

WORLD  
ANTI-DOPING  
AGENCY  
play true

Annual Report / **2017**

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**Looking Back and Moving Forward**

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# Contents

<b>4 /</b>	WADA VISION AND MISSION
<b>5 /</b>	MESSAGE FROM THE PRESIDENT AND THE DIRECTOR GENERAL
<b>9 /</b>	OUR STRATEGIC PRIORITIES
<b>11 /</b>	GOVERNANCE
<b>13 /</b>	EXECUTIVE COMMITTEE
<b>14 /</b>	FOUNDATION BOARD
<b>16 /</b>	MANAGEMENT TEAM
<b>19 /</b>	ORGANIZATIONAL OVERVIEW
<b>23 /</b>	THE WORLD ANTI-DOPING CODE AND THE WORLD ANTI-DOPING PROGRAM
<b>27 /</b>	OUR PARTNERS
<b>35 /</b>	ATHLETE RELATIONS
<b>41 /</b>	CAPACITY BUILDING
<b>45 /</b>	CODE COMPLIANCE
<b>49 /</b>	EDUCATION
<b>53 /</b>	INTELLIGENCE AND INVESTIGATIONS
<b>57 /</b>	SCIENCE AND MEDICAL
<b>63 /</b>	TESTING
<b>67 /</b>	INFORMATION AND DATA MANAGEMENT
<b>71 /</b>	FUNDING
<b>74 /</b>	2017 FINANCE OVERVIEW
<b>75 /</b>	2017 CONTRIBUTIONS
<b>76 /</b>	2017 FINANCIAL STATEMENTS



# WADA Vision and Mission

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



## Our vision...

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is a world where all Athletes can compete in a doping-free sporting environment.

## Our mission...

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



# Message from the President and the Director General: 'Looking Back and Moving Forward'

Looking back on 2017 affords us the opportunity to take stock of the year's challenges and opportunities; and, of WADA's numerous achievements that have led to a strengthened Agency and global anti-doping system.

It is well known that 2015 and 2016 were consumed by the high-profile Russian doping crisis; and that, armed with new powers of investigation under the 2015 World Anti-Doping Code (Code); in January 2015, WADA initiated the Pound Commission into Russian Athletics; and, in May 2016, the McLaren investigation into broader sport in Russia. The outcomes of both of these investigations were explosive; and, the actions taken, by WADA and its partners, resulted in very public challenges for the Agency, anti-doping, international sport and governments worldwide.

Following months of stakeholder mobilization, in November 2016, WADA's Foundation Board (Board) reached consensus on a series of recommendations aimed at strengthening the Agency as the global regulator for anti-doping worldwide. Effectively, it was determined that, at the core, WADA must ensure harmonized anti-doping rules and regulations (as it relates to the Code, International Standards and policies); and also, must be better equipped to monitor compliance with these rules and regulations of all Anti-Doping Organizations (ADOs) worldwide.

Three working groups were immediately formed to study: WADA's governance structure to ensure independence of the anti-doping system from sports organizations and national governments (see page 11); the Agency's laboratory accreditation model with the view to strengthening the accreditation process to ensure high quality results and a high-performing analytical system (see page 60); and, independent testing, which led to formation of the International Testing Agency (see page 63).



*At the core, WADA must ensure harmonized anti-doping rules and regulations (as it relates to the Code, International Standards and policies); and also, must be better equipped to monitor compliance with these rules and regulations of all Anti-Doping Organizations (ADOs) worldwide.*



On the basis of the Board recommendations, Management then established its strategic priorities for 2017 and beyond, which cover a big part of the work that WADA does every day to deter, detect and prevent doping in sports (see page 9). This report demonstrates how the Agency is performing against these priorities and how we continue to move forward together with our partners. We draw your attention to the following key achievements in 2017:

1. As it relates to **Compliance**, in November 2017, WADA's Executive Committee (ExCo) adopted a new International Standard for Code Compliance by Signatories (ISCCS); and, the Board approved the Code amendments that the ISCCS necessitates with both taking effect on 1 April 2018. Together, they formalize the ways in which WADA supports Signatories in achieving, maintaining and regaining Code compliance. The ISCCS specifies a range

of graded, predictable and proportionate sanctions for cases of non-compliance; and, a process for determining non-compliance and consequences. It is a direct response to an athlete appeal that Signatories be held to the same high standards as they are under anti-doping rules. See page 45.

Concerning the Russian Anti-Doping Agency (RUSADA), which was declared non-compliant with the Code in November 2015; throughout 2017, the ExCo agreed to uphold RUSADA's non-compliance until such time as Russia fulfilled all the criteria of an agreed Roadmap to Compliance. The Agency continued its efforts with Russia in the hopes that compliance could be achieved so that the country could benefit from a fully robust and independent anti-doping system, which operates within a healthy and supportive environment. See page 47.

2. On the subject of **Intelligence and Investigations (I&I)**, 2017 marked the first full year of operation for WADA's independent I&I Department that is responsible for implementing a structured and professional approach to doping investigations worldwide. Of particular note, the year included development of an I&I policy and framework; the launch of Speak Up!, WADA's whistleblower platform; and, a number of investigations that resulted in significant outcomes. See page 53.
3. Regarding **Education**, the Board approved development of an International Standard for Education, which will elevate the importance of values-based education within the World Anti-Doping Program and guide stakeholders in developing and carrying out effective programs. See page 49.
4. Vis-à-vis **Capacity Building**, throughout the year WADA collaborated on a daily basis with ADOs around the world, building capacity and assisting them in meeting the requirements of the Code (see page 41). Of particular note, much of 2017 was dedicated to supporting ADOs with corrective actions identified as part of WADA's Compliance Monitoring Program (see page 45); and, supporting them in





following up on the outcomes of the McLaren Investigation. See page 55.

5. In relation to **Information and Data Management**, 2017 was a significant year for development of WADA's Anti-Doping Administration and Management System (ADAMS); which, is an essential tool in the fight against doping in sport. The year saw numerous upgrades to ADAMS Classic and major investment in ADAMS 'Next Gen' with the first new module, Doping Control Forms, having gone live in January 2018. The Agency is focused on ensuring that ADAMS development leverages current technology; and, keeps pace with the rapidly changing needs of the anti-doping community and evolving data protection requirements.

While all the above strengthen WADA's capacity to deliver clean sport, two of the most crucial decisions of the November 2017 and May 2018 Board meetings were agreements to increase the Agency's budget by 8% for 2018 and 2019-2022 respectively. We view this as clear recognition of WADA's increasingly important mission and mandate; and, a vote of confidence in the Agency's ability to carry them out. WADA is grateful for

these increases from its government and sports stakeholders, which will go a long way towards increasing WADA's scale, speed and reach in carrying out its core activities. See page 71.

In closing out 2017, WADA launched a three-phase Code review process that also involves review of 7 of 8 current and proposed International Standards (see page 25). The extensive review process will culminate with intended approval at the Agency's next World Conference on Doping in Sport, which is to be held in Katowice, Poland in November 2019; after which, the revised 2021 Code and Standards will take effect on 1 January 2021. We are thankful for the feedback that we are receiving from stakeholders around the world; which, will lead to a more harmonized coordinated and effective anti-doping system.

In Katowice, WADA will celebrate its 20th anniversary. Moving forward, our committed and capable team will continue, with unwavering resolve, to partner and deliver on the Agency's priorities and shape an evolving anti-doping system that is ready, willing and able to safeguard athletes' dreams.



**Sir Craig Reedie**  
President



**Olivier Niggli**  
Director General

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Montreal, 14 September 2018







# Our Strategic Priorities

In November 2016, WADA's Foundation Board approved a series of recommendations that shaped the Agency's strategic priorities for 2017 and beyond. They cover a big part of the work that WADA does every day to deter, detect and prevent doping in sports. This report demonstrates how the Agency performed against these priorities and how we continue to move forward.

- 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 41).
- 2 **Develop and implement a strong WADA-led Compliance Monitoring Program** that includes meaningful and proportionate sanctions for non-compliance by Signatories through a new International Standard (see page 45).
- 3 **Increase and enhance research-led anti-doping education** including the development of an International Standard (see page 49).
- 4 **Strengthen WADA's capability for investigations** through such measures as the creation of a strong Anti-Doping Investigations Network among Anti-Doping Organizations and a robust Whistleblower Program (see page 53).
- 5 **Manage the outcomes of the McLaren Investigation** (see page 55).
- 6 **Further develop scientific-based knowledge** in areas including the Prohibited List and the assessment of the prevalence of doping (see page 57).
- 7 **Further develop the Athlete Biological Passport Program** through increased monitoring analysis and research into new biomarkers (see page 59).
- 8 **Review the laboratory model and strengthen the laboratory accreditation process** to ensure high quality results and a high-performing analytical system (see page 60).
- 9 **Ensure that the Anti-Doping Administration and Management System works technically and securely** to support the global anti-doping system (see page 67).
- 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 71).





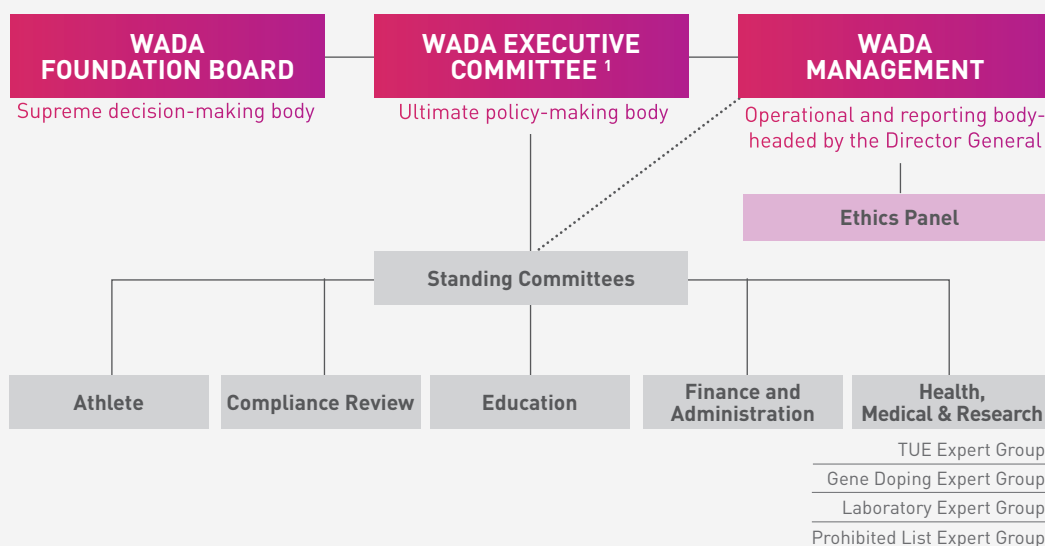
# Governance

As an organization evolves, so should the way it is governed. 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.

During 2017 and still, the Working Group is studying the WADA structure, including elements such as: whether there is duplication of roles and functions; whether there is optimal diversity; whether the committees are too large or small; and, whether more Athletes and/or independent members should be added?

The Working Group has met several times and delivered progress reports to the Foundation Board in November 2017 and May 2018. It is anticipated that the Working Group will deliver its final recommendations to the November 2018 Executive Committee and Foundation Board meetings.

## Reporting Structure



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





# Executive Committee

## EXECUTIVE COMMITTEE

### Chairman

**SIR CRAIG REEDIE**  
IOC Member  
United Kingdom

### Vice Chairman

**MS. LINDA HOFSTAD HELLELAND**  
Minister of Culture  
Norway  
Minister of Children and Equality (since Jan 2018)

## OLYMPIC MOVEMENT

### International Olympic Committee (IOC) Representative

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

### Association of National Olympic (ANOC) Representative

**MR. JIRI KEJVAL**  
President, National Olympic Committee  
Czech Republic  
IOC Member (since Feb 2018)

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

**MR. FRANCESCO RICCI BITTI**  
President, ASOIF  
Italy

### GAISF Representative

**MR. PATRICK BAUMANN**  
IOC Member; Secretary General, International Basketball Federation (FIBA) and President, GAISF  
Switzerland

### IOC Athletes' Commission Representative

**MR. TONY ESTANGUET**  
IOC Member; Vice Chair, IOC Athletes' Commission  
France

## PUBLIC AUTHORITIES

### Europe Representative

**MS. THORHILD WIDVEY**  
Representative of the Norwegian Government  
Norway  
(January – May)

**MR. WITOLD BAŃKA**  
Minister of Sport and Tourism  
Poland  
(June – December)

### Africa Representative

**MS. AMIRA EL FADIL**  
Commissioner for Social Affairs, African Union  
Sudan

### Americas Representative

**MR. MARCOS DIAZ**  
President, Americas Sports Council (CADE)  
Dominican Republic

### Asia Representative

**MR. TOSHIEI MIZUOCHI**  
State Minister of Education, Culture, Sports, Science and Technology  
Japan

### Oceania Representative

**MR. GREG HUNT**  
Minister for Sport  
Australia



# Foundation Board

## FOUNDATION BOARD

### Chairman

**SIR CRAIG REEDIE**  
United Kingdom

### Vice Chairman

**MS. LINDA HOFSTAD HELLELAND**  
Norway

## OLYMPIC MOVEMENT

### IOC Representatives

**MR. UGUR ERDENER**  
Turkey

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

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

**MR. RICHARD POUND**  
IOC Member  
Canada

### ANOC Representatives

**MS. RANIA ELWANI**  
Representative of ANOC  
Egypt

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

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

**MR. ZLATKO MATESA**  
President, Croatian Olympic Committee  
Croatia

### ASOIF Representatives

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

**MR. JEAN-CHRISTOPHE ROLLAND**  
IOC Member; President, World Rowing Federation (FISA)  
France

**MR. FRANCESCO RICCI BITTI**  
Italy

### GAISF Representative

**MR. PATRICK BAUMANN**  
Switzerland

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

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

### IOC Athletes' Commission Representatives

**MS. ANGELA RUGGIERO**  
IOC Member; Chair, IOC Athletes' Commission  
USA

**MS. KIRSTY COVENTRY**  
IOC Member, IOC Athletes' Commission  
Zimbabwe

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

**MR. TONY ESTANGUET**  
France

### International Paralympic Committee (IPC) Representative

**MR. JOSÉ A. (TONI) PASCUAL**  
Chairman, IPC Anti-Doping Committee  
Spain

## PUBLIC AUTHORITIES

### Member States of the European Union Representatives

#### MS. TRACEY CROUCH

Minister for Sport  
United Kingdom  
(January – October)

#### MR. KRASEN KRALEV

Minister of Youth and Sports  
Republic of Bulgaria  
(November – December)

#### MR. CHRIS AGIUS

Hon. Parliamentary Secretary for Research, Innovation, Youth  
and Sport  
Malta  
(January – June)

#### MR. MARIUS DUNCA

Minister of Youth and Sports  
Romania  
(October – December)

#### MR. PHILIPPE MUYTERS

Flemish Minister for Work, Economy, Innovation and Sport  
Belgium

### Council of Europe Representatives

#### MS. GABRIELLA BATTAINI-DRAGONI

Deputy Secretary General, Council of Europe  
Italy

#### MR. AKIF ÇAGATAY KILIÇ

Minister of Youth and Sports (January – September)  
Member of Parliament (October – December)  
Turkey

### Africa Representatives

#### MS. NICOLE ASSELE

Minister of Youth and Sport  
Gabon  
(January – August)

#### MR. MATHIAS OTOUNGA OSSIBADJOU

Minister of Youth, Sports, Tourism and Recreation  
Gabon  
(September – December)

#### MR. JERRY EKANDJO

Minister of Sport, Youth and National Service  
Namibia

#### MR. HASSAN WARIO ARERO

Cabinet Secretary, Ministry of Sports, Culture and Arts  
Kenya

### The Americas Representatives

#### MR. MICHAEL K. GOTTLIEB

Assistant Deputy Director, White House Drug Policy Office  
Executive Office of the President, USA

#### MS. CARLA QUALTROUGH

Minister of Sport and Persons with Disabilities  
Canada  
(January – August)

#### MR. KENT HEHR

Minister of Sport and Persons with Disabilities  
Canada  
(September – December)

#### MS. CLARA LUZ ROLDAN GONZALEZ

President, South-American Sport Council (CONSUDE)  
Colombia

#### MR. PEDRO INFANTE

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

### Asia Representatives

#### MR. TOSHIEI MIZUOCHI

Japan

#### MR. DONG HUN YU

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

#### MR. TAEKANG ROH

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

#### MR. MOHAMMED SALEH AL KONBAZ

President, Saudi Arabian Anti-Doping Committee  
Saudi Arabia

#### MR. YINGCHUAN LI

Vice Minister, General Administration of Sport  
China

### Oceania Representatives

#### MR. GREG HUNT

Australia

#### MR. JONATHAN COLEMAN

Minister of Sport and Recreation  
New Zealand  
(January – October)

#### MR. GRANT ROBERTSON

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



# Management Team



**OLIVIER NIGGLI**  
Director General



**FRÉDÉRIC DONZÉ**  
Chief Operating Officer



**BENJAMIN COHEN**  
Director, European Regional Office  
and International Federation Relations



**KAZUHIRO HAYASHI**  
Director, Asia/Oceania Regional Office



**DR. OLIVIER RABIN**  
Senior Executive Director, Sciences and  
International Partnerships



**JULIEN SIEVEKING**  
Director, Legal Affairs



**DR. ALAN VERNEQ**  
Director, Medical



**ROB KOEHLER**  
Deputy Director General Senior Director,  
Education and NADO/RADO Relations



**RENÉ BOUCHARD**  
Advisor, Government Relations



**MARÍA JOSÉ PESCE CUTRI**  
Director, Latin America Regional Office



**CATHERINE MACLEAN**  
Director, Communications



**TIM RICKETTS**  
Director, Standards and Harmonization



**RODNEY SWIGELAAR**  
Director, Africa Regional Office



**GÜNTER YOUNGER**  
Director, Intelligence and Investigations

## Ethics Panel

The WADA Ethics Panel is appointed annually and provides expert ethical opinion through the review of urgent or contentious ethical issues that may arise in the fight against doping in sport; and, develop and/or recommend ethically sound policies or proposals to WADA management.

While the Panel had not been actively solicited since 2013, late in 2015, it was determined that, due to an increasing number of ethical issues, it should be reactivated by management. In 2017, the Panel, which is chaired by Canadian lawyer, Bartha Maria Knoppers, had achievements in the following areas:

**Ethics Self-Assessment:** Discussed and developed an Ethics Self-Assessment to serve as a reminder to WADA research applicants to address potential ethical issues in their proposals.

**Human gene doping in elite sport:** Provided guidance and input to research and the development of a paper on human gene doping in elite sport.

**Geolocalization:** Sought input from the WADA Athlete Committee on the subject of 'geolocalization of Athletes: ethical considerations'. In February 2018, the

Panel published a position paper on the topic in the British Journal of Sports Medicine. In May 2018, the Executive Committee decided not to authorize the use of geolocalization technology when tracking Athletes for the purpose of out-of-competition testing.

**Secondary use of anti-doping samples:** Commenced research into the secondary use of anti-doping samples with the view to recommending that WADA implement new policy or changes to policy. The research focuses on anti-doping research and consent issues. The work is ongoing in 2018 with a position paper expected to be published at the conclusion of the research.

**Disclosure of Athlete Biological Passport (ABP) data to Athletes:** Provided guidance and input to research into the matter of whether ABP data should be disclosed to Athletes or not, again with the intent to provide recommendations to WADA to implement new policy or changes to policy. The work is ongoing into 2018 with a position paper expected to be published once completed.

**Minors:** Discussed the ethical considerations related to minors and anti-doping.

**Anti-Doping Code (Code) review:** Started looking at which sections of the Code may warrant an ethical opinion – work that is ongoing.









# Organizational Overview

At the end of 2017, WADA employed 98 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

14

less than one year

44

1 to 5 years

14

6 to 10 years

26

11 to 15 years

## BREAKDOWN OF STAFF BY LOCATION

82

Montreal HQ  
Canada

10

Lausanne  
Switzerland

2

Cape Town  
South Africa

2

Tokyo  
Japan

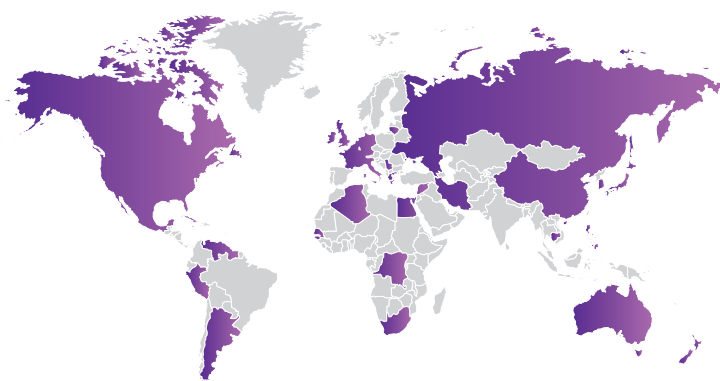
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Montevideo  
Uruguay

## AGENCY DEPARTMENTS

- Executive Office (including Compliance, Government Relations and Regional Offices)
- Communications
- Education and NADO/RADO Relations
- Finance
- Human Resources (including Corporate Services)
- International Federation Relations
- Information Technology (including Anti-Doping Administration and Management System)
- Intelligence and Investigations
- Legal Affairs
- Science and Medical
- Standards and Harmonization

## 41 NATIONALITIES



Algeria  
Argentina  
Armenia  
Australia  
Cambodia  
Canada  
Cape Verde  
China  
Dem. Rep. of Congo  
Cuba  
France  
Germany  
Greece  
Guinea-Bissau  
Guyana  
Iran  
Ireland  
Israel  
Italy  
Japan  
Lithuania  
Mauritius

Mexico  
Netherlands  
New Zealand  
Peru  
Philippines  
Russia  
Qatar  
Senegal  
Serbia  
South Africa  
South Korea  
Surinam  
Switzerland  
Syria  
Ukraine  
United Kingdom  
United States of America  
Uruguay  
Venezuela

## WADA'S HEADQUARTERS IN MONTREAL

In November, the Board received a presentation from a Canadian delegation outlining their offer to extend the Montreal hosting agreement of WADA's Headquarters in Montreal for a further ten years beyond the current agreement, which concludes at the end of 2021. The Board approved the offer. WADA is now formalizing the agreement that would run from 2022-2031.

*"WADA is very grateful to the Canadian authorities for their generous offer and their willingness to continue to provide the Agency with optimal conditions in order to carry out its expanding mission. The extension will provide ongoing stability and allow the Agency to focus on its commitment to clean sport."*

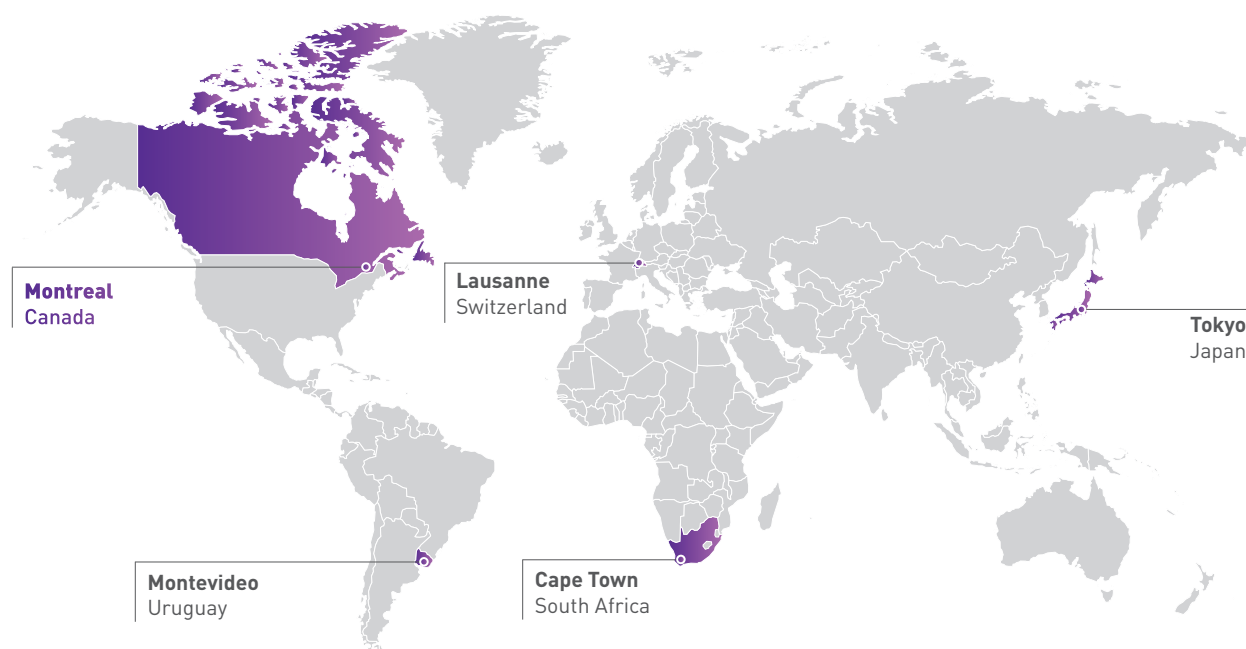
Sir Craig Reedie, President

## WADA'S REGIONAL OFFICES

WADA's Regional Offices in Cape Town, Lausanne, Montevideo and Tokyo play a key role for WADA in stakeholder engagement in these distinct regions of the world. The Regional Offices' activities are driven by organizational priorities. In particular, they facilitate the collection of WADA's contributions within each region; liaise with public authorities and regional sports organizations; support regional stakeholders in developing their anti-doping programs and reaching and maintaining compliance with the World Anti-Doping Code;

support the Regional Anti-Doping Organization programs; as well as, education programs.

The Lausanne Office fulfils a particular role in being the first point of contact for, and integrated support to, International Federations and other stakeholders from the Sports Movement; in addition to other regional stakeholders. Furthermore, the Lausanne Office hosts WADA's Annual Symposium, which is highlighted on page 42.









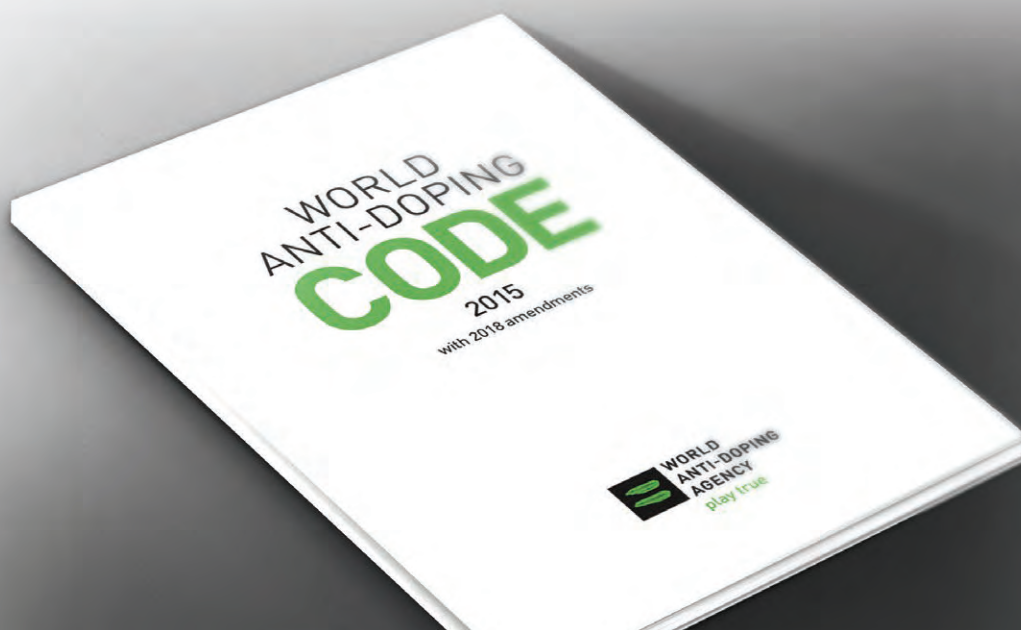




# The World Anti-Doping Code and the World Anti-Doping Program

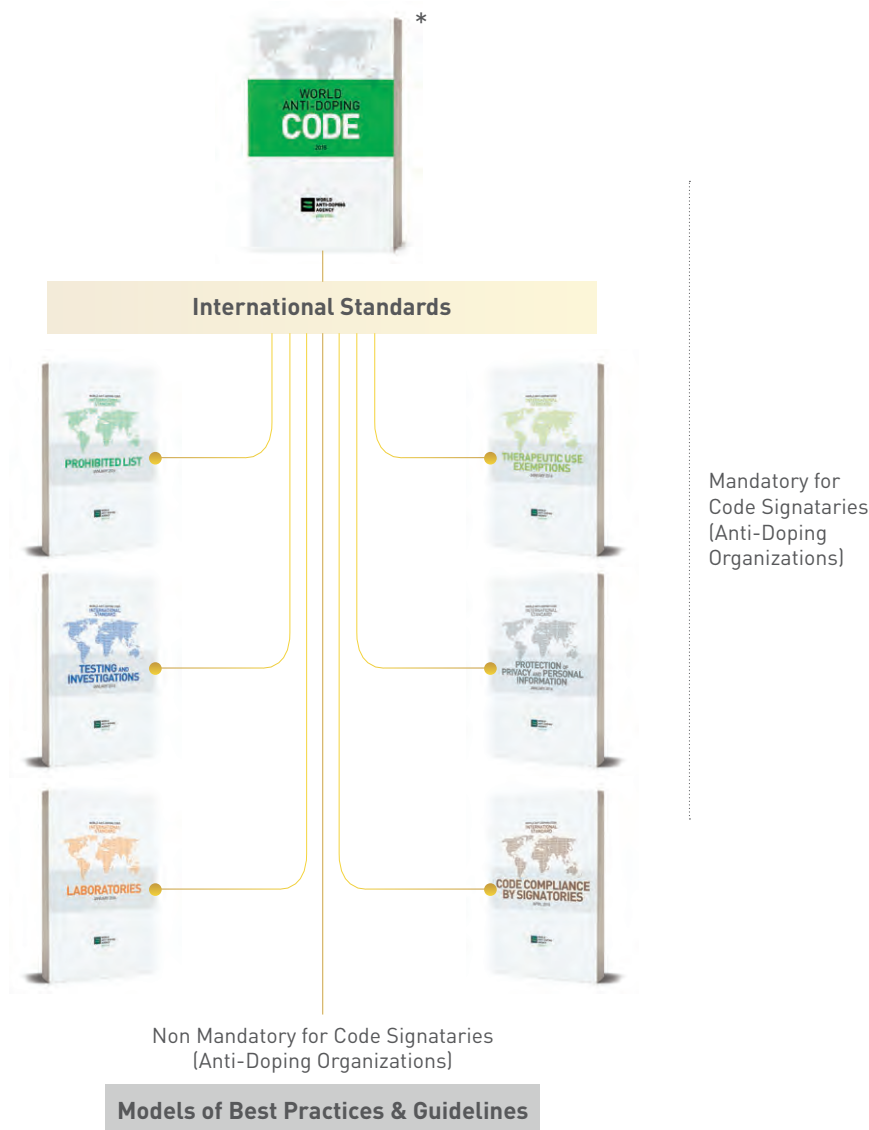
The purpose of the World Anti-Doping Code (Code) and the World Anti-Doping Program that supports it are:

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





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



\* As the Code is a non-government document that applies only to members of sports organizations, the UNESCO International Convention Against Doping in Sport provides the legal framework under which Governments can address specific areas of the doping problem that are outside the domain of the Sports Movement.

The Code is at the heart of WADA's mission. 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 six current 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 (List); the protection of privacy and personal information; and compliance.

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

## THE 2021 CODE REVIEW PROCESS AND THE WORLD CONFERENCE ON DOPING IN SPORT

In November 2017, the Foundation Board agreed to the review of the Code and associated International Standards. The first of a three-phase stakeholder consultation process was initiated in December; and, will culminate with final approval and acceptance of the revisions to the Code and Standards at the next World Conference on Doping in Sport to be held in November 2019, in Katowice, Poland. The revised Code will enter into effect on 1 January 2021.

As it relates to the Standards, the Agency is soliciting feedback on the above noted except for the List, which is reviewed annually via a separate stakeholder consultation. The Agency is also soliciting feedback on the following two new Standards:

- the International Standard for Education (ISE), which WADA's Board approved for development in November 2017; and

- the International Standard for Results Management (ISRMA), the principle of which was presented to WADA's Executive Committee and Board in May 2018.



As it relates to planning for the Conference, WADA has entered into an agreement with Polish authorities confirming the responsibilities of each party concerning the financing, organization and running of the Conference. In 2018, the Agency formed an organizing team, made up of representatives from Poland and WADA staff, and has commenced the planning process.

## ANTI-DOPING RULE VIOLATIONS

- In April 2018, WADA published its 2016 Anti-Doping Rule Violations (ADRVs) Report, which is the first set of ADRV statistics under the revised Code.
- 1,595 ADRV were recorded in 2016, involving individuals from 117 nationalities across 112 sports.
- 1,326 ADRV came from adverse analytical findings.
- 269 ADRV came from 'evidence-based intelligence' non-analytical findings.
- Of the 269, 248 were committed by Athletes and 21 by Athlete support personnel.

## 2017 RESULTS MANAGEMENT

As outlined in the Code, WADA exercises its right of appeal whenever imposed sanctions are not compliant with the Code. In 2017, WADA was notified of and reviewed 2,685 decisions of which 29 were appealed.

Of the 29 decisions appealed by WADA:

8 were upheld by the Court of Arbitration for Sport (CAS)	1 was upheld by a national level appeal body	1 was withdrawn before CAS	3 were withdrawn before a national level appeal body
12 were still pending with CAS	2 were still pending before a national level appeal body	2 CAS cases were settled out of court	

In addition, several cases appealed by WADA before 2017 resulted in the following:

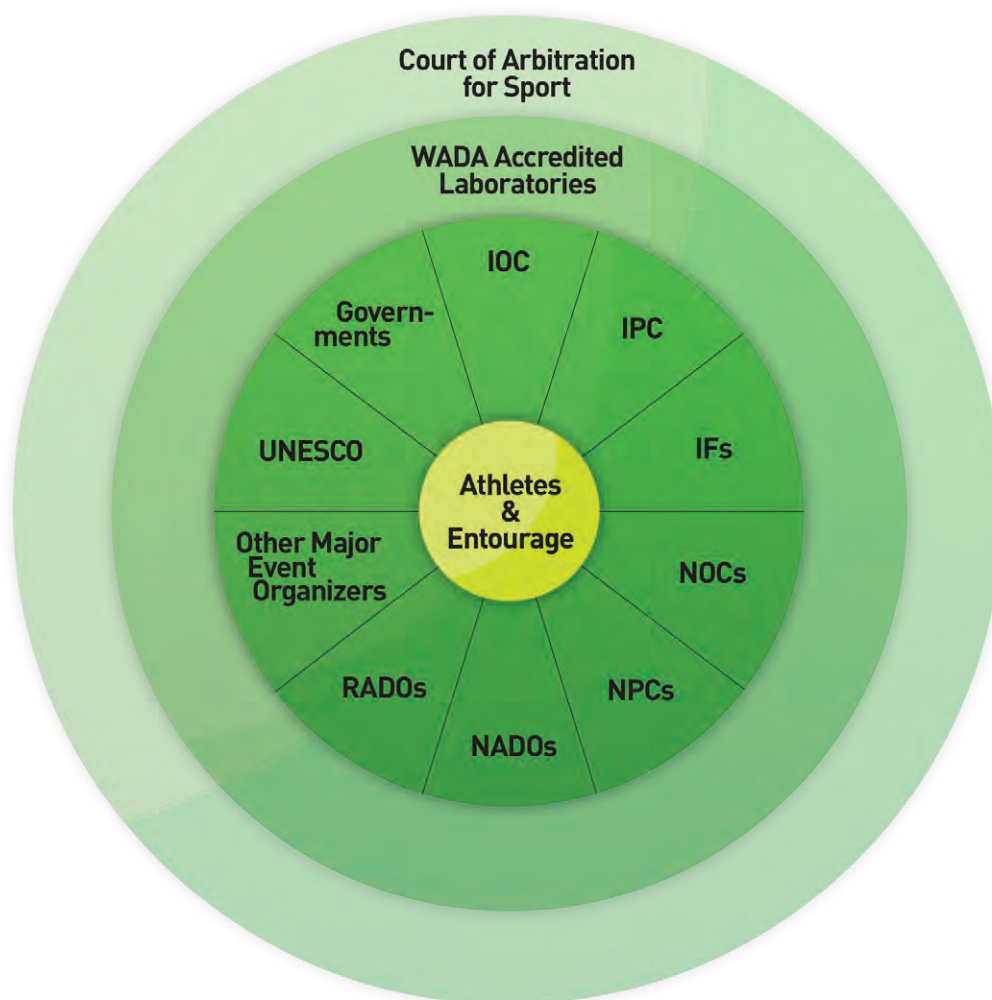
5 were upheld by CAS	1 was upheld by a national level appeal body
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# Our Partners

The fight against doping involves rallying a global network of partners as outlined below – all that have their role to play in eliminating doping from sports. Together, we must ensure harmonized anti-doping rules and regulations with, and compliance by, Anti-Doping Organizations (ADOs) worldwide. We do it for one reason: to protect an Athlete's right to clean sport and thus promote health, fairness and equality.





**Athletes**

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

**Entourage**

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

**Governments**

By introducing legislation, developing policies, rules, regulations and administrative practices, Governments take action regarding anti-doping where WADA and/or the Sport Movement cannot.

**International Olympic Committee (IOC)**

The IOC, on behalf of the Sport Movement, provides 50% of WADA's budget. It is the governing body of the Sport Movement, which makes the Code mandatory. During the Olympic Games, the IOC is responsible for the anti-doping program, which is observed by WADA Independent Observer (IO) Programs.

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

At the international level, WADA works with UNESCO to promote fair play and clean sport through a strategy of international cooperation, education and capacity building.

**International Paralympic Committee (IPC)**

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

**International Federations (IFs)**

IFs are required to carry out a variety of anti-doping activities as required by the Code, such as: conducting testing at their competitions and out-of-competition, providing education and

sanctioning those who commit Anti-Doping Rule Violations (ADRVs).

**National Anti-Doping Organizations (NADOs)**

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

**Regional Anti-Doping Organizations (RADOs)**

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

**National Olympic Committees (NOCs)**

IOC rules require that NOCs agree to implement the Code. NOCs are defacto NADOs in countries where no NADO exists.

**National Paralympic Committees (NPCs)**

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

**Major Event Organizations (MEOs)**

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

**WADA-accredited laboratories**

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

**Court of Arbitration for Sport (CAS)**

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

While WADA achieves its goals in particular by working collaboratively with ADOs worldwide, our funding is sourced equally from Governments of the world and the Sports Movement. Outlined below are highlights from 2017 with these key stakeholders. As it relates to National Anti-Doping Organizations

(NADOs), and Regional Anti-Doping Organisations (RADOs), please refer to the Capacity Building section on page 41.

## GOVERNMENTS

Governments of the world are key partners in the fight against doping in sport. By introducing legislation; developing policies, rules, regulations and administrative practices, Governments take action where WADA or the Sports Movement cannot. In short, a robust and sustained Government involvement is a fundamental requirement to the protection of clean Athletes.

In 2017, Governments reinforced their commitment towards the fight against doping in sport and to support a strengthened WADA. They renewed and increased their financial commitment to the Agency, conducted a range of activities and showed a strong political engagement, most notably at intergovernmental meetings of sports ministers, of senior level Government officials and of key anti-doping leaders held in the five regions of the world. Governments also showed a high degree of involvement at the Conference of Parties (CoP) of the UNESCO Convention Against Doping in Sport (Convention) held in September, in Paris.

WADA was an active participant in the regional meetings and in UNESCO's CoP by highlighting the progress made in fighting doping in sport; and, by identifying the issues that require specific attention of Governments moving forward. WADA leveraged every opportunity through multilateral or bilateral meetings, to join forces with its Government partners to strengthen WADA and therefore, the global anti-doping system. Of particular note:

In **Europe**, WADA attended the Council of Europe's meetings of the Ad-hoc European Committee for the World Anti-Doping Agency (CAHAMA) to provide more detailed information and clarifications on issues that were to be discussed during the Agency's Executive Committee and Foundation Board meetings. WADA also held

a number of bilateral meetings with officials from the European Union. Of particular focus throughout 2017 were discussions regarding the International Standard for Code Compliance by Signatories that came into effect in April 2018; WADA's multi-year budget plan; and, the protection of privacy and personal information.

In **Asia/Oceania**, where three Olympic Games are being held within a four-year period, Governments met through the 14th Asia/Oceania Region Intergovernmental Meeting on Doping in Sport held in Hangzhou, China. Governments leveraged this meeting to report on the measures they take to protect clean Athletes and to recognize the importance of meeting their responsibilities under the UNESCO Convention and the 2015 Code. They also reiterated their support towards a strong WADA as the international regulator in the field of anti-doping. They underscored the cooperation with WADA and showed strong support for the Agency's activities in assisting, supporting and promoting the Regional Anti-Doping Organizations (RADOs) and the development of National Anti-Doping Organization (NADOs).

In **Africa**, in August, the African Union (AU) hosted an inaugural African Think Tank Forum in the Seychelles, which brought together the anti-doping leaders in sport. The meeting saw participants discussing how to develop and/or improve strategies to fight doping, build capacity, sensitize stakeholders; and, increase their understanding of their respective roles and functions. WADA supported the AU for the organization of this important meeting, shared WADA's priorities and helped identify key areas of action.

In the **Americas**, in April, WADA participated in the General Assemblies of the Ibero-American Council of Sport (CID); the Americas Council of Sport (CADE); the South American Council of



Sport (CONSUDE); and, the Central American and Caribbean Council of Sport (CONCECADE); which, were held in Santo Domingo, Dominican Republic. These important meetings allowed

WADA to explain its priorities and exchange views and concerns with Ministers and Government representatives from South, Central and North America.

## INTERGOVERNMENTAL ORGANIZATIONS

Fighting doping in sport and changing mindsets does not only require collaboration of public authorities, it also requires the involvement of intergovernmental organizations working together to change the game. In addition to working with Governments, WADA also collaborated significantly with a number of intergovernmental organizations including UNESCO, Interpol, the United Nations Office on Drugs and Crime (UNODC), the World Health Organization (WHO) and the Organization of Economic and Cooperation Development (OECD).

Over the years, WADA's partnership with UNESCO has proven to be the most active and far-reaching partnership and 2017 was no exception. WADA continued to highlight the importance of ratifying the Convention, which led to four more countries joining, namely the Lao People's Democratic Republic, Sierra Leone, Tanzania and Yemen. This brought the total to 187 countries, covering 99% of the world's population.

In preparation for the sixth UNESCO CoP meeting in September, WADA undertook a number of activities aimed at strengthening Governments' support for the Convention, and WADA's President

and Director General participated in the two-day event. The Agency also worked extensively with the UNESCO Secretariat, States Parties to the Convention from each region and their UNESCO delegation in order to make progress in such priority areas as: the provision of value-based education; the implementation of a framework of consequences for non-compliance with the Convention; and, the sharing of information amongst Government agencies and their NADOs. The Governments of Japan, Denmark and Chile took leadership roles to submit resolutions, which were adopted by all States Parties.

Also regarding the Convention, WADA continued its involvement with the Fund for the Elimination of Doping in Sport, UNESCO's CoP Bureau and Ministers and Senior Officials Responsible for Physical Education and Sport (MINEPS) VI, which took place in June, in Kazan, Russia.

The above is merely a subset of WADA's broader engagement with Governments in the regions as the Agency also carries out a range of operational activities. For example, in March, a record 33 Government officials and ministers attended WADA's Annual Symposium in Lausanne.

## THE SPORTS MOVEMENT

The IOC, on behalf of the Sports Movement, provides 50% 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. These activities include, conducting testing at their competitions as well as out of competition, providing education programs, and sanctioning those who commit ADRVs.

In 2017, further to invitations by the IOC and the IPC, WADA prepared to send IO and Outreach teams to the 2018 PyeongChang Olympic and Paralympic Winter Games. WADA's IO teams monitor all aspects of the anti-doping programs; including: test distribution planning; the selection of competitors for testing, notification of doping control, the Therapeutic Use Exemption (TUE) procedure; chain of custody; sample analysis; and results management.

## INTERNATIONAL FEDERATIONS

WADA supports IFs in their anti-doping work. The more than 100 IFs (Olympic, Paralympic, IOC-recognized, etc.) have diverse sets of experience and expertise in anti-doping. 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 2017, WADA dedicated a significant part of its IF activities to:

- Continuing to support the implementation and practice by IFs of the 2015 Code and International Standards, as well as the development of quality anti-doping programs, by way of ensuring liaison and coordination with individual IFs and IF umbrella organizations.
- Supporting the IFs with their corrective actions (CAs) following the assessment made by WADA of their respective Code Compliance Questionnaire (CCQ) and following individual compliance audits.

In 2017, 38 IFs received their Corrective Action Reports (CARs). By the end of 2017, one IF (World Archery) had addressed all the non-conformities.

By the end of April 2018 an additional 62 IFs received their CARs.

Throughout 2018 until end of August, 30 IFs have satisfactorily addressed all their CAs – this equals to 31% of IFs who have now successfully completed the CCQ program. The remaining 68 IFs are still benefiting from continuous support of WADA's IF Relations department and the Compliance Unit while they work on their outstanding CAs.

In addition to the CCQ program, four IFs have been audited between 2017 and late August 2018 (International Handball Federation; Fédération Internationale de Football Association; Fédération Internationale de Gymnastique and International Judo Federation).

- Supporting IFs in managing the outcomes of the McLaren Investigation.

In February 2017, WADA met IFs and other ADOs to discuss follow-up on the independent McLaren Investigation Report Part II, which was issued on 9 December 2016.

WADA's objective for the meeting was to assist ADOs in finding all available evidence on the related Evidentiary Disclosure Package website; and, deciding whether, and to what extent, ADRVs may be pursued, or not, under the anti-doping rules and regulations of the respective ADOs against Athletes implicated by the Report.

It was made clear during the meeting that the McLaren Investigation was initiated to determine what evidence there might be about the existence of an institutionalized process in Russia to manipulate doping control procedures and reporting; and, not to identify Athletes that may have benefited from or been involved in concealing positive doping tests. At the time, the only evidence available was what Professor McLaren could unveil, which meant that there may simply not be sufficient evidence required to sanction, with potential ADRVs, some of the individual Athletes identified in the Report.

Regardless, as per ADOs' obligations under the Code, they were to proceed to:

- examine the evidence made available to them for each Athlete from their respective sport or falling under their jurisdiction;
- match the Investigation information with any information that they may have that would not have been known to the investigation team;
- determine whether or not there is sufficient evidence to pursue an ADRV or whether further investigation or target testing could be undertaken; and
- inform WADA of the outcome of their work, i.e. their decisions regarding whether to pursue ADRVs or not relative to their respective Athletes.



Then, in December 2017, WADA's Intelligence and Investigations (I&I) department met with over 60 representatives from IFs and other ADOs to share valuable intelligence from the Laboratory Information Management System (LIMS) database of the former WADA-accredited Moscow Laboratory that I&I had acquired in October. The LIMS database contains all testing data between January 2012 and August 2015; and therefore complements the results management process initiated above.

Again, all ADOs concerned were asked to review whether and to what extent individual sanctions

could be imposed on their respective Athletes, which had been identified by the McLaren Investigation; as well as, the IOC-Commissioned reports (Oswald and Schmid) and the LIMS database.

WADA has done, and will continue to do, its utmost to support ADOs with their Results Management process. In WADA's role as the global regulatory body, the Agency monitors the process; and, retains its right of appeal to Court of Arbitration for Sport.











# Athlete Relations

Athletes are at the core of WADA's mission. Our Athlete Relations strategy engages and empowers Athletes at all levels by educating them on the World Anti-Doping Code (Code), the rules that apply to them and the consequences of doping.

## ATHLETE COMMITTEE

Guided by the core values of integrity, authenticity and fairness, the role of WADA's Athlete Committee is to protect the integrity of clean sport as the leading voice for Athletes globally.

In 2017, as a result of several planning sessions, the Athlete Committee developed, and in October signed off, a revised strategy focused on the following that will guide the Committee's work in the coming years to ensure effective engagement of members and the global community.

## ADVOCACY

To strengthen the integrity of clean sport, the Committee will assess current anti-doping trends and needs and proactively advocate a position on behalf of Athletes globally. As a result, they will:

- lead the anti-doping portion of the Charter of Athlete Rights; and
- gather insights on anti-doping trends in their relevant communities and geographies and work with the Committee to provide leadership and positioning.

## ENGAGEMENT

To be the leading voice for clean Athletes, the Committee will reach out in relevant communities and events with thought leadership and knowledge transfer on current anti-doping education, regulations and policy. As a result, they will:

- organize a Global Athlete Forum in 2018, targeting Athlete leaders to educate and inform on anti-doping thought leadership and knowledge transfer; and
- meet and provide Athlete leaders with the knowledge and tools to disseminate information on policy, representation and appropriate action steps.

## GOVERNANCE

To protect the integrity of clean sport and as the leading voice of clean Athletes, the Committee will contribute to and influence independent and effective anti-doping governance. As a result, they will:

- continue to contribute to the WADA governance review to provide independent counsel and strengthening the Athletes' voice within the anti-doping movement;
- develop and initiate a governance model for the Committee through the recruitment of members; and
- explore Committee representation on other key WADA committees and programs.



The strength of the Committee continues to be in its high level of engagement and dedication to clean sport and the anti-doping movement. Members are deeply committed to being a strong voice for clean Athletes and continue to speak up on issues that directly affect Athletes.

At WADA's Annual Symposium in March, the Committee hosted a multi-stakeholder workshop, which launched development of an Anti-Doping Charter of Athlete Rights. Addressing delegates, Committee Chair, Beckie Scott, looked back at the doping scandals of 2016

that resulted in WADA's Pound and McLaren Investigations, and sensitized participants to the increased demand by Athletes that their 'rights' with respect to clean, fair sport be recognized and protected. Having received enthusiastic support from Symposium delegates and since from others around the world, the Committee has been moving forward with the draft Charter with the hope of including key principles within the 2021 Code. Accordingly, the Committee is consulting with Athletes worldwide to ensure the best understanding of what they believe should be included in this Charter.



## Athlete Commission Membership 2017\*

**Beckie Scott, Chair**  
Canada  
Cross Country Skiing

**Victoria Aggar**  
United Kingdom  
Para Rowing

**Felipe Contepomi**  
Argentina  
Rugby

**Kirsty Coventry**  
Zimbabwe  
Swimming

**Matt Dunn**  
Australia  
Swimming

**Tony Estanguet**  
France  
Slalom Canoe

**Petr Koukal**  
Czech Republic  
Badminton

**Tegla Laroupe**  
Kenya  
Athletics

**Andréanne Morin**  
Canada  
Rowing

**Koji Murofushi**  
Japan  
Hammer Throw

**Greta Neimanas\***  
United States  
Para-Cycling

**Adam Pengilly**  
United Kingdom  
Skeleton

**Teddy Riner\*\***  
France  
Judo

**Angela Ruggiero**  
United States  
Ice Hockey

**Ben Sandford**  
New Zealand  
Skeleton

**Richard Schmidt**  
Germany  
Rowing

**Chiel Warners**  
Netherlands  
Athletics-Decathlon

**Hayley Wickenheiser**  
Canada  
Ice Hockey

**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.

\*\* Resigned from Committee in July 2017

## OUTREACH AND LEGACY OUTREACH ACTIVITIES

WADA's Outreach Program was created in 2001 as an avenue to raise awareness and promote clean sport at major multi-sport events worldwide. Later, the Legacy Outreach Program was created in order to provide additional and direct support to Anti-Doping Organizations (ADOs) in developing and delivering Athlete awareness programs to promote clean sport at single sport/discipline events. The difference between the Outreach Program and the Legacy Outreach Program is the partnership approach to planning, delivery and allocation of financial resources. All aspects of developing the Legacy Outreach program are shared between the ADO and WADA including the planning, set-up and cost. Delivery of the program is also done 'in-partnership'. All branded materials produced by WADA are provided as legacy pieces to be used by the ADO again in the future.

In 2017, WADA delivered the Legacy Outreach Program during the following events:

- 16-26 February 2017: Partnership with the World Curling Federation at the 2017 VoIP Defender World Junior Curling Championships in Gangneung, South Korea.
- 12-16 July 2017: Partnership with the International Association of Athletics Federations, Athletics Integrity Unit and the Anti-Doping Agency of Kenya for their Youth World Championships in Nairobi, Kenya
- 24 September-1 October 2017: Partnership with World Rowing (FISA) during their World Championships in Sarasota, United States.
- 28 November-5 December 2017: Partnership activity with the International Weightlifting Federation during their World Championships in Anaheim, United States.







## OUTREACH MODEL

WADA has developed a turn-key solution for ADOs to use in their own outreach initiatives. The free starter kit of materials includes Play True banners, anti-doping pamphlets, videos, partnership logos, and the Play True Quiz and Youth Quiz. Over 157 ADOs have signed up to the new Model since 2010; the following having joined on in 2017:

- International Fencing Federation
- National Anti-Doping Commission of Barbados
- National Antidoping Agency of Republic of Moldova
- Antidopaje Venezuela
- Azerbaijan National Anti-Doping Agency
- National Anti-Doping Agency of Germany
- World Arm Wrestling Federation
- World Association of Kickboxing Organizations
- Argentinian National Anti-Doping Agency
- Azerbaijan National Anti-Doping Agency
- Chinese Taipei Olympic Committee
- Paraguay National Anti-Doping Agency
- International World Games Association



## PLAY TRUE OUTREACH CAMPAIGN AND PLAY TRUE QUIZ

In March 2017, during WADA's Annual Symposium, the Agency rolled out its 'So Many Reasons to Play True' outreach campaign. Since then, the campaign has been leveraged during Outreach and Legacy Outreach activities worldwide. It follows on from the 'Say NO! to Doping' campaign, which was launched in 2011, and the 'Every Athlete has a Right to Clean Sport' campaign launched in 2013.

Athletes, their entourage and others are asked to add their own motivation for playing true to a

small whiteboard, featuring a WADA logo and on which the words "Play True" are already inscribed. Participants are invited to pose for a photo and to share on social media, challenging others to state their motivations.

In 2017, the cornerstone of the Outreach Program, the Play True Quiz and Youth Quiz were launched as mobile applications. These valuable tools are available on the Apple Store (for iOS devices) and Google Play Store (for Android devices) under 'WADA Quiz' and 'WADA Youth'.





# Capacity Building



**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.**

The global anti-doping community is made up of National Anti-Doping Organizations (NADOs), Regional Anti-Doping Organizations (RADOs), International Federations (IFs), Major Event Organizers (MEOs) and other stakeholders that are integral to clean sport. These organizations may have different roles and responsibilities but the common goal is to protect clean sport and maintain the integrity of competitions.

WADA is a collaborative partner to Anti-Doping Organizations (ADOs), assisting them in meeting the requirements of the World Anti-Doping (Code). WADA works with ADOs daily to facilitate collaboration, leverage resources, build capacity and maximize opportunities to advance clean sport.

## INTERNATIONAL FEDERATIONS

See Sports Movement section on page 30.

## NATIONAL ANTI-DOPING ORGANIZATIONS

NADOs are the only stakeholders that devote their entire mandates to protecting clean sport and are critical partners for WADA, working closely together to strengthen the global anti-doping system.

On an ongoing basis, WADA identifies NADOs that need specific assistance and works with them to develop a plan to strengthen their anti-doping commitments.

The NADO Partnership Program continued in 2017. 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 16 NADOs. In 2017, WADA was directly involved in six new formal NADO-NADO partnerships, while four existing partnerships were completed. The countries whose NADOs WADA assisted in 2017, either through the NADO Partnership Program or directly, were:



In May 2017, a group of leading NADOs and IFs met in Norway to discuss ways to enhance ADO collaboration. The meeting, co-hosted by WADA and Anti-Doping Norway, agreed that ADO collaboration was an important mechanism to assist ADOs in Code compliance. An updated guideline for ADO collaboration was developed and is now available on WADA's website.



In addition, WADA facilitated two meetings of the NADO Ad-hoc Working Group in 2017. This Working Group, composed of leading NADO experts, met to

discuss relevant anti-doping issues and provided feedback to WADA management.

## REGIONAL ANTI-DOPING ORGANIZATIONS

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. At the end of 2017, there were 16 RADOs involving 134 countries, an increase of two member countries since 2016. The concept of sharing both human and financial resources among countries to assist National Olympic Committees and Governments in their anti-doping work allows them to work together to fulfill their requirements under the Code.

RADO offices provide overall anti-doping program management support, including testing and education, to their member countries. This support has been critical in assisting their member countries to understand and adhere to WADA's Code Compliance Monitoring Program.

WADA continues to provide a Staffing Grant for the employment of full-time RADO staff in eight of the RADOs. WADA is also providing a Supplementary Grant to two RADOs to assist with

its staffing needs. This has resulted in significant progress in the implementation of anti-doping programs in these regions.

WADA also provided a Testing Grant to all RADOs. In 2017, the RADOs conducted a total of 538 tests under the Testing Grant. These tests were conducted in 77 different countries and resulted in four adverse analytical findings. In 2017, the RADOs continued to focus on conducting effective and smart testing through the development of thorough risk assessments and Test Distribution Plans in the member countries. In addition, anti-doping education continued to be a focus of the RADOs, with an increase in education and awareness activities through the 134 RADO member countries.

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.

## 2017 ANNUAL ANTI-DOPING SYMPOSIUM

In March, our partners gathered in Lausanne, Switzerland for what has become the premier anti-doping event of the year. The Athlete voice, compliance and whistleblowing were three leading themes to emerge from WADA's 13th Annual Symposium. Convened from 13-15 March under the theme '*Tackling our Challenges and Strengthening the Future of Clean Sport*', WADA welcomed a record delegation of over 740 participants from around the world.

Benefiting once again from the financial support of the City of Lausanne and the Canton de Vaud, the three-day Symposium resulted in delegate support for:

- WADA's enhanced Compliance Monitoring Program and implementation of graded and meaningful sanctions for non-compliance that will further enhance Athletes' confidence in clean sport.
- The Agency's enhanced investigations and Whistleblower Program, which, through WADA's new Speak Up! program encourages Athletes and others to come forward within a safe and confidential environment.
- The Athletes' call for development of a Charter of Athlete Rights and responsibilities; and, convening of a Global Athlete Anti-Doping Forum in 2018 to further capture the voice of clean Athletes.
- All stakeholders working together in a constructive and cooperative manner towards the common goal of clean sport.







# Code Compliance



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

Signatories commit to comply with a number of legal, technical and operational requirements that are set out in the World Anti-Doping Code (Code) and International Standards (Standards). Such compliance is necessary to deliver harmonized, coordinated and effective anti-doping programs at the international and national level, so that Athletes and other stakeholders can benefit from the same anti-doping programs wherever sport is played.

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

Immediately after the 2015 Code came into effect on 1 January 2015, the anti-doping community, under WADA's guidance and assistance, devoted much effort towards implementing the 2015 Code and Standards into their rules, regulations, legislation and programs.

## CODE COMPLIANCE MONITORING PROGRAM

To be ready for future challenges, in 2015 and 2016, WADA shifted its focus to ensure that Signatories were implementing quality anti-doping programs and, in keeping with a strong demand from stakeholders, that their compliance was being monitored rigorously. To do so, in 2016, WADA introduced an ISO9001:2015 certified Code Compliance Monitoring Program (Program) that was expanded in 2017. The Program, which represents the most thorough review of anti-doping rules and programs that has ever taken place, aims to reinforce Athlete and public confidence in the standard of the work of Anti-Doping Organizations (ADOs) worldwide.

The Program's 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 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 before any outstanding issue gets escalated to the CRC.

The Program is made up of the following five components:

1. Review of anti-doping rules/regulations/legislation to ensure that they are fully in line with the relevant mandatory provisions of the Code and the Standards.
2. Code Compliance Questionnaire (CCQ): The CCQ is a self-assessment tool developed by WADA, in collaboration with stakeholders, to measure compliance of Signatories with the mandatory requirements of the Code and International Standards.

In February 2017, WADA sent the online CCQ to 307 Code Signatories (International Federations (IFs) and National Anti-Doping Organizations (NADOs)) for completion



and return. Signatories were asked to provide responses and data, within a three-month deadline, to a series of questions related to: their use of the Anti-Doping Administration and Management System (ADAMS); budgeting and reporting; testing and investigations; results management; Therapeutic Use Exemptions (TUE); education; and data privacy.

Upon receipt of the CCQs, WADA conducted a thorough review and generated Corrective Action Reports (CARs) that are designed to assist Signatories in enhancing and prioritizing their anti-doping programs through timelines provided for the implementation of corrective actions. The Signatory's corrective actions are reviewed; and, where appropriate, signed off by the Taskforce.

In 2017, WADA issued the CAR for 79 Signatories on a priority basis, which contained 1,692 corrective actions. By the end of 2017, a total of 265 corrective actions were implemented by the Signatories. The Signatories were encouraged to implement their corrective actions also on a priority basis, and 70% of corrective actions in the critical area were successfully addressed.

3. **Audit Program:** Due to the limitations of a self-assessment CCQ, WADA is also conducting in-person audits of Signatories.

The audits are being conducted by trained individuals from WADA and external experts in anti-doping. A key component of the audits is the corrective action process, through which the Signatory is given adequate timelines to implement (where required) improvements to their anti-doping program. As with the CCQ, the Signatory's corrective actions are then reviewed by WADA's Taskforce before further follow up, if needed.

In 2017, an audit was conducted for seven NADOs and two IFs, which identified in total 297 corrective actions. By the end of 2017, 82 corrective actions had been implemented.

4. **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 Standards, WADA uses other sources of information, such as: ADAMS; the Agency's results management database; investigations; and, any other intelligence collected or received to monitor Signatories' compliance with the Code.
5. **Ongoing WADA Support:** WADA continually provides Signatories with assistance and guidance in implementing and complying with the Code and Standards, particularly as the Compliance Monitoring Program identifies areas for improvement.

## INTERNATIONAL STANDARD FOR CODE COMPLIANCE BY SIGNATORIES

In May, the Board approved the development of a sanctioning framework that was put forward by the CRC, which specifies a range of graded, proportionate and predictable consequences for non-compliance with the Code by a Signatory. It required WADA to amend a very limited number of Code provisions related to compliance; and, to develop an International Standard for Code Compliance by Signatories (ISCCS). In June, the Agency initiated a two-phase stakeholder consultation process that culminated in Executive Committee and Board approval in November and the ISCCS and the Code amendments entering into effect in April 2018.

The ISCCS reinforces the Agency's Compliance Monitoring Program and outlines:

- Code Signatories' rights and responsibilities;
- the ways WADA supports Signatories in achieving, maintaining and, where applicable, regaining Code compliance; and
- a range of graded, predictable and proportionate sanctions for cases of non-compliance by Signatories; and, a process for determining non-compliance and consequences.

With the Standard, Signatories worldwide are held to the same high standards under the Code as is expected of Athletes.



*"Athletes were very clear with us that, just as they are expected to uphold high standards of compliance with anti-doping rules, so too must Signatories be held to similar high standards within the Code. The ISCCS is a direct response to this Athlete appeal. Through extensive stakeholder consultation process, we developed a robust Standard in a record time of six months. We believe that this Standard will be a game changer and its unanimous approval reflects the level of importance that WADA stakeholders have given it and their commitment to the fight against doping."*

Olivier Niggli, Director General

#### NON-COMPLIANT SIGNATORIES IN 2017

In November 2015, the Russian Anti-Doping Agency (RUSADA) was declared non-compliant further to the findings of WADA's Pound Commission, which exposed widespread doping in Russian Athletics. RUSADA remained non-compliant through 2017. From the beginning, WADA, United Kingdom Anti-Doping (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. The following major developments took place in 2017:

- in June, WADA permitted RUSADA to resume the planning and coordination of testing, using its trained Doping Control Officers, under the supervision of WADA's international experts and UKAD;
- in August, WADA published a RUSADA Roadmap to Code Compliance, which outlines the reinstatement criteria that RUSADA must fulfill before the CRC would recommend to WADA's Board that they be declared compliant again with the Code. The Roadmap was developed and agreed with RUSADA, as well as the Ministry of Sport, the National Olympic Committee and the Independent Public Anti-Doping Commission of Russia;

- in November, the Board endorsed the CRC's recommendation that RUSADA remain non-compliant with the Code until such time as Russia fulfilled the outstanding criteria of RUSADA's Roadmap to Code Compliance:

Upon recommendation by the CRC, in November 2017, the Board declared the following three Signatories non-compliant with the Code with immediate effect:

- The National Anti-Doping Committee of Equatorial Guinea, due to its failure to complete the CCQ. Its compliance was restored on 12 December.
- The Kuwait Anti-Doping Committee, due to its failure to report to WADA on compliance. Its compliance was restored on 16 May 2018.
- The Anti-Doping Unit – Mauritius Ministry of Youth and Sports, due to non-compliant anti-doping arrangements to implement the Code.







# Education



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

Under the World Anti-Doping Code (Code), education programs are designed to preserve the spirit of sport from being undermined with the objective of preventing intentional or unintentional use of prohibited substances

and methods. WADA's Education department has been successful in the development and implementation of new programs and in fostering an increased interest in existing education programs worldwide.

## INTERNATIONAL STANDARD FOR EDUCATION

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. Accordingly, in 2017, it was proposed by the WADA Education Committee to explore the feasibility of education being elevated within the World Anti-Doping Program through

the development of an International Standard for Education that would help address this deficiency. Compliance with International Standards is mandatory for all Code Signatories. This feasibility study was endorsed by the WADA Executive Committee and Foundation Board in May 2017, following which a Working Group was established to explore this topic. In November 2017, the Executive Committee and Foundation Board approved development of the new Standard based on the recommendation of the Working Group. The development of the draft is undergoing consultation in line with Code and the other International Standards, with intended endorsement in November 2019 and entry into effect in January 2021.

## SOCIAL SCIENCE RESEARCH GRANTS

In April 2017, WADA issued a call for proposals for its 2018 Social Science Research Grant Program focused on the following topics and others:

- Measuring the effectiveness of existing anti-doping interventions and strategies
- Understanding the experience and role of Athlete support personnel in the pursuit of clean sport and doping prevention
- Understanding how Athletes and stakeholders view the legitimacy of anti-doping rules and the wider anti-doping system

Then, in November, WADA's Executive Committee approved the recommendations of WADA's Education Committee for three research project grants under the program, totaling USD175,946. This followed a review by the Social Science Research Review Panel of 37 applications from 21 countries.



## PARENTS' GUIDE TO SUPPORT CLEAN SPORT

Recognizing the constant influence that parents have on an Athlete's career, WADA developed, and in August launched, its latest education tool, Parents' Guide to Support Clean Sport. The short booklet is intended to inform parents about essential topics so that they can assist with clean Athlete development by preventing the use of substances and methods prohibited in sport. Parents shape their children's personal ethics, which then guides their behaviors and their approach to sport throughout their career. Research shows that parents, as a group, lack

knowledge of anti-doping, which is why it is important that they be prioritized with targeted anti-doping education, providing them with the information they need to help guide their children.

The guide has been translated into four languages with other anti-doping organizations opting to co-brand the material. It was also integrated into WADA's new e-Learning platform with interest from a number of other stakeholders for further translations.



## ANTI-DOPING e-LEARNING PLATFORM

Throughout 2017, the Education department was heavily engaged in developing WADA's Anti-Doping e-Learning platform (ADeL), which was launched in January 2018 as the Agency's central e-learning hub. To be expanded over time, ADeL currently offers the following courses and resources for Athletes, coaches, physicians, administrators and anyone interested in learning more about anti-doping and protecting the values of clean sport:

- The Athlete Learning Program about Health and Anti-Doping
- Coach True
- Sports Physicians Tool Kit
- Anti-Doping Organizations Kickstart (for administrators and new Anti-Doping Organizations (ADOs) employees)
- Parents' Guide to Support Clean Sport

This is a big step forward for anti-doping education. The ADeL platform will enhance the user experience for all target groups that wish to improve their knowledge about anti-doping rules while also allowing them to engage with



the concept of clean sport. It is a game-changer for many ADOs that have not previously had the resources to develop their own eLearning tools, particularly through the availability of a translation package. ADeL is not designed to replace face-to-face education. It will, however, allow ADOs to educate a much broader base of their target groups immediately, and allow them to monitor the impact of their programs.

### LATIN AMERICA REGIONAL SYMPOSIUM

In June, the Education department held a regional education symposium in Buenos Aires, Argentina for Latin American countries. The overall goals of the symposium were to provide a forum for countries to share ideas and outline planning strategies for successful anti-doping education

programs. Participants left with new ideas and tangible strategies that have since been integrated into education plans that are being implemented. 37 participants from 14 countries took part in the two-day symposium that resulted in all countries signing the Declaration of Buenos Aires.

### ANTI-DOPING eTEXTBOOK FOR UNIVERSITIES

WADA continued its partnership with the International University Sports Federation to promote the eTextbook that was developed as part of the Gwangju 2015 Universiade.

The Agency presented at the Summer and Winter Universiades and met representatives from continental associations to discuss implementation of the textbook in their regions.

### EDUCATION PARTNERSHIP – SPORT VALUES IN EVERY CLASSROOM

The Education Partnership Group – which is comprised of WADA; the United Nations Educational, Scientific and Cultural Organization; the International Olympic Committee; the International Paralympic Committee; the International Council for Sport Science and

Physical Education; and, the International Fair Play Committee – continued its work to complete a cross-curricular Sport Values resource for teachers in order to support them in delivering values-based education. The resource was finalized in 2017 and will be piloted in 2018.









# Intelligence and Investigations



**Strengthen WADA's capability for investigations through such measures as the creation of a strong Anti-Doping Investigations and Intelligence Network among Anti-Doping Organizations and a robust Whistleblower Program.**

In 2015, new provisions to the World Anti-Doping Code (Code) gave WADA the ability to initiate its own investigations. The 2015 independent Pound Commission (which exposed widespread doping in Russian athletics) and the 2016 independent McLaren Investigation (which

exposed institutionalized manipulation of the doping control process in Russia) were a result of these new powers, as was the creation of WADA's independent Intelligence and Investigations (I&I) department in 2016.

## I&I DEPARTMENT

The I&I department is responsible for implementing a structured and professional approach to doping investigations worldwide. The department is dedicated to collecting insights through whistleblowers, intelligence gathering, data analysis and investigation.

In May 2017, the Foundation Board approved the I&I department's policy and framework of complete investigative independence. By way of oversight, the Foundation Board established an external independent entity to annually review and audit the conduct and performance of the I&I department.

Currently, the I&I department is comprised of eight members (one director, two investigators, two data analysts, one confidential information manager (CIM) and two coordinators), an increase of four staff since its inception in October 2016.

The CIM's responsibilities include, managing and recruiting informants/whistleblowers in accordance with WADA's Whistleblower Policy; and, creating a global network of CIMs from Anti-Doping Organizations (ADOs) and law enforcement agencies.

## ANTI-DOPING INTELLIGENCE AND INVESTIGATIONS NETWORK

In order to harmonize and strengthen the investigation of doping worldwide, in 2017, the I&I department commenced building an Anti-Doping Investigations and Intelligence Network (ADIIN). ADIIN will serve as a platform of support and a resource network to assist ADOs conduct high-level, complex and sophisticated investigations. ADIIN will also serve as a leader for identifying and

promoting investigative standards of best practice.

In May 2017, the I&I department held the inaugural ADIIN meeting in Lyon, France, at the INTERPOL General Secretariat and, in March 2018, the first operational ADIIN meeting was held in Helsinki, Finland. In attendance were 26 representatives from 15 ADOs.

## INVESTIGATIONS UPDATE / SPEAK UP!

Due to an ever-increasing caseload and in order to drive efficiency, in 2017, the I&I department purchased and implemented a secure Case Management System.

In addition to managing the day-to-day flow of new information, at the end of 2017, the I&I department had run one long-term project; 10 sophisticated cases; one global operation with



INTERPOL; and, had 214 registered cases with the majority having been sent to ADOs for follow up.

The majority of the cases were based on whistleblower information received via WADA's digital whistleblower platform, Speak Up!, which was launched in March 2017. By the end of 2017, Speak Up! had resulted in 209 reports.

*"We understand that coming forward in good faith is a major decision that takes courage and conviction. Speak Up! answers the call made by Athletes and others for a secure, confidential way to report activity that goes against clean sport. My role is to ensure that the information provided is treated with the utmost confidentiality; that allegations are investigated fully; and that, in the case of whistleblowers with whom we contractually engage, they are kept informed of progress and that their rights are protected."*

Günter Younger, I&I Director

## INDIVIDUAL CASES

### OLYMPIC ATHLETE FROM RUSSIA INVITATION REVIEW PANEL

The I&I department supported the Olympic Athlete from Russia (OAR) Invitation Review Panel to ensure that, as much as possible, only those Russian Athletes who were considered as 'clean' were invited to participate in the 2018 PyeongChang Olympic Winter Games. The I&I department compiled all available information from WADA's Pound and McLaren investigations; the Laboratory Information Management System (LIMS) database of the former WADA-accredited laboratory; the Agency's Anti-Doping Administration and Management System (ADAMS); and, other sources to provide a substantiated base for the Panel to decide whether each individual of the proposed 500 Russian Athletes could be considered as clean or not. The list on which the

Panel based its considerations covered a wide range of information. It included, for example, evidence of suspicious steroid profile values; DNA inconsistencies and irregularities of the Athlete Biological Passport; evidence provided by the McLaren and the International Olympic Committee's (IOC's) Schmid reports; the IOC's Oswald Commission; WADA information; and, intelligence provided by International Federations and the Pre-Games Testing Taskforce. All decisions were taken by consensus of the Panel and each case was considered individually and with anonymity. As a result, 111 of 500 examined Athletes were proposed for exclusion from the Games. The IOC followed the proposal of the Panel and the Court of Arbitration for Sport (CAS) confirmed the procedure.

### WADA-ACCREDITED LABORATORY IN ROMANIA

The I&I department completed an investigation into the WADA-accredited laboratory in Bucharest, Romania, which addressed allegations that doped Romanian Athletes were being protected. The investigation involved interviewing 11 people; seizing and re-analyzing hundreds of urine and blood samples; examining laboratory

documentation, email communication and open source intelligence. The allegations have been confirmed and the main actors have been identified and removed from the laboratory. Moreover, in February 2018 the laboratory's accreditation was suspended for at least six months.

### BRAZILIAN ANTI-DOPING AUTHORITY

The I&I department completed an investigation into the National Anti-Doping Agency of Brazil (ABCD). In total, 18 allegations were received

via Speak Up! and all were investigated. Nine of the 18 allegations centered on one high-level ABCD employee – the most serious of

which concerned the disclosure of ADAMS information to unauthorized third parties by ABCD staff. The investigation interviewed 12 people; examined audio recordings, emails, SMS communications, internal ABCD policies, Brazilian legislation and open source intelligence. The investigation established that no unauthorized

ADAMS disclosures occurred. However, it did uncover such things as poor conflict-of-interest management and inadequate skillsets amongst some staff, which led to the proposal of seven recommendations – all of which have been accepted in principal by ABCD.

## PARTNERSHIPS

### PROJECT ENERGIA

Launched in 2016, the I&I department cooperates with INTERPOL to support Project Energia. This global criminal intelligence initiative

helps countries to understand and combat the trafficking of performance enhancing drugs through relevant and up-to date criminal analysis.

### OPERATION BARIUM

Initiated in 2016, the I&I department continues to support Operation Barium, a global initiative lead by INTERPOL and involving worldwide law

enforcement partners to combat international trafficking of performance enhancing drugs.



### Manage the outcomes of the McLaren Investigation.

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. Then, in December 2016, Professor Richard McLaren released Part II of his investigation that identified the Athletes who may have benefitted from the doping scheme.

The Russian doping scandal has taxed the resources of many of our stakeholders; in particular, it has been extremely demanding for WADA and International Federations (IFs) – many of which are still managing the fallout.

Since shortly after Professor McLaren's December 2016 report, 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. Since then, WADA has been doing

its utmost to support ADOs with their results management and to help them determine if there is sufficient evidence to pursue Anti-Doping Rule Violations for their Athletes or support personnel.

In November 2017, the I&I department managed to secure Moscow's LIMS from a whistleblower. The LIMS contains testing data from January 2012 to August 2015 on over 63,000 individual samples, including results of the Initial Testing Procedure (ITP) conducted on the samples by the Moscow laboratory and the associated steroid profiles. Over 9,000 samples of Russian Athletes were identified as having produced a positive ITP result (i.e. possible presence of a prohibited substance) yet were subsequently reported 'negative' in ADAMS. The department forensically reconstructed the database; determined its authenticity; uncovered and analyzed its hidden content; and, in December and March 2018, shared valuable intelligence with ADOs to complement their results management process (first initiated in December 2016).

WADA continues to provide its support to relevant ADOs. However, ultimately, the decision of whether to prosecute is theirs. As always, WADA retains its right of appeal to CAS on any decision taken.





# Science and Medical



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

## WADA RESEARCH PROGRAM

Since 2001, WADA has committed more than USD73 million to help researchers around the world develop breakthroughs in anti-doping science. These grants are critical because they increase the volume of research dedicated to developing new and improved detection methods for performance-enhancing substances and methods, as well as, attract the best minds to this cause.

In December, WADA issued its call for proposals for 2018 scientific research grants with a higher priority being given to proposals addressing:

- Detection of peptide hormones and growth factors
- Improved window or limits of detection for

prohibited substances/methods (e.g. detection of new long-term metabolites, improved methodologies of detection, etc.)

- Autologous blood transfusions
- The Athlete Biological Passport (ABP) (e.g. new biomarkers and target analytes of the ABP including its endocrine module, improvement of current models, etc.)

81 project applications were received by the February 2018 deadline, which were peer-reviewed by independent external experts, followed by the review of a panel of experts, and WADA's Health, Medical and Research Committee in late August. The Committee made the final proposal to WADA's Executive Committee, which will review the recommended grants in September.

## SPECIAL RESEARCH FUND

In December 2013, as part of Olympic Agenda 2020, the International Olympic Committee (IOC) announced a Special Research Fund that saw Governments of the world committing USD5,839,255 to fund social and scientific research pertaining to anti-doping. The IOC matched this amount dollar for dollar. Based on this fund, in February 2017, WADA issued a special request

for proposals on "Markers of Erythropoiesis Stimulating Agents (ESA) use and hypoxia" to detect proteomics and metabolomics, specific markers of ESA that are not affected by altitude exposure. Nine grants were received by March, one of which was approved by the Executive Committee in September 2017.

## THE LIST OF PROHIBITED SUBSTANCES AND METHODS

Scientific research will drive advances in anti-doping in the years ahead. Without evidence-based 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. Ongoing studies are also necessary to comprehend usage patterns and refine acceptable dosages and thresholds. Thanks to research, we are better able to detect

which substances and methods may be used by Athletes in the future to enhance performance. WADA carries this work out in partnership with pharmaceutical companies. The companies are best placed to identify drugs with doping potential (even if they do not make it to market), which contributes to the development of new tests for the detection and prevention of abuse of such drugs.



The List of Prohibited Substances and Methods (List) identifies the substances and methods prohibited in- and out-of-competition, and in particular sports. It is divided into substances that are banned at all times; and, those prohibited during the in-competition period.

Following extensive consultation, WADA released the 2018 List in October 2017 that took effect on 1 January 2018. This was accompanied by explanatory notes summarizing the key modifications to the 2017 List and Monitoring Program.

## PREVALENCE OF DOPING

Prevalence of doping in various sport disciplines, as well as in countries, has been the subject of much speculation in scientific literature and in the media. Determining the prevalence of doping in sport is an important element in defining future anti-doping strategies and measuring the impact of anti-doping policies. In 2017, WADA reactivated its Ad-hoc Working Group on Prevalence and tasked it with assessing the current situation and developing further

research and methodologies/tools to assess the prevalence of doping in sport.

The Working Group targeted the April 2018 Commonwealth Games on Australia's Gold Coast as a first event to refine and validate its survey methodology, which, in combination with other tools, can be used for periodic assessment of doping prevalence in a cost-effective, simple and non-intrusive manner.

## THERAPEUTIC USE EXEMPTIONS

The Therapeutic Use Exemption (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. It is a rigorous and necessary part of elite sport, which has overwhelming acceptance from Athletes, physicians and all anti-doping stakeholders worldwide.

Approved TUEs from Anti-Doping Organizations (ADOs) with supporting medical information are received daily via WADA's Anti-Doping

Administration and Management System (ADAMS) and screened by the Medical and Science department. The focus is to identify red flags, which include not only the substances, but routes of administration, duration, etc.

In 2017, a total of 3,563 approved TUEs were registered in ADAMS (as compared to 2,175 in 2016). The increase in numbers reflects the improved compliance by ADOs in using ADAMS and not an upward trend in granting of TUEs per ADO. National Anti-Doping Organizations (NADOs) are the most active ADOs, entering 85.5% of all TUEs. International Federations (IFs) registered 14.2%, Major Event Organizers (MEOs) registered 0.17%, and Regional Anti-Doping Organizations (RADOs) registered 0.14%.

In order to ensure a harmonized and high quality TUE evaluation process, the WADA Medical and Science department, in conjunction with world experts, regularly updates TUEC Guidelines that are published on our website. To further educate physicians and leaders in sport medicine on TUE matters, in September, WADA hosted its fourth International TUE Symposium in Helsinki, Finland in collaboration with the Finnish Center for Integrity in Sports and the Finnish Ministry of Education.

***“The TUE Symposium is an excellent opportunity to bring together our various stakeholders from around the world for discussion and debate. It is essential that we share our challenges and best practices to solidify our unified approach to the TUE process; and, to ensure that Athletes over the world are afforded the same opportunities, regardless of their sport, geographical location or specific medical issues.”***

**Dr. Alan Vernec**, Medical Director



## Further develop the Athlete Biological Passport Program through increased monitoring analysis and research into new biomarkers.

The fundamental principle of the Athlete Biological Passport (ABP) is to monitor selected variables (‘biomarkers of doping’) over time that indirectly reveal the effect of doping, as opposed to the traditional direct detection of doping by analytical doping controls.

The ABP is now used by many IFs and NADOs to develop strategic anti-doping programs. WADA is committed to lead development and harness the vast potential of this tool. It 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.

In 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 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 Biomarkers of Doping Ad-hoc Working Group also made specific recommendations concerning funding strategies, analytical approaches to biomarker discovery, implementation in routine analysis, and data sharing. The roadmap proposed 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 and Biomarkers of Doping Ad-hoc Working Groups, 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.







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

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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 ABP data) and enter the information into ADAMS. A solid and reliable testing system allows the anti-doping community to identify trends in doping and testing activity and better assist ADOs in the implementation of more effective testing programs. By constantly strengthening its laboratory accreditation process, WADA will further ensure high-quality results and enable a high-performing analytical system.

In November 2016, the Foundation Board agreed to establish a Laboratory Accreditation Working Group that was mandated to review the status of WADA's accreditation of anti-doping laboratories, and to determine if it provided stakeholders with the quality of service necessary to support the present and future global anti-doping program. The five-person Working Group commenced its work in January; a stakeholder consultation process was launched in July; and, the Working Group's final recommendations were presented to, and accepted by, the Executive Committee and Foundation Board in November. In summary,

the Working Group concluded that ensuring that all WADA-accredited laboratories perform to the highest level is an absolute requirement. As difficult as denial of accreditation or revocation might be to a laboratory and its supporting stakeholders, laboratories that cannot meet those high standards do not belong in the elite group of WADA-accredited laboratories. At the same time, WADA's accreditation and quality assessment process must be fair and transparent.

Both WADA and the community of accredited laboratories must work together to give every accredited laboratory the best chance of success, with the goal of constant improvement, considering the high quality that is rightly demanded by the anti-doping community.

At the end of 2017, there were three laboratories under suspension (Bogotá, Lisbon and Bucharest), two laboratories that were revoked (Bloemfontein and Almaty) and two laboratories that had been suspended and regained their accreditation (Paris and Los Angeles). Also, there were three laboratories, which were suspended in 2016 that regained their accreditation in 2017 (Madrid, Doha and Mexico City).









# Testing

Under the World Anti-Doping Code (Code), testing is undertaken by Anti-Doping Organizations (ADOs) – including National Anti-Doping Agencies (NADOs), International Federations (IFs) and Major Event Organizers (MEOs) – to check Athletes' urine and blood samples do not contain any prohibited substances or methods as described in the List of Prohibited Substances and Methods (List). Any Athlete may be required to provide a sample at any time and at any place by any ADO with testing authority over him or her. While WADA is not a testing agency, it does have authority through the Code to conduct testing under exceptional circumstances, e.g. to facilitate intelligence gathering and investigations.

## INTERNATIONAL TESTING AGENCY

In October 2015, at an Olympic Summit, WADA was tasked with exploring the concept of establishing an International Testing Agency (ITA) to assist IFs and MEOs that wished to delegate their anti-doping programs to an external, independent body.

In November 2016, WADA agreed to set up a working group, which met several times to evaluate the feasibility of an ITA.

In May 2017, WADA's Foundation Board approved the mechanism for the appointment of the ITA Board along with the principles that were agreed

by the working group. In October, WADA's Executive Committee ratified the Board membership of the ITA. The IOC is responsible for funding the establishment of the ITA.

An ADO may delegate the implementation of its anti-doping program to the ITA. However, it does not change an ADO's responsibilities as it relates to compliance and ensuring that the ITA implements such programs in accordance with the Code and International Standards.

## TECHNICAL DOCUMENT FOR SPORT SPECIFIC ANALYSIS

WADA's Technical Document for Sport Specific Analysis (TDSSA) came into effect in January 2015. It sets Minimum Levels of Analysis (MLAs) 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 International Standard for Testing and Investigation (ISTI) and the Guidelines for Implementing an Effective Testing Program.

A comparison of 2017 data to 2016 data from the Anti-Doping Administration and Management System (ADAMS) for the same 12-month period shows an increase in the number of ADOs testing for ESAs, GH and GHRFs across a number of new sports and disciplines.



**2017 COMPARED TO 2016**

ESAs	GH	GHRFs
<ul style="list-style-type: none"> <li>8 more Testing Authorities (TAs) conducted testing for ESAs (220 vs. 212)</li> <li>8 more sports received analysis for ESAs (116 vs. 108)</li> <li>18 more Adverse Analytical Findings (AAFs) from ESAs analysis (85 vs. 67)</li> </ul>	<ul style="list-style-type: none"> <li>13 more TAs conducted testing for GH (124 vs. 111)</li> <li>22 more sports received analysis for GH (90 vs. 68)</li> <li>6 less AAFs from GH analysis (0 vs. 6)</li> </ul>	<ul style="list-style-type: none"> <li>11 more TAs conducted testing for GHRFs (218 vs. 207)</li> <li>8 more sports received analysis for GHRFs (119 vs. 111)</li> <li>4 more AAFs from GHRF analysis (19 vs. 15)</li> </ul>

**ANTI-DOPING STATISTICS**

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

The 2017 Testing Figures Report, which was published in July 2018, summarizes the results

of all the samples WADA-accredited laboratories analyzed and reported in ADAMS in 2017. The report includes in- and out-of-competition urine samples; blood and Athlete Biological Passport (ABP) blood data; and, the resulting AAFs and Atypical Findings (ATFs). Key data is listed in the table below, including comparisons to 2016.

	Total Samples*	Urine (U)	Blood (B)	ABP	IC (U+B)	OOC (U+B)	AAF
<b>2016</b>	328,738	277,267	23,298	28,173	138,872	161,693	4,822
<b>2017</b>	351,180	294,291	27,759	29,130	151,380	170,670	4,596
<b>Increase %</b>	<b>6.8%</b>	<b>6.1%</b>	<b>19.1%</b>	<b>3.4%</b>	<b>9.0%</b>	<b>5.6%</b>	<b>-4.7%</b>

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

These non-ADAMS figures are primarily comprised of professional and university testing programs conducted by organizations in North America (e.g. the National Collegiate Athletic Association and some sports' professional leagues), which are not Code Signatories but do use WADA-accredited laboratories in North America. Due to confidentiality provisions within their service contracts, individual athlete data from those programs are not reported in ADAMS. This allows a continuous year-to-year comparison of the overall tests conducted by the accredited laboratories.

As a complement to the annual Testing Figures Report, in April 2018, WADA published its 2016 Anti-Doping Rule Violations (ADRVs) Report, which illustrates doping offences committed in global sport during 2016. The report highlighted that there were a total of 1,595 ADRV's recorded in that year, involving individuals from 117 nationalities and across 112 sports. 1,326 of the ADRV's were derived from AAFs (83%). The remainder were derived from investigations and

evidence-based intelligence into 248 violations committed by Athletes and 21 by Athlete support personnel.

Together, the annual Testing Figures and ADRV's Reports represent a comprehensive set of anti-doping statistics, which are of great value to the anti-doping community's efforts to protect clean Athletes around the world.

**PRE-PYEONGCHANG INTELLIGENCE GATHERING AND TESTING TASKFORCE**

In the lead-up to the PyeongChang 2018 Olympic Winter Games, the International Olympic Committee (IOC), in partnership with WADA, established a Pre-Games Anti-Doping Taskforce (Taskforce). The goal of this initiative was to

reinforce the importance of intelligent and intensive testing on prospective, higher risk Athletes through a coordinated effort amongst all relevant ADOs at the national and international level ahead of the Games.

The Taskforce consisted of: the Doping Free Sport Unit of the Global Association of International Sports Federations that acted as the Taskforce Secretariat; Anti-Doping Denmark; the Canadian Centre for Ethics in Sport; the Japan Anti-Doping Agency; United Kingdom Anti-Doping; the United States Anti-Doping Agency; and, the Association of International Olympic Winter Sports Federations that participated as an observer.

There were several key outcomes as outlined below:

- The Taskforce issued 2,882 testing recommendations for 1,062 Athletes from 36 countries, to be implemented between 25 August 2017 and 31 January 2018. It is important to note that the Taskforce issued recommendations on the predicted 'Top 20 ranked Athletes' in each individual sport/discipline and not for all Athletes with the potential to participate in the Games. Of these 2,882 recommendations, 80% were implemented by IFs and NADOs.
- In addition to the 'Top 20 ranked Athletes', the Taskforce reviewed all Russian Athletes included on the IOC's long list and provided specific testing recommendations to the Russian Anti-Doping Agency (RUSADA). All recommendations provided to RUSADA were implemented.
- The recommendations resulted in nine AAFs, distributed across five different sports and six different nationalities. While some of the AAFs may have been the result of an IF or NADO implementing testing based on their own Test Distribution Plan, the outcomes show that the work of the Taskforce was successful in identifying higher risk Athletes and prevented Athletes who were doping from participating at the Games

While stakeholder feedback collected indicated that the Taskforce was a success, they suggested that WADA review its MEO Guidelines to include guidance in terms of Pre-Games Taskforces, which WADA is carrying out in 2018.







# Information and Data Management



**Ensure that the Anti-Doping Administration and Management System works technically and securely to support the global anti-doping system.**

Under the World Anti-Doping Code (Code), WADA is accountable for coordinating and monitoring anti-doping activities worldwide; and, providing a mechanism to assist stakeholders with their implementation of the Code. WADA's Anti-Doping Administration and Management System (ADAMS) is a secure, confidential and cost-free, web-based system, which serves as the 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, as well as providing a means for Anti-Doping Organizations (ADOs) to plan and manage their activities, ADAMS connects the anti-doping community and allows for data sharing among ADOs with the proper level of authorization.

ADAMS is an essential tool in the fight against doping in sport; and so, it is currently being overhauled to ensure that it keeps pace with

the rapidly changing needs of the anti-doping community as well as the evolving data protection regulatory environment; and, leverages current technology and the opportunities that these technologies afford.

2017 was a significant year for ADAMS development. Of particular note, WADA's IT department came under new leadership and is equipped with a new team of experienced developers and project managers dedicated to optimizing future development of ADAMS. WADA also contracted a new design and technology consultancy with a revised development process, which has led to more user/stakeholder engagement, better-articulated system specifications and re-focused priorities. WADA has also re-allocated internal human resources to the ADAMS project to ensure alignment between IT development and end-user needs; and, to act as a conduit to the anti-doping community at large.

## MAINTENANCE OF ADAMS 'CLASSIC'

In 2017, the ADAMS team focused on upgrading several components of ADAMS' underlying infrastructure, which led to improved speed, security and responsiveness; and, by end 2017, there had been over 20 deployments of ADAMS 'Classic'; including but not limited to:

- In June, a major update to the Whereabouts application for iOS and Android to allow for quarterly submissions; and, for the 60-minute timeslots to start at 05:00. This new version also included several bug fixes and stability improvements to support Athletes.
- In April, changes to the 'Atypical steroidal passport findings' notifications to improve the efficacy of ABP programs.
- In April and May, introduction of the 'blood stability score' calculation and required changes to the Doping Control Form (DCF) and Biological Passport Lab Results.
- In June, introduction of support for Two Factor Authentication via SMS and Time-based One-Time Password algorithm (TOTP) for specific organizations in order to enhance the security of ADAMS data.
- During the fourth quarter, a focus on releasing important bug fixes in preparation for the 2018 Olympic and Paralympic Games in PyeongChang to ensure platform stability during this high-use period.



### ADAMS 'NEXT GEN' PROJECT

The initial focus of 2017 was to ensure that the underlying infrastructure of ADAMS had the necessary technology upgrades to allow for coexistence of ADAMS 'Classic' and 'Next Gen'. This represented a significant investment of resources for development and quality control.

During the second half of 2017, the team focused on the first new module, which was the DCF

entry system. In January 2018, the new DCF was released to a limited number of stakeholders for testing. This module was selected as the first given its high visibility amongst users as entry of these forms is a requirement for Code compliance with more than 200,000 entries made annually. It is imperative that this Code requirement is easy to comply with; and so, adding value to this process made it a logical first release.

### 'NEXT GEN' PROJECT: MOVING FORWARD

In 2018, the learnings from the launch of the new DCF are being fed back in to WADA's development process. 2018 will see a significant number of modules being released; including, an all-new Whereabouts application for Athletes and a new Testing Center module with planning and

monitoring functionalities. The full release of both the DCF and Testing modules will have an immediate impact on the more than 2,000 ADO users that rely on ADAMS to carry out their daily anti-doping activities.







# Funding



**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 increased slightly from 2012-2016, growing an average of 1.4% per year. At the same time, WADA's scope of activities increased significantly and some of those activities, such as investigations, had started pulling resourcing from other key activities, e.g. scientific research's budget reached a record high in 2006 of USD6.6 million and in 2017 was USD1.9 million.

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. Effectively, it was determined that, at the core, WADA must ensure harmonized anti-doping rules and regulations (as it relates to the World Anti-Doping Code, International Standards and policies); and also, must be much better equipped to monitor compliance with these rules and regulations of all Anti-Doping Organizations (ADOs) worldwide.

Specifically, the November 2016 Board approved a series of recommendations intended to equip the Agency to be fit for the future. As a consequence of these recommendations and for planning purposes, in 2017, WADA management developed a Four-Year Budget Plan (Plan) that articulated the resources – financial and human – that would be required to deliver on the Board's expectations and those of other stakeholders. The Plan was presented to the July 2017 Finance Committee and the September Executive Committee. During the latter meeting, Management outlined that, based on WADA's 2017 budget of USD29.7 million, in order to fulfill the Board's recommendations, WADA would require a budgetary increase of 8%, 15%, 15% and 5% for 2018-2021 respectively. The Committee agreed that, for 2018, proposals of 8% and 5% would be proposed to the November 2017 Board with a recommendation of the former. As it related to 2019-2021, Governments requested more time to discuss ways and means

of accommodating the longer-term budgetary requirements and asked that the longer-term plan be put forward for approval at the May 2018 Board meeting. Accordingly:

- In November 2017, the Board approved an increased 2018 budget of 8%; and
- In May 2018, the Board approved further 8% increases for each of the following four years, 2019-2022.

For WADA Management, it was very encouraging to receive this financial commitment from Governments and the Sports Movement, which was an endorsement of the work being done and a vote of confidence in the Agency's ability to carry out its mission to protect clean sport.

As a consequence, Management adjusted the Plan to a Five-Year Budget Plan (2018-2022), which articulates how financial and human resources will be allocated to deliver on the Board's expectations that require:

## **Enhanced efforts on following activities**

- Ensuring harmonized anti-doping rules and regulations
- Carrying out capacity-building activities with ADOs
- Enhancing social science research, developing and proposing education programs and developing an International Standard for Education
- 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 efforts on following 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

The Plan reflects the budget needed to deliver on the Board's expectations. However, WADA Management believes that much more can and must be done to 'Change the Game', which is why, in parallel, the Agency is pursuing an additional funding strategy that would target contributions from the likes of corporations, foundations and private donors. As it relates to this, in September 2017, the Executive Committee heard a proposal from WADA Management – and a group of external experts with backgrounds in management consulting, Biopharma and fundraising – that outlined WADA's aspiration to seek additional funding. The Committee endorsed the ambitious proposal as one that would dramatically increase WADA's scale, speed and reach in carrying out its core activities.





# 2017 Finance Overview

In 2017, WADA attained 97.99% of budgeted contributions from public authorities; which, is slightly above 2016's collection rate of 97.93%. In addition to yearly contributions, the Agency received the annual USD1.433 million grant from the Canadian Government for hosting its Headquarters in Montreal. It also received extra grants from other countries and organizations totaling USD441,000. WADA is grateful for the financial support received from its stakeholders.

WADA's annual accounts show an excess of income over expenses of USD2.570 million, against a budgeted income over expenses of USD1.215 million. The result is due to an increase in income of USD412,000, primarily from contributions received from previous year's dues (USD 352,000); as well as, a decrease on budgeted expenditures of USD558,000 and a gain on currency exchange of USD385,000. As a result of the excess of income, and taking into account the capital expenditures, depreciation costs and the gain on exchange for 2017, WADA's unallocated cash reserves have increased by USD382,000. In 2017, the restricted operations reserve increased to USD2.9 million funded through surplus on operations.

In 2017, WADA incurred capital expenditures of USD3.510 million. The primary investments were in the continued development of the Code Compliance Monitoring Questionnaire; the Intelligence and Investigations (I&I) software system; the Whistleblower website/application ('Speak Up!'); and, the 'Next Gen' Anti-Doping Administration Management System (ADAMS). ADAMS remains a high priority for WADA with key Next Gen developments having continued in 2017. Ongoing enhancements to the Legal Results Management system; Education's anti-doping eLearning platform (ADeL); and, Athlete Outreach's Play True Quiz are also among the capital investments of the Agency. Lastly, capital in 2017 was also applied to the fit-out of additional office space for its Montreal Headquarters.

Income from investments has appreciated from previous years. The excess of 41% over budget is due to the increase of interest rates in the market; and, the 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 continued in 2017.

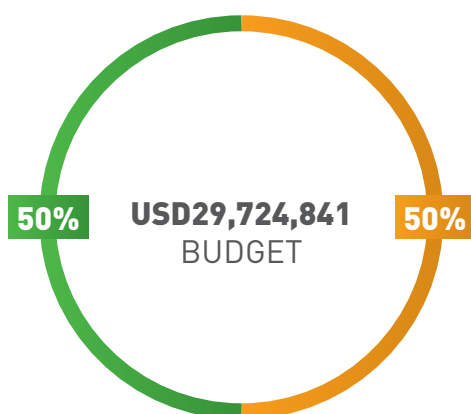
WADA's litigation costs exceeded budgeted levels in 2017 by 12%, whilst the outcomes of the McLaren Investigation and the pursuant follow up exceeded budgeted levels by 30%. I&I and the Whistleblower program continue to be a priority for WADA with the startup of in-house investigations and the Speak Up! program – which together, exceeded budget by 33%.

The overall financial position of the Agency at the end of 2017 was stable. It should be noted that, as a result of Foundation Board recommendations made in November 2016 that were aimed at equipping the Agency to be fit for the future, WADA Management was asked to develop a four-year budget plan (2018-2021). Accordingly, in November 2017, Management presented the Board with its detailed plan outlining the resources – financial and human – that would be required to deliver on the Board's expectations and those of other stakeholders. We are pleased to say that, in November 2017, the Board endorsed an 8% increase for 2018; and, in May 2018, the Board approved further increases of 8% for each of the years 2019-2022.

## 2017 CONTRIBUTIONS

**IOC**  
**100% Remitted**  
as of 31 December 2017

**USD14,862,420**  
The IOC matches public  
contributions dollar for dollar



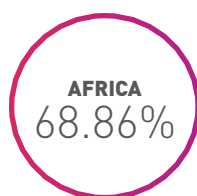
**PUBLIC SECTOR**  
**97.99% Remitted**  
as of 31 December 2017

**USD14,563,849**

**Balance owed:**  
**USD298,572**

**Additional grants:**  
**USD440,615**

## PUBLIC SECTOR CONTRIBUTIONS BY REGION



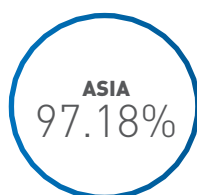
Invoiced  
USD74,312

Remitted  
USD51,169



Invoiced  
USD4,310,102

Remitted  
USD4,224,550



Invoiced  
USD3,040,851

Remitted  
USD2,955,093



Invoiced  
USD7,059,650

Remitted  
USD6,955,531



Invoiced  
USD377,505

Remitted  
USD377,506

Invoiced and remitted as of 31 December 2017 for Budget Year 2017



# 2017 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 2017.

### 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 2017 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, 17 May 2018

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 2017

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

	Note	2017 USD	2016 USD	2017 CHF	2016 CHF
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	4	14,105,442	16,287,385	13,767,574	16,589,027
Available-for-sale investments	5b	6,871,886	6,613,134	6,707,284	6,735,609
Receivables	6	928,491	739,403	906,251	753,097
Other current assets	7	2,157,995	2,046,849	2,106,305	2,084,757
		<b>24,063,814</b>	<b>25,686,771</b>	<b>23,487,414</b>	<b>26,162,490</b>
<b>Non-current assets</b>					
Available-for-sale investments	5b	13,785,312	10,907,720	13,455,112	11,109,731
Fixed assets	8	947,796	1,007,691	925,093	1,026,353
Intangible assets	9	5,581,483	4,221,307	5,447,790	4,299,486
		<b>20,314,591</b>	<b>16,136,718</b>	<b>19,827,995</b>	<b>16,435,570</b>
<b>Total Assets</b>		<b>44,378,405</b>	<b>41,823,489</b>	<b>43,315,409</b>	<b>42,598,060</b>
<b>Liabilities and Equity</b>					
<b>Current liabilities</b>					
Accounts payable		1,836,841	2,042,683	1,792,843	2,080,513
Accrued expenses	10	1,608,213	2,106,871	1,569,691	2,145,890
Advance contributions		12,835,648	12,072,172	12,528,196	12,295,749
<b>Total Liabilities</b>		<b>16,280,702</b>	<b>16,221,726</b>	<b>15,890,730</b>	<b>16,522,152</b>
<b>Equity</b>					
Foundation capital	11	4,006,500	4,006,500	5,000,000	5,000,000
Cumulative translation adjustment		-	-	(8,476,336)	(7,528,244)
Litigation reserve	12a	1,500,000	1,500,000	1,464,071	1,527,780
Operation reserve	12b	2,900,000	2,400,000	2,830,536	2,444,448
Cumulative fair value gain (loss) on available-for-sale investments		(20,727)	53,180	(20,231)	54,166
Excess of income over expenses brought forward		19,711,930	17,642,083	26,626,639	24,577,758
<b>Total Equity</b>		<b>28,097,703</b>	<b>25,601,763</b>	<b>27,424,679</b>	<b>26,075,908</b>
<b>Total Liabilities and Equity</b>		<b>44,378,405</b>	<b>41,823,489</b>	<b>43,315,409</b>	<b>42,598,060</b>

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

## STATEMENT OF ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2017

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

	Note	2017 USD	2016 USD	2017 CHF	2016 CHF
<b>Income</b>					
Annual contributions	13	29,778,170	27,930,920	29,396,444	27,447,392
Grants	14	1,873,783	1,729,469	1,849,763	1,699,529
Other	15	306,320	300,067	302,393	294,872
<b>Total income</b>		<b>31,958,273</b>	<b>29,960,456</b>	<b>31,548,600</b>	<b>29,441,793</b>
<b>Operating expenses</b>					
Salaries and other personnel costs	16	12,354,499	10,764,158	12,196,127	10,577,813
Travel and accommodation		3,432,940	3,297,416	3,388,933	3,240,333
Information and communications		120,202	103,123	118,661	101,338
Testing fees		838,475	987,448	827,727	970,354
Accreditation fees		265,146	339,027	261,747	333,158
Research grants	17	2,486,054	3,372,053	2,454,185	3,313,677
Other grants		214,048	312,581	211,304	307,170
Education		78,528	65,861	77,521	64,721
Project consulting fees		3,510,477	3,993,614	3,465,476	3,924,478
Rents		841,339	783,069	830,554	769,513
Administration		2,406,300	2,367,447	2,375,454	2,326,463
IT costs		1,422,904	1,418,843	1,404,664	1,394,281
Depreciation and amortization of fixed and intangible assets		2,209,737	1,997,623	2,181,410	1,963,041
Writedown of intangible assets		-	1,350,316	-	1,326,940
<b>Total operating expenses</b>		<b>30,180,649</b>	<b>31,152,579</b>	<b>29,793,763</b>	<b>30,613,280</b>
<b>Excess of operating income over expenses (expenses over income) before financial income (expenses)</b>		<b>1,777,624</b>	<b>(1,192,123)</b>	<b>1,754,837</b>	<b>(1,171,487)</b>
<b>Financial income (expenses)</b>					
Interest		480,165	412,879	474,011	405,731
Gain from disposal of available-for-sale investments		76,356	-	75,377	-
Bank fees		(149,045)	(140,633)	(147,135)	(138,198)
Net gains on exchange rates		384,747	190,446	379,815	187,149
		792,223	462,692	782,068	454,682
<b>Excess of income over expenses (expenses over income) for the year</b>		<b>2,569,847</b>	<b>(729,431)</b>	<b>2,536,905</b>	<b>(716,805)</b>

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



## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2017

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

	2017 USD	2016 USD	2017 CHF	2016 CHF
<b>Operating activities</b>				
Excess of income over expenses (expenses over income) for the year	2,569,847	(729,431)	2,536,905	(716,805)
Depreciation and amortization of fixed and intangible assets	2,209,737	1,997,623	2,181,410	1,963,041
Interest	(480,165)	(412,879)	(474,011)	(405,731)
Gain from disposal of available-for-sale investments	(76,356)	-	(75,377)	-
Writedown of intangible assets	-	1,350,316	-	1,326,940
Changes in				
Receivables	(189,088)	(368)	(186,664)	(362)
Other current assets	(81,623)	137,680	(80,577)	135,296
Accounts payable	(150,733)	501,715	(148,800)	493,030
Accrued expenses	(498,658)	(213,359)	(492,266)	(209,666)
Advance contributions	763,476	(732,104)	753,689	(719,430)
<b>Net cash provided by operating activities</b>	<b>4,066,437</b>	<b>1,899,193</b>	<b>4,014,309</b>	<b>1,866,313</b>
<b>Investing activities</b>				
Purchase of fixed assets	(476,040)	(674,264)	(469,938)	(662,592)
Purchase of intangible assets	(3,089,087)	(1,793,019)	(3,049,488)	(1,761,979)
Interest received	450,643	360,774	444,864	354,529
Purchase of available-for-sale investments	(10,853,721)	(13,197,692)	(10,714,587)	(12,969,219)
Proceeds from sale of available-for-sale investments	7,719,825	5,046,068	7,620,866	4,958,712
<b>Net cash used in investing activities</b>	<b>(6,248,380)</b>	<b>(10,258,133)</b>	<b>(6,168,283)</b>	<b>(10,080,549)</b>
<b>Decrease in cash and cash equivalents</b>	<b>(2,181,943)</b>	<b>(8,358,940)</b>	<b>(2,153,974)</b>	<b>(8,214,236)</b>
<b>Currency translation impact</b>	<b>-</b>	<b>-</b>	<b>(667,479)</b>	<b>341,785</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>16,287,385</b>	<b>24,646,325</b>	<b>16,589,027</b>	<b>24,461,478</b>
<b>Cash and cash equivalents at end of year</b>	<b>14,105,442</b>	<b>16,287,385</b>	<b>13,767,574</b>	<b>16,589,027</b>

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

# STATEMENT OF COMPREHENSIVE INCOME AND CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2017

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

	Foundation capital USD	Litigation reserve USD	Operation reserve USD	Cumulative fair value gain (loss) on available- for-sale investments USD	Excess of income over expenses brought forward USD	Total USD
<b>Balance as at 31 December 2015</b>	<b>4,006,500</b>	<b>1,500,000</b>	<b>2,400,000</b>	<b>(13,923)</b>	<b>18,371,514</b>	<b>26,264,091</b>
Excess of expenses over income for the year	-	-	-		(729,431)	<b>(729,431)</b>
<b>Item that will be reclassified to profit or loss</b>						
Fair value gain on available-for-sale investments	-	-	-	67,103	-	<b>67,103</b>
Total comprehensive loss for the year						<b>(662,328)</b>
<b>Balance as at 31 December 2016</b>	<b>4,006,500</b>	<b>1,500,000</b>	<b>2,400,000</b>	<b>53,180</b>	<b>17,642,083</b>	<b>25,601,763</b>
Excess of income over expenses for the year					2,569,847	<b>2,569,847</b>
Transfer to operation reserve	-	-	500,000	-	(500,000)	-
<b>Item that will be reclassified to profit or loss</b>						
Fair value loss on available-for-sale investments	-	-	-	(73,907)	-	<b>(73,907)</b>
Total comprehensive income for the year						<b>2,495,940</b>
<b>Balance as at 31 December 2017</b>	<b>4,006,500</b>	<b>1,500,000</b>	<b>2,900,000</b>	<b>(20,727)</b>	<b>19,711,930</b>	<b>28,097,703</b>

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



STATEMENT OF COMPREHENSIVE INCOME AND CHANGES IN EQUITY FOR THE YEAR ENDED  
31 DECEMBER 2017 (CONT'D)

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

	Foundation capital CHF	Cumulative translation adjustment CHF	Litigation reserve CHF	Operation reserve CHF	Cumulative fair value gain (loss) on available- for-sale investments CHF	Excess of income over expenses brought forward CHF	Total CHF
<b>Balance as at 31 December 2015</b>	<b>5,000,000</b>	<b>(8,084,386)</b>	<b>1,488,750</b>	<b>2,382,000</b>	<b>(13,819)</b>	<b>25,294,563</b>	<b>26,067,108</b>
Excess of expenses over income for the year	-	-	-	-	-	(716,805)	<b>(716,805)</b>
<b>Item that will be reclassified to profit or loss</b>							
Fair value gain on available-for-sale investments	-	-	-	-	67,985	-	<b>67,985</b>
<b>Item that will not be reclassified to profit or loss</b>							
Exchange movement	-	556,142	39,030	62,448	-	-	<b>657,620</b>
Total comprehensive loss for the year							<b>8,800</b>
<b>Balance as at 31 December 2016</b>	<b>5,000,000</b>	<b>(7,528,244)</b>	<b>1,527,780</b>	<b>2,444,448</b>	<b>54,166</b>	<b>24,577,758</b>	<b>26,075,908</b>
Excess of income over expenses for the year	-	-	-	-	-	2,536,905	<b>2,536,905</b>
Transfer to operation reserve	-	-	-	488,024	-	(488,024)	-
<b>Item that will be reclassified to profit or loss</b>							
Fair value loss on available-for-sale investments	-	-	-	-	(74,397)	-	<b>(74,397)</b>
<b>Item that will not be reclassified to profit or loss</b>							
Exchange movement	-	(948,092)	(63,709)	(101,936)	-	-	<b>(1,113,737)</b>
Total comprehensive income for the year							<b>1,348,771</b>
<b>Balance as at 31 December 2017</b>	<b>5,000,000</b>	<b>(8,476,336)</b>	<b>1,464,071</b>	<b>2,830,536</b>	<b>(20,231)</b>	<b>26,626,639</b>	<b>27,424,679</b>

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

## 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 17 May 2018 and cannot be amended after issuance. The financial statements of WADA for the year ended 31 December 2017 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 RADO, ADO Symposium and additional public authorities contributions.

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 January 1, 2017. 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. 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 International Accounting Standards Board (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. Management is currently evaluating the impact that this standard will have on its 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. Management is currently evaluating the impact that this standard will have on its 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 partially in Canadian Dollars. WADA used price collars and bank deposits in Canadian Dollars, Swiss Francs and Euros to partly cover its currency exposure.

As at 31 December 2017, had the Canadian Dollar weakened by 5% against the US Dollar, with all other variables held constant, excess of income over expenses for the year would have been CHF80,769 (USD 103,858) lower (2016 – excess of expenses over income would have been CHF68,045 (USD89,767) higher) mainly as a result of foreign exchange loss on translation of cash and cash equivalents denominated in Canadian Dollars.

As at 31 December 2017, had the Swiss Franc weakened by 2% against the US Dollar, with all other variables held constant, excess of income over expenses for the year would have been CHF6,684 (USD6,848) lower (2016 – excess of expenses over income would have been CHF6,526 (USD6,408) higher) mainly as a result of foreign exchange loss on translation of cash and cash equivalents denominated in Swiss Francs.

As at 31 December 2017, the following accounts are shown in Canadian Dollars, Swiss Francs, Euros, South African Rands, Japanese Yen and British Pounds, and have been converted to the functional currency in the balance sheet.

2017						
Denominated in	CAD	CHF	EUR	ZAR	YEN	GBP
Cash and cash equivalents	2,051,793	512,850	752,516	1,058,516	1,348,427	91,739
Available-for-sale investments	199,623	-	-	-	-	-
Receivables	485,120	6,885	1,436	-	1,265,892	732
Accounts payable and accrued expenses	1,573,246	279,342	115,290	30,412	177,117	4009

2016						
Denominated in	CAD	CHF	EUR	ZAR	YEN	GBP
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	-

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 2017, WADA's interest-bearing assets were cash and cash equivalents and available-for-sale investments.

As at 31 December 2017, had interest rates been 0.25% lower, with all other variables held constant, equity would have been CHF99,434 (USD101,875) higher (2016 – CHF92,785 (USD91,097) 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.

2017				2016		
Balance				Balance		
Banks	Rating	USD	CHF	Rating	USD	CHF
UBS	A+	9,766,842	9,641,641	A	11,928,198	11,721,702
Lombard Odier Darier Hentsch	AA-	1,931,661	1,906,899	AA-	2,838,412	2,789,274
The Bank of Nova Scotia	AA-	2,354,553	2,324,370	AA-	1,468,065	1,442,650
		<b>14,053,056</b>	<b>13,872,910</b>		<b>16,234,675</b>	<b>15,953,626</b>

Available-for-sale investments represent mainly bonds issued by major Corporations and Banking institutions.



v. Capital risk

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

b) **Fair value estimation**

As at 31 December 2017, 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 2017, no financial assets were impaired or past due.

## 4 CASH AND CASH EQUIVALENTS

	2017 USD	2016 USD	2017 CHF	2016 CHF
Cash	9,816,324	13,481,629	9,581,193	13,731,308
Term deposits	4,289,118	2,805,756	4,186,381	2,857,719
	<b>14,105,442</b>	<b>16,287,385</b>	<b>13,767,574</b>	<b>16,589,027</b>

Cash and term deposits are subject to current interest rates.

## 5 FINANCIAL INSTRUMENTS

a) **Financial instruments by category**

As at 31 December 2017	Loans and receivables		Available-for-sale assets		Total	
	USD	CHF	USD	CHF	USD	CHF
<b>Current assets</b>						
Cash and cash equivalents (note 4)	14,105,442	13,767,574	-	-	14,105,442	13,767,574
Available-for-sale investments (note 5b)	-	-	6,871,886	6,707,284	6,871,886	6,707,284
Receivables (note 6)	928,491	906,251	-	-	928,491	906,251
<b>Non-current assets</b>						
Available-for-sale investments (note 5b)	-	-	13,785,312	13,455,112	13,785,312	13,455,112
<b>Total</b>	<b>15,033,933</b>	<b>14,673,825</b>	<b>20,657,198</b>	<b>20,162,396</b>	<b>35,691,131</b>	<b>34,836,221</b>

As at 31 December 2016	Loans and receivables		Available-for-sale assets		Total	
	USD	CHF	USD	CHF	USD	CHF
<b>Current assets</b>						
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
<b>Non-current assets</b>						
Available-for-sale investments (note 5b)	-	-	10,907,720	11,109,731	10,907,720	11,109,731
<b>Total</b>	<b>17,026,788</b>	<b>17,342,124</b>	<b>17,520,854</b>	<b>17,845,340</b>	<b>34,547,642</b>	<b>35,187,464</b>

## b) Available-for-sale investments

	2017 USD	2016 USD	2017 CHF	2016 CHF
Bonds in US Dollars	20,498,139	17,007,546	20,007,147	17,322,526
Bonds in Euros	-	212,966	-	216,910
Bonds in Canadian Dollars	159,059	300,342	155,249	305,904
	20,657,198	17,520,854	20,162,396	17,845,340
Less current portion	6,871,886	6,613,134	6,707,284	6,735,609
<b>Total non-current portion</b>	<b>13,785,312</b>	<b>10,907,720</b>	<b>13,455,112</b>	<b>11,109,731</b>

Bonds bear interest at rates ranging from 1.25% to 5.75% and mature from January 2018 to May 2023. Available-for-sale investments comprise corporate bonds in the amount of CHF15,477,406 (USD15,857,234) (2016 – CHF13,608,959 (USD13,361,504)), banking institution bonds CHF4,684,990 (USD4,799,964) (2016 – CHF3,828,283 (USD3,758,672)), and CHF0 (USD0) of government bonds (2016 – CHF406,695 (USD399,300)).

## 6 RECEIVABLES

	2017 USD	2016 USD	2017 CHF	2016 CHF
Quebec sales tax receivable	435,120	360,051	424,697	366,719
Other receivables	479,666	356,752	468,177	363,359
Recoverable withholding taxes	2,605	-	2,543	-
Rental deposit and guarantees	11,100	22,600	10,834	23,019
	<b>928,491</b>	<b>739,403</b>	<b>906,251</b>	<b>753,097</b>

The rental deposit is for the Uruguay office and amounts to CHF10,834 (USD11,100) (2016 – CHF23,019 (USD22,600)).

## 7 OTHER CURRENT ASSETS

	2017 USD	2016 USD	2017 CHF	2016 CHF
Prepaid expenses	1,249,622	1,031,323	1,219,690	1,050,424
Prepaid expenses – Olympic Games	404,285	-	394,601	-
Accrued interest	142,953	113,429	139,529	115,530
Prepaid scientific research grants 2012	-	39,764	-	40,500
Prepaid scientific research grants 2013	-	47,572	-	48,453
Prepaid scientific research grants 2014	13,469	129,000	13,147	131,389
Prepaid scientific research grants 2015	15,067	171,841	14,706	175,024
Prepaid scientific research grants 2016	219,537	438,589	214,278	446,711
Prepaid scientific research grants 2017	64,000	-	62,467	-
Prepaid social science research grants 2013	-	2,411	-	2,457
Prepaid social science research grants 2014	-	6,119	-	6,232
Prepaid social science research grants 2015	18,419	43,823	17,978	44,634
Prepaid social science research grants 2016	25,840	22,978	25,221	23,403
Prepaid social science research grants 2017	4,803	-	4,688	-
	<b>2,157,995</b>	<b>2,046,849</b>	<b>2,106,305</b>	<b>2,084,757</b>



## 8 FIXED ASSETS

	Computer equipment		Office equipment		Leasehold improvements		Total	
	USD	CHF	USD	CHF	USD	CHF	USD	CHF
<b>Year ended 31 December 2016</b>								
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
<b>Closing net book amount</b>	<b>581,280</b>	<b>592,045</b>	<b>94,017</b>	<b>95,758</b>	<b>332,394</b>	<b>338,550</b>	<b>1,007,691</b>	<b>1,026,353</b>
<b>As at 31 December 2016</b>								
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
<b>Net book amount</b>	<b>581,280</b>	<b>592,045</b>	<b>94,017</b>	<b>95,758</b>	<b>332,394</b>	<b>338,550</b>	<b>1,007,691</b>	<b>1,026,353</b>
<b>Year ended 31 December 2017</b>								
Opening net book amount	581,280	592,045	94,017	95,758	332,394	338,550	1,007,691	1,026,353
Additions	199,131	180,819	34,754	31,558	194,647	176,748	428,532	389,125
Depreciation charge	(354,100)	(349,561)	(37,297)	(36,819)	(97,030)	(95,786)	(488,427)	(482,166)
Exchange effect	-	(7,204)	-	(1,214)	-	199	-	(8,219)
<b>Closing net book amount</b>	<b>426,311</b>	<b>416,099</b>	<b>91,474</b>	<b>89,283</b>	<b>430,011</b>	<b>419,711</b>	<b>947,796</b>	<b>925,093</b>
<b>As at 31 December 2017</b>								
Cost	1,305,421	1,653,005	1,286,573	1,266,977	588,511	1,058,003	3,180,505	3,977,985
Accumulated depreciation	(879,110)	(1,316,249)	(1,195,099)	(1,189,818)	(158,500)	(682,075)	(2,232,709)	(3,188,142)
Exchange effect	-	79,343	-	12,124	-	43,783	-	135,250
<b>Net book amount</b>	<b>426,311</b>	<b>416,099</b>	<b>91,474</b>	<b>89,283</b>	<b>430,011</b>	<b>419,711</b>	<b>947,796</b>	<b>925,093</b>

As at 31 December 2017, the amount of leasehold improvements included in accounts payable was USD25,993 (CHF25,370) (2016 – USD73,501 (CHF74,796)).

## 9 INTANGIBLE ASSETS

Software		
	USD	CHF
<b>Year ended 31 December 2016</b>		
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
<b>Closing net book amount</b>	<b>4,221,307</b>	<b>4,299,486</b>
<b>As at 31 December 2016</b>		
Cost	16,037,484	15,381,217
Accumulated amortization	(11,816,177)	(11,475,416)
Exchange effect	-	393,685
<b>Net book amount</b>	<b>4,221,307</b>	<b>4,299,486</b>
<b>Year ended 31 December 2017</b>		
Opening net book amount	4,221,307	4,299,486
Additions	3,081,486	3,041,982
Amortization charge	(1,721,310)	(1,699,244)
Exchange effect	-	(194,434)
<b>Closing net book amount</b>	<b>5,581,483</b>	<b>5,447,790</b>
<b>As at 31 December 2017</b>		
Cost	19,071,634	18,423,199
Accumulated amortization	(13,490,151)	(13,174,660)
Exchange effect	-	199,251
<b>Closing net book amount</b>	<b>5,581,483</b>	<b>5,447,790</b>

Intangible assets comprise the ADAMS project and other software mainly developed internally. The amount related to the ADAMS project represents the core software necessary to 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 2017, the amount of intangible assets included in accounts payable was USD597,400 (CHF583,090) (2016 – USD605,002 (CHF615,660)).



## 10 ACCRUED EXPENSES

	2017 USD	2016 USD	2017 CHF	2016 CHF
Accruals	551,051	718,852	537,852	732,165
Accrued scientific research grants 2005	-	20,000	-	20,370
Accrued scientific research grants 2006	-	2,469	-	2,515
Accrued scientific research grants 2007	37,032	37,030	36,145	37,716
Accrued scientific research grants 2008	38,600	102,601	37,675	104,501
Accrued scientific research grants 2009	-	32,393	-	32,993
Accrued scientific research grants 2010	45,000	90,359	43,922	92,032
Accrued scientific research grants 2011	29,773	92,572	29,060	94,286
Accrued scientific research grants 2012	63,836	65,523	62,307	66,737
Accrued scientific research grants 2013	205,574	324,248	200,650	330,253
Accrued scientific research grants 2014	207,981	425,801	202,999	433,687
Accrued scientific research grants 2015	237,050	145,721	231,372	148,419
Accrued scientific research grants 2016	110,768	-	108,115	-
Accrued social science grants 2009	631	630	616	644
Accrued social science grants 2010	6,765	6,767	6,603	6,892
Accrued social science grants 2011	11,100	11,098	10,834	11,303
Accrued social science grants 2012	4,330	6,328	4,226	6,445
Accrued social science grants 2013	7,814	6,934	7,627	7,062
Accrued social science grants 2014	9,081	9,080	8,863	9,248
Accrued social science grants 2015	38,638	8,465	37,713	8,622
Accrued social science grants 2016	3,189	-	3,112	-
	<b>1,608,213</b>	<b>2,106,871</b>	<b>1,569,691</b>	<b>2,145,890</b>

## 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 2015, the Executive Committee agreed to increase the operation reserve to hold 6 months of operations or USD9,600,000. The operation fund would be funded over time through the allocation of unallocated funds as a regular budgetary item, or with any surplus from operations (year-end profits) or through specific sources of revenue such as one time gifts of special grants.

In 2017, the operations reserve was increased to USD2,900,000, funded through surplus on operations.

## 13 ANNUAL CONTRIBUTIONS

	2017 USD	2016 USD	2017 CHF	2016 CHF
2002 to 2010 contributions	8,714	3,851	8,601	3,784
2011 Public Authorities and governments	449	449	444	441
2012 Public Authorities and governments	449	3,778	444	3,713
2013 Public Authorities and governments	-	3,806	-	3,740
2014 Public Authorities and governments	25,685	5,337	25,356	5,245
2015 Public Authorities and governments	22,208	88,804	21,923	87,267
2016 Public Authorities and governments	102,232	13,862,374	100,921	13,622,394
2016 International Olympic Committee	192,164	13,962,521	189,701	13,720,808
2017 Public Authorities and governments	14,563,849	-	14,377,155	-
2017 International Olympic Committee	14,862,420	-	14,671,899	-
	<b>29,778,170</b>	<b>27,930,920</b>	<b>29,396,444</b>	<b>27,447,392</b>

## 14 GRANTS

	2017 USD	2016 USD	2017 CHF	2016 CHF
Montréal International	1,433,168	1,430,722	1,414,796	1,405,954
Government of Australia	42,383	44,508	41,840	43,738
Government of Japan	165,643	176,465	163,520	173,410
Government of Uruguay	-	6,985	-	6,864
Government of Kuwait	39,288	50,441	38,784	49,568
Canton de Vaud / City of Lausanne	41,301	20,348	40,772	19,995
Government of Saudi Arabia	100,000	-	98,718	-
Government of Azerbaijan	50,000	-	49,359	-
Government of Egypt	2,000	-	1,974	-
	<b>1,873,783</b>	<b>1,729,469</b>	<b>1,849,763</b>	<b>1,699,529</b>

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

	2017 USD	2016 USD	2017 CHF	2016 CHF
Laboratory accreditation and re-accreditation fees	229,963	225,006	227,015	221,110
Code monitoring	36,334	36,980	35,868	36,340
Inducements and Reward programs	40,023	38,081	39,510	37,422
	<b>306,320</b>	<b>300,067</b>	<b>302,393</b>	<b>294,872</b>

## 16 SALARIES AND OTHER PERSONNEL COSTS

	2017 USD	2016 USD	2017 CHF	2016 CHF
Salaries	6,998,760	6,322,380	6,909,043	6,212,930
Social charges and other benefits	5,148,310	4,278,950	5,082,314	4,204,874
Defined benefit pension plan contributions	161,482	156,802	159,412	154,087
Temporary staff	45,947	6,026	45,358	5,922
	<b>12,354,499</b>	<b>10,764,158</b>	<b>12,196,127</b>	<b>10,577,813</b>

The number of people employed was 98 as at 31 December 2017 (2016 – 89).

### 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

	2017 USD	2016 USD	2017 CHF	2016 CHF
<b>Research grants expensed</b>				
Scientific research grants expensed	2,235,522	3,125,397	2,206,865	3,071,291
Social science research grants expensed	260,460	246,656	257,121	242,386
Refunds received on cancellation of project	(9,928)	-	(9,801)	-
<b>Total research grants expensed</b>	<b>2,486,054</b>	<b>3,372,053</b>	<b>2,454,185</b>	<b>3,313,677</b>
<b>Research grants paid out</b>				
Research grants expensed	2,486,054	3,372,053	2,454,185	3,313,677
Prepaid expenses (movement)	(540,962)	(221,370)	(534,027)	(217,538)
Accruals (movement)	330,891	46,942	326,649	46,129
<b>Total research grants paid out</b>	<b>2,275,983</b>	<b>3,197,625</b>	<b>2,246,807</b>	<b>3,142,268</b>



## 18 RELATED PARTY TRANSACTIONS

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

Compensation of key management	2017 USD	2016 USD	2017 CHF	2016 CHF
Salaries	2,320,668	2,123,755	2,290,919	2,086,989
Benefits and social charges	1,202,654	967,367	1,187,237	950,620
Defined benefit pension plan contributions	54,954	39,760	54,250	39,072
	<b>3,578,276</b>	<b>3,130,882</b>	<b>3,532,406</b>	<b>3,076,681</b>

Key management of WADA is defined as all the directors of the Agency. Compensation is for 13 directors as at 31 December 2017 (2016 – 12 directors).

## 19 COMMITMENTS

### a) Operating lease commitment

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

	2017 USD	2016 USD	2017 CHF	2016 CHF
Less than one year	652,804	480,801	637,167	489,705
More than one year and less than five years	2,111,142	2,148,825	2,060,574	2,188,621
More than five years	68,130	195,867	66,498	199,494
	<b>2,832,076</b>	<b>2,825,493</b>	<b>2,764,239</b>	<b>2,877,820</b>

The operating lease commitments are for the following:

Montréal, Canada office lease to February 2021	Tokyo, Japan office lease to March 2018
Lausanne, Switzerland office lease to April 2018	Montevideo, Uruguay office lease to June 2018

### b) Commitments for non lease elements

	2017 USD	2016 USD	2017 CHF	2016 CHF
Less than one year	1,885,980	2,679,714	1,840,805	2,729,342
More than one year and less than five years	1,764,099	3,043,335	1,721,844	3,099,698
More than five years	-	-	-	-
	<b>3,650,079</b>	<b>5,723,049</b>	<b>3,562,649</b>	<b>5,829,040</b>

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:

	2017 USD	2016 USD	2017 CHF	2016 CHF
Less than one year	3,144,797	3,658,718	3,069,470	3,726,477
More than one year and less than five years	559,403	779,548	546,004	793,985
More than five years	-	-	-	-
	<b>3,704,200</b>	<b>4,438,266</b>	<b>3,615,474</b>	<b>4,520,462</b>

**20 CONTINGENT LIABILITIES**

At the end of 2017, WADA has contingent commitments in the amount of CHF4,279,094 (USD4,384,107) (2016 – CHF2,290,821 (USD2,249,167)). 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 2018.





#### HEAD OFFICE

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

#### AFRICA

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

#### ASIA / OCEANIA

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

#### EUROPE

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

#### LATIN AMERICA

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

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📧 [wada\\_ama](mailto:wada_ama)  
✉ [info@wada-ama.org](mailto:info@wada-ama.org)



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