net book amount	4,221,307	4,299,486

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

As at 31 December 2016, the amount of intangible assets included in accounts payable was USD605,002 (CHF615,660) (2015 – USD414,014 (CHF410,909)).

10 Accrued expenses

	2016 USD	2015 USD	2016 CHF	2015 CHF
Accruals	718,852	885,256	732,165	878,616
Accrued scientific research grants 2005	20,000	20,000	20,370	19,850
Accrued scientific research grants 2006	2,469	2,469	2,515	2,450
Accrued scientific research grants 2007	37,030	37,030	37,716	36,753
Accrued scientific research grants 2008	102,601	90,934	104,501	90,252
Accrued scientific research grants 2009	32,393	41,494	32,993	41,183
Accrued scientific research grants 2010	90,359	130,358	92,032	129,381
Accrued scientific research grants 2011	92,572	238,971	94,286	237,179
Accrued scientific research grants 2012	65,523	263,450	66,737	261,474
Accrued scientific research grants 2013	324,248	377,860	330,253	375,026
Accrued scientific research grants 2014	425,801	154,350	433,687	153,193
Accrued scientific research grants 2015	145,721	-	148,419	-
Accrued social science grants 2009	630	-	644	-
Accrued social science grants 2010	6,767	6,767	6,892	6,716
Accrued social science grants 2011	11,098	11,098	11,303	11,015
Accrued social science grants 2012	6,328	14,929	6,445	14,817
Accrued social science grants 2013	6,934	15,138	7,062	15,025
Accrued social science grants 2014	9,080	30,126	9,248	29,900
Accrued social science grants 2015	8,465	-	8,622	-
	2,106,871	2,320,230	2,145,890	2,302,830

11 Foundation capital

Foundation capital is defined in the statutes as a fixed amount of CHF5,000,000 (USD4,006,500).

12 Reserves

a) Litigation

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

b) Operations

In 2009, the Foundation Board agreed to a reserve of USD2,400,000 dedicated to operations. In 2016, the Foundation Board agreed to increase the operation reserve as of 2018.

13 Annual contributions

	2016 USD	2015 USD	2016 CHF	2015 CHF
2002 to 2010 contributions	3,851	464	3,784	446
2011 Public Authorities and governments	449	1,781	441	1,710
2012 Public Authorities and governments	3,778	5,545	3,713	5,326
2013 Public Authorities and governments	3,806	3,216	3,740	3,089
2014 Public Authorities and governments	5,337	125,979	5,245	120,992
2015 Public Authorities and governments	88,804	13,564,133	87,267	13,027,219
2015 International Olympic Committee	-	13,742,414	-	13,198,443
2016 Public Authorities and governments	13,862,374	-	13,622,394	-
2016 International Olympic Committee	13,962,521	-	13,720,808	-
	27,930,920	27,443,532	27,447,392	26,357,225

14 Grants

	2016 USD	2015 USD	2016 CHF	2015 CHF
Montréal International	1,430,722	1,418,142	1,405,954	1,362,006
Government of Australia	44,508	60,000	43,738	57,625
Government of Japan	176,465	145,259	173,410	139,509
Government of Uruguay	6,985	6,750	6,864	6,483
Government of the Russian Federation	-	339,417	-	325,982
Government of United Kingdom	-	49,995	-	48,017
Government of Seychelles	-	227	-	218
Government of Kuwait	50,441	56,938	49,568	54,684
Canton de Vaud / City of Lausanne	20,348	31,826	19,995	30,566
Asia Anti-Doping Foundation	-	20,000	-	19,208
Fondation Sport Santé (France)	-	6,024	-	5,786
Olympic Solidarity	-	112,283	-	107,839
	1,729,469	2,246,861	1,699,529	2,157,923

WADA benefits from two major government supports in Canada. The Government of Canada provides WADA with a total cash contribution of CAD10,000,000, indexed over a 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 CAD5,000,000, 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 CAD10,000,000, indexed over a 10-year period (2012–2021), from the Government of Canada and an additional total cash contribution of CAD5,000,000, indexed over a 10-year period (2012–2021), from the Government of Quebec. The grants are paid as one combined amount from a corporation, Montréal International, formed by the aforementioned governments. The grants are subject to the following conditions: WADA must maintain its permanent operational headquarters in Montréal, maintain a minimum staff of 17 to 25 employees, supply quarterly unaudited and annual audited accounts, budgets and activity reports, and continue its original mission. The aim of these government supports is to encourage and maintain WADA's activities on a long-term basis.

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

15 Other income

	2016 USD	2015 USD	2016 CHF	2015 CHF
Laboratory accreditation and re-accreditation fees	225,006	159,957	221,110	153,625
Code monitoring	36,980	30,937	36,340	29,713
Inducements and Reward programs	38,081	18,092	37,422	17,376
	300,067	208,986	294,872	200,714

16 Salaries and other personnel costs

	2016 USD	2015 USD	2016 CHF	2015 CHF
Salaries	6,322,380	5,946,152	6,212,930	5,710,783
Social charges and other benefits	4,278,950	4,199,877	4,204,874	4,033,632
Defined benefit pension plan contributions	156,802	143,516	154,087	137,835
Temporary staff	6,026	822	5,922	790
	10,764,158	10,290,367	10,577,813	9,883,040

The number of people employed was 89 as at 31 December 2016 (2015 – 81).

Retirement benefit obligation

Most of WADA's employees are located at its Montréal headquarters. WADA grants all of its employees a pre-defined proportion of their salary as a contribution to their pension plan. Considering that WADA has no further obligation once payments are made, these costs are considered as fringe benefits and are included in salaries and other personnel costs in the statement of activities in the period they are incurred. The retirement obligations for WADA's employees in Tokyo are met by the Japanese government. For its South African office employees, WADA only contributes with the employees into the state pension scheme. For WADA's employees in Switzerland, the retirement obligations qualify as a defined benefit plan. It is funded by contributions from WADA and the employees to a financially independent trust. Because of the limited number of employees under this plan, no actuarial calculations have been performed for reasons of materiality.

17 Research grants

	2016 USD	2015 USD	2016 CHF	2015 CHF
Research grants expensed				
Scientific research grants expensed	3,125,397	4,212,426	3,071,291	4,045,684
Social science research grants expensed	246,656	251,943	242,386	241,970
Refunds received on cancellation of project	-	(62,388)	-	(59,918)
Total research grants expensed	3,372,053	4,401,981	3,313,677	4,227,736
Research grants paid out				
Research grants expensed	3,372,053	4,401,981	3,313,677	4,227,736
Prepaid expenses (movement)	(221,370)	(182,500)	(217,538)	(175,276)
Accruals (movement)	46,942	(2,277)	46,129	(2,187)
Total research grants paid out	3,197,625	4,217,204	3,142,268	4,050,273

18 Related party transactions

Transactions with Public Authorities and other organizations including the Olympic Movement are disclosed separately in these financial statements. The Foundation Board members, the President and the Executive Committee of WADA are not remunerated by the Agency. However, WADA covers all expenses related to the execution of their functions, in particular, travel, hotel and meal expenses and a daily allowance for out-of-pocket expenses. These costs are included in travel and accommodation in the statement of activities.

Compensation of key management	2016 USD	2015 USD	2016 CHF	2015 CHF
Salaries	2,123,755	2,014,180	2,086,989	1,934,452
Benefits and social charges	967,367	973,556	950,620	935,019
Defined benefit pension plan contributions	39,760	64,331	39,072	61,783
	3,130,882	3,052,067	3,076,681	2,931,254

Key management of WADA is defined as all the directors of the Agency. Compensation is for 12 directors as at 31 December 2016 (2015 – 11 directors).

19 Commitments

a) Operating lease commitments

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

	2016 USD	2015 USD	2016 CHF	2015 CHF
Less than one year	480,801	461,721	489,705	458,258
More than one year and less than five years	2,148,825	1,591,990	2,188,621	1,580,050
More than five years	195,867	398,686	199,494	395,696
	2,825,493	2,452,397	2,877,820	2,434,004

The operating lease commitments are for the following:

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

b) Commitments for non lease elements

	2016 USD	2015 USD	2016 CHF	2015 CHF
Less than one year	2,679,714	2,076,259	2,729,342	2,060,688
More than one year and less than five years	3,043,335	1,297,802	3,099,698	1,288,068
More than five years	-	-	-	-
	5,723,049	3,374,061	5,829,040	3,348,756

The commitments for non-lease elements are related mainly to the IT management service contract from 2016 to 2020, ADAMS development, Infosys Ltd., contract from 2016 to 2018, and various other contracts.

c) Scientific and social science research commitments

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

	2016 USD	2015 USD	2016 CHF	2015 CHF
Less than one year	3,658,718	4,341,727	3,726,477	4,309,164
More than one year and less than five years	779,548	304,643	793,985	302,358
More than five years	-	-	-	-
	4,438,266	4,646,370	4,520,462	4,611,522

20 Contingent liabilities

At the end of 2016, WADA has contingent commitments in the amount of CHF2,290,821 (USD2,249,167) (2015 – CHF2,913,450 (USD2,935,467)). 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 2017.

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