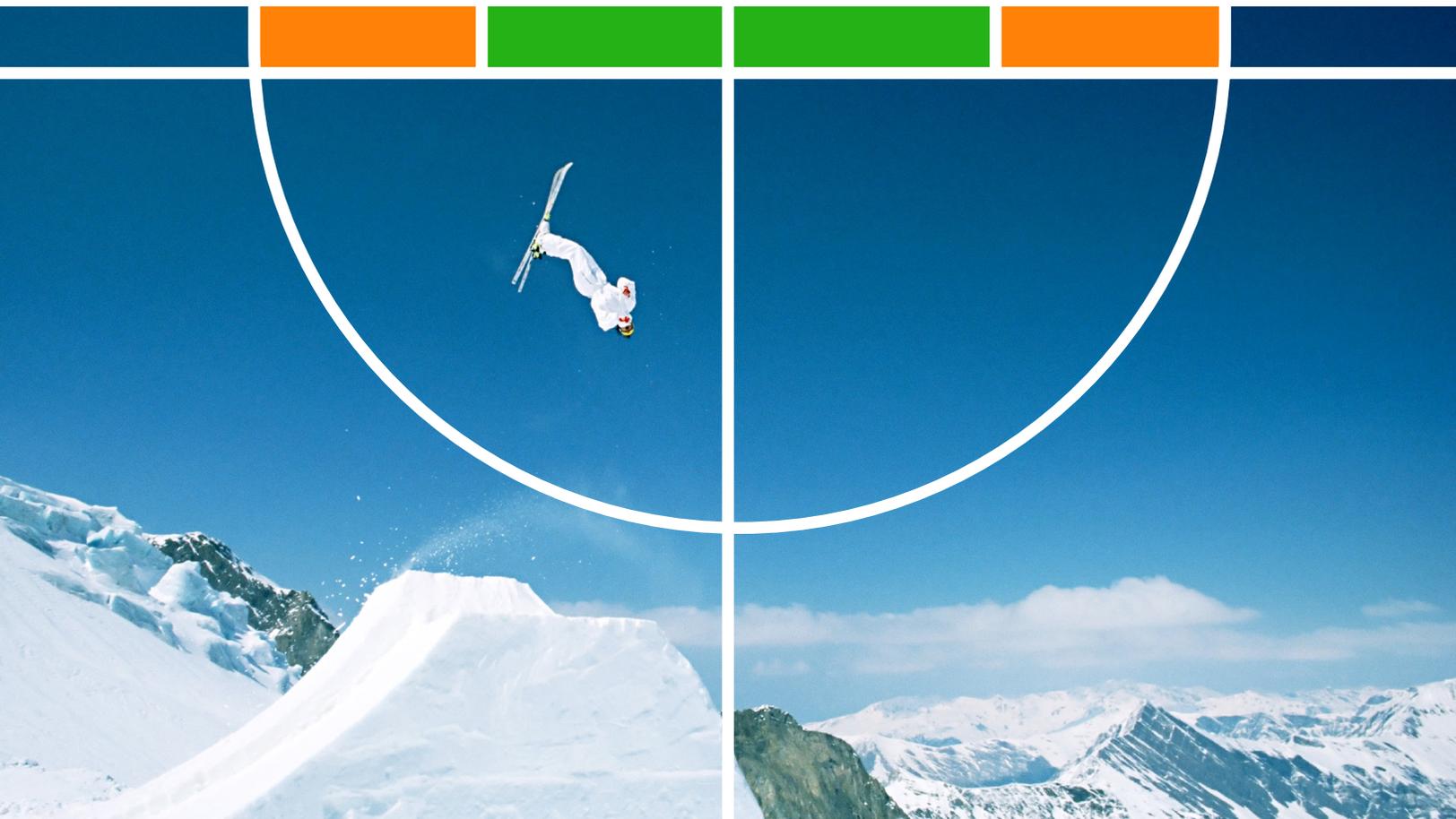




Raising the Game



Who We Are – Our Vision, Mission & Values

Who We Are

The World Anti-Doping Agency (WADA) was established in 1999 as an international independent agency to lead a collaborative worldwide movement for doping-free sport. From the start, WADA's governance model and funding were based on equal partnership between the Sports Movement and Governments of the world. In keeping with best practice, the Agency's governance model has evolved over the years to incorporate athletes, anti-doping practitioners and independent members. It is also now sourcing additional funding via partnerships with public and private organizations to further strengthen the global anti-doping system.

As the global regulatory body, WADA's primary role is to develop, harmonize and coordinate anti-doping rules and policies across all sports and countries. Our key activities include: scientific and social science research; education; intelligence & investigations; development of anti-doping capacity; and, monitoring of compliance with the World Anti-Doping Program (see [page 23](#)).

Our Vision & Mission



Our vision of tomorrow...

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



Our mission today...

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

Our Values

Integrity

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

Openness

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

Excellence

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

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Message from the President & the Director General

While 2021 began much like 2020 ended – in the grips of the global COVID-19 pandemic – it concluded with welcoming signs that a return to normalcy was upon us.

The first true beacon of hope for sport's return came in July with the successful staging of the postponed Tokyo 2020 Olympic and Paralympic Games. By the last quarter, after months of remote work and virtual meetings, we were able to take pleasure in meeting face to face again, beginning with our hybrid Foundation Board (Board) meeting in Paris, in November.

From the beginning of the pandemic, WADA and the global anti-doping community worked together to maintain the integrity of the system. The response of Anti-Doping Organizations (ADOs) was quick and effective and, at every stage, WADA provided [guidance](#). We are pleased to say that, despite restrictions in many parts of the world, out-of-competition testing in 2021 remained at a level greater than in 2019. Moreover, the anti-doping community leveraged other means to maintain the system, such as Intelligence & Investigations, the Athlete Biological Passport and education, while also exploring new and innovative testing methods. See [page 76](#).

As you will read in the pages that follow, WADA and the anti-doping community accomplished an impressive amount over the course of 2021 as we continued **Raising the Game** for athletes and sport around the world.



Witold Bańka
President

World Anti-Doping Program

The year kicked off with implementation of the fourth version of the World Anti-Doping Code (Code) and its eight related International Standards (Standards). We are grateful to all our stakeholders that contributed to the two-year stakeholder consultation process in the lead up to approval of the Code and Standards during the 2019 World Conference on Doping in Sport and their entry into force on [1 January](#). In 2021, WADA worked hand in hand with ADOs to ensure what has been a very smooth implementation. See [page 23](#).

The World Anti-Doping Program was of course reinforced once again by our comprehensive [Code Compliance Monitoring Program](#), which aims to identify gaps in ADOs' anti-doping programs so that we can work together to remedy and strengthen them. See [page 46](#).

Message from the President & the Director General



Olivier Niggli
Director General

Governance Reform

One of the most significant developments for WADA in recent years has been the Agency's governance reform, which was initiated in 2016 and concluded with a final round of reforms being approved by the Board in [May 2022](#). It has represented a huge effort by many and resulted in a significant swing towards independence and enhanced representation for athletes and National Anti-Doping Organizations (NADOs). See [page 9](#).

In 2021, the [Working Group on the Review of WADA Governance Reforms](#) held two rounds of consultation with stakeholders and presented three interim reports. The third report included recommendations for further reforms, which were unanimously approved by the Board in November 2021.

The recommendations called for the establishment of a Code of Ethics and an Independent Ethics Board; the creation of a 20-member WADA Athlete Council; the reformation of the NADO Expert Advisory Group; and changes to the composition of the Board and Executive Committee (ExCo), among others. Significant progress on each reform was undertaken in 2021, with many being fully implemented in 2022.

The new 20-member Athlete Council will replace the current 12-member Athlete Committee on 1 January 2023. The Council will give even greater representation and support to athletes on anti-doping matters and will be the avenue for athletes to assume important seats within WADA's governing bodies, including our ExCo, Board and Standing Committees. The Council has the potential to bring profound changes to the way WADA is governed and operates, and we look forward to meeting and working with the members in the months ahead. See [page 42](#).

2020–2024 Strategic Plan

In 2021, WADA actioned the six priorities of our [2020–2024 Strategic Plan](#) in earnest; in particular by further engaging and empowering athletes; continuing to build anti-doping capacity worldwide (see [pages 64 & 68](#)); increasing collaboration with stakeholders (see [page 30](#)); and, securing additional funding that is required to further enable doping-free sport (see [page 37](#)).

Message from the President & the Director General

Other Advances in Key Areas of Anti-Doping

Our commitment to anti-doping [education](#) was reinforced in 2021, starting with the new International Standard for Education, which came into force on 1 January and places education high on the global anti-doping agenda. January also saw the launch of the [new Anti-Doping Education and Learning \(ADEL\) platform](#) as well as the establishment of the Social Science Research Expert Advisory Group. Over the course of 2021, we strengthened our digital learning offerings; progressed with our Global Learning and Development Framework initiative; funded a record number of projects through the Social Science Research Grant Program; and, continued to work alongside our partners to improve education's capacity to support the global anti-doping movement. See [page 50](#).

WADA's Science and Medicine Department continued to collaborate in 2021 to strengthen the global anti-doping system. Since 2001, WADA has invested nearly USD 86.5 million (end-2021) for more than 500 [scientific research](#) projects, helping researchers around the world make breakthroughs in anti-doping science. We continue to advance in this arena by developing and constantly improving tests to detect prohibited substances and methods as well as developing innovative approaches; such as, dried blood spot (DBS) analysis and artificial intelligence for application in anti-doping. See [page 71](#).

We continued strengthening our independent [Intelligence & Investigations](#) capacity in 2021. Composed of 15 specialists, our I&I department has carried out multiple investigations, including the [Operation LIMS](#) probe into institutionalized doping in Russia. During the year, WADA I&I published reports on the [Nike Oregon Project Review](#), [Operation Hercules](#) (Ukrainian National Anti-Doping Organization and Athletics), and [Operation Echo](#) (UK Anti-Doping), while also expanding its partnerships to include an MoU with Europol. See [page 56](#).

Our Information Technology (IT) team also made substantial progress on the Next Gen Anti-Doping Administration and Management System (ADAMS), particularly in relation to DCO Central, WADA's paperless sample collection app, which was released in May. See [page 79](#).

RUSADA

In [December 2020](#), the Court of Arbitration for Sport (CAS) ruled in favor of WADA and declared the Russian Anti-Doping Agency (RUSADA) non-compliant with the Code for a period of two years with a range of associated consequences after WADA revealed that some of the data that our I&I team retrieved from the Moscow Laboratory had been manipulated. While we were disappointed that CAS did not agree with all of our proposed consequences, the decision did uphold the investigative and legal framework that WADA had put in

place; in particular, the investigative powers WADA was granted within the Code in January 2015 and the introduction of the International Standard for Code Compliance by Signatories in April 2018 that have proven to be game changers.

In 2021, WADA monitored the implementation of the decision by RUSADA and other Code Signatories. This included the extensive process of contacting International Federations and Major Event Organizers to ensure they fully complied with the decision. Cases also continued to be prosecuted based on evidence WADA retrieved from the Moscow Laboratory as part of Operation LIMS. WADA has referred more than 800 cases to ADOs; and, as of November 2022, 164 cases have resulted in sanctions with more expected as all cases are followed up. See [page 62](#).

Message from the President & the Director General

Working Together to Raise the Game

As you will see in this Annual Report, 2021 was another productive year for WADA and the anti-doping community. As a result, WADA is better equipped to deliver on our global collaborative mission for doping-free sport; and, we will be even more so once all the governance reforms have been implemented.

We are particularly committed to delivering on our Strategic Plan; to engaging and empowering athletes; building anti-doping capacity and community worldwide; and, securing additional funding to further our mission.

The anti-doping system still needs to be strengthened and this will require the full attention of the anti-doping community. We are confident that with the ingenuity, support and unity of all our partners, we will generate fresh and innovative ideas and succeed in our mission.

We would like to take this opportunity to thank all our partners for their contribution.

A special thanks goes out to the many volunteers that make up our Governance structure – the members of our Board, ExCo and Committees; as well as those that make up our various panels, expert advisory groups and working groups.

We also wish to recognize WADA's diverse and talented staff who work tirelessly to deliver on the ever-growing expectations of our stakeholders.

Sadly, we cannot mention our WADA colleagues without acknowledging the devastating loss we experienced in 2022 with the passing of our Chief Operating Officer Frédéric Donzé. We invite you to read the tribute to Fred on [page 8](#). Beloved by all, Fred was a ubiquitous presence in our organization for two decades. Highly respected, he made deep connections around the world and had an unparalleled knowledge of anti-doping. His gregarious personality and infectious laughter are sorely missed by all who had the pleasure of knowing him.

As Fred had some involvement in most of what is being reported upon in the following pages, we feel it only fitting to dedicate the Annual Report to him.

Thank you, Fred, for your many years of service to WADA and for protecting the integrity of sport; and, above all, thank you for the friendship and fond memories. We will strive to make you proud, to continue working together to Raise the Game for athletes worldwide.



Witold Bańka
President



Olivier Niggli
Director General

Montreal, November 2022

Tribute to Frédéric Donzé 1972–2022



It was with profound sadness that WADA learned of the passing of its Chief Operating Officer (COO), Frédéric Donzé, who died suddenly on 15 August 2022, following a short illness, in Montreal, Canada, at the age of 50.

Fred joined WADA in 2002 in the role of Media Relations and Communications Manager. In 2011, he became Director of WADA's Europe Office and International Federation Relations, in Lausanne, Switzerland, before being appointed Chief Operating Officer in 2016. Prior to joining WADA, Fred was a journalist in his native Switzerland, including sports editor of the Geneva-based newspaper, *Le Temps*.

Fred's time at WADA was long and productive. He had an unrivaled work ethic, a leadership style and authenticity that made him an inspiration to his colleagues and a source of great confidence for athletes and everyone involved in anti-doping around the world. Above all, Fred will be remembered for his sense of humor, emotional intelligence and his integrity.

WADA President Witold Bańka said: "Just as it would have been difficult to detach Fred from the World Anti-Doping Agency, it is impossible now to think of a WADA without him, of a world without him. His influence was felt across every department of the Agency, his impact was felt by every team member. He was a reliable sounding board for ideas; a ready source of advice. His confident yet humble counsel was always carefully considered and freely given. With his experience and knowledge of the anti-doping landscape, he was able to see strategically several steps down the road – focused on innovation and action. As a leader, he could inspire people to do things that they never thought they could."

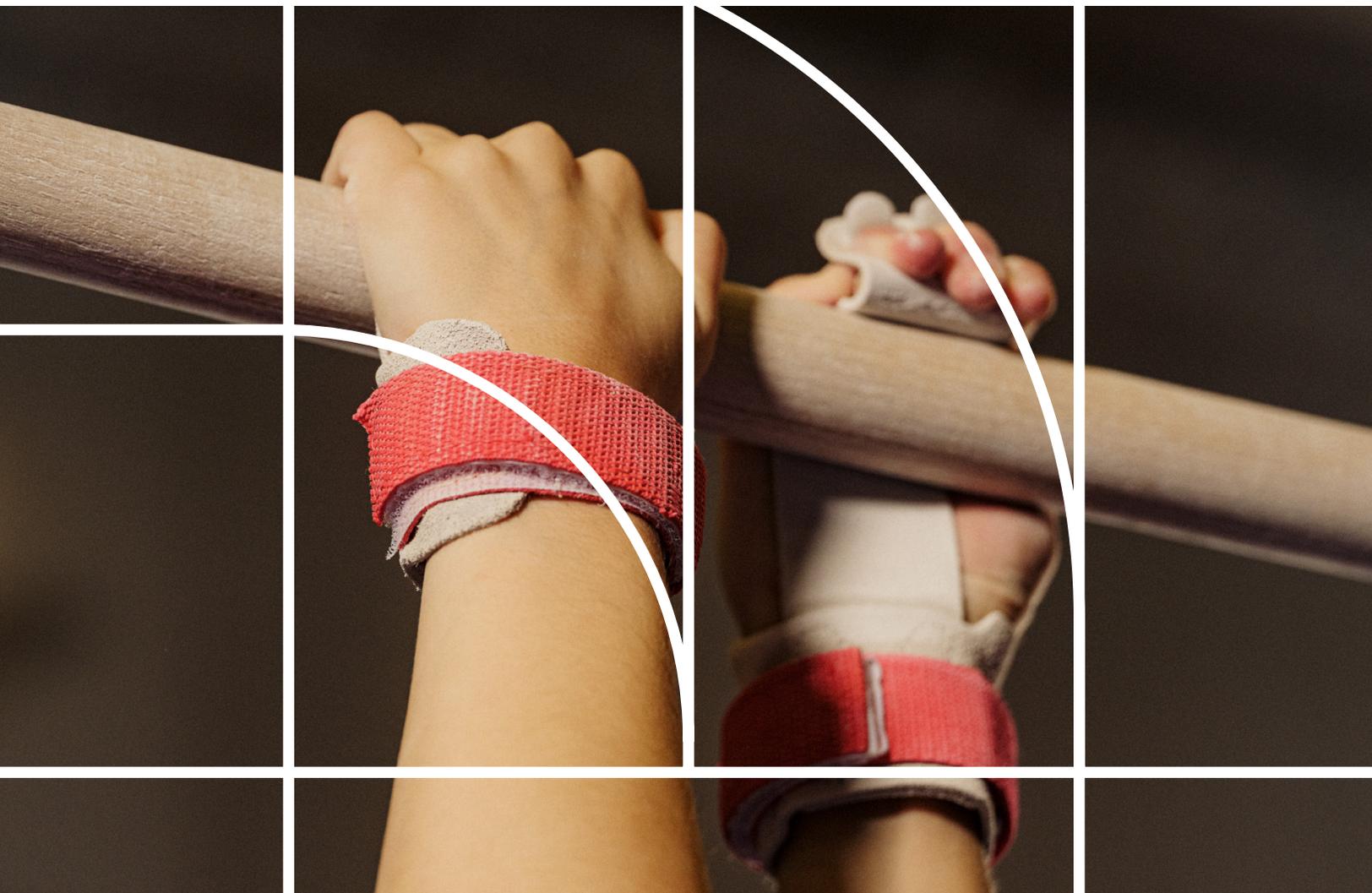
WADA Director General, Olivier Niggli, said: "For 20 years, Fred was key to the life and soul of WADA. His tremendous work ethic, intelligence and authenticity made him an inspiration to his colleagues and a source of great confidence for athletes and everyone involved in anti-doping around the world. His passing is a devastating blow to all of us who had the great fortune to know him, work alongside him and call him our friend."

WADA extends its deepest sympathies and sincere condolences to the Donzé family and all who knew and loved him.

"FOR 20 YEARS, FRED WAS
KEY TO THE LIFE AND SOUL
OF WADA."

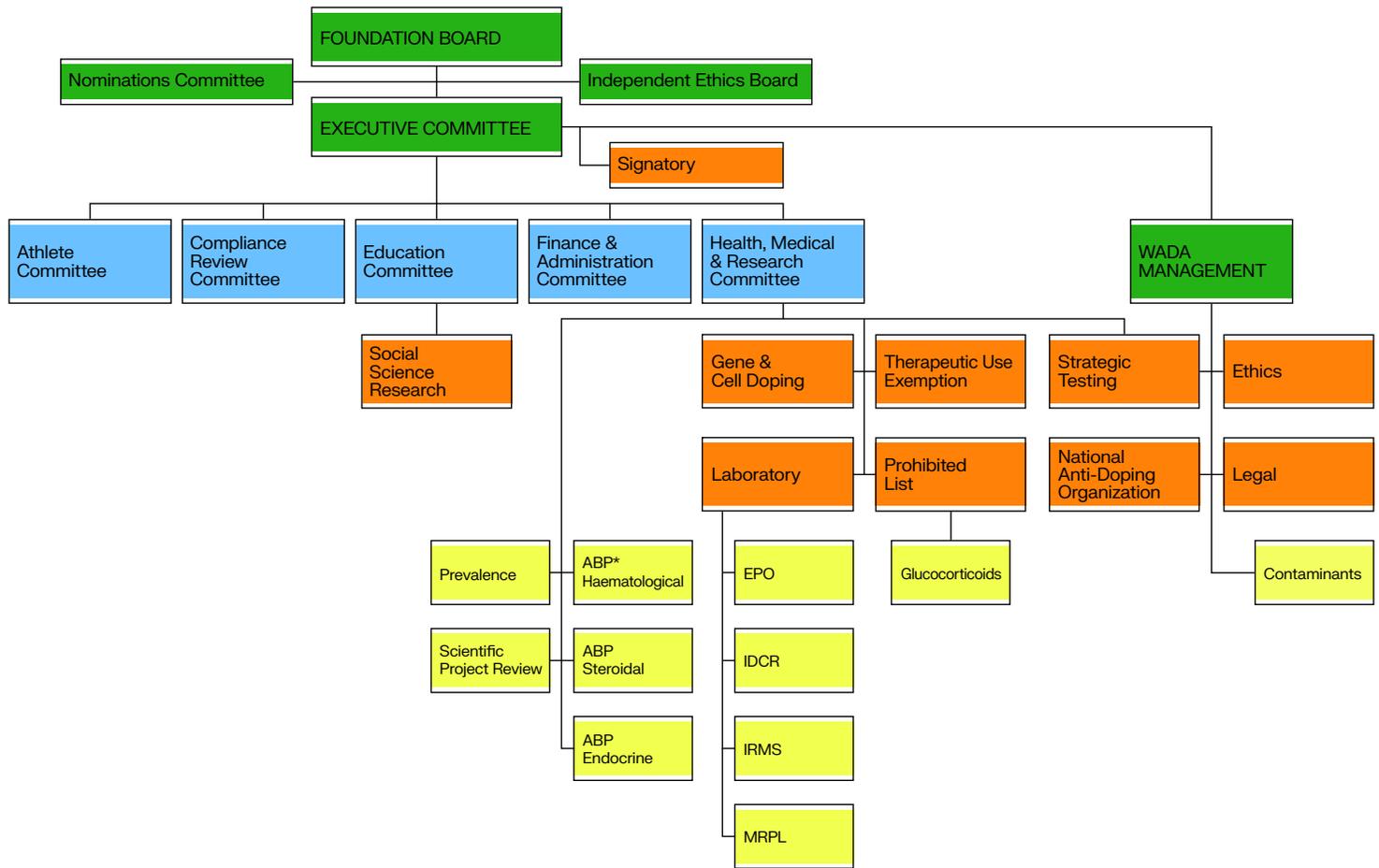
Olivier Niggli
WADA Director General

Governance



Governance

In accordance with [WADA's Statutes](#), the Agency's current governance structure is as follows:



* Athlete Biological Passport

- Standing Committees
- Expert Advisory Groups
- Working Groups

Governance

Governance Reform

The global anti-doping system and WADA's role have significantly evolved since the Agency and its governance model were formed in 1999. As with all well-run organizations, WADA has acted to ensure that its governance evolves with best practice over time.

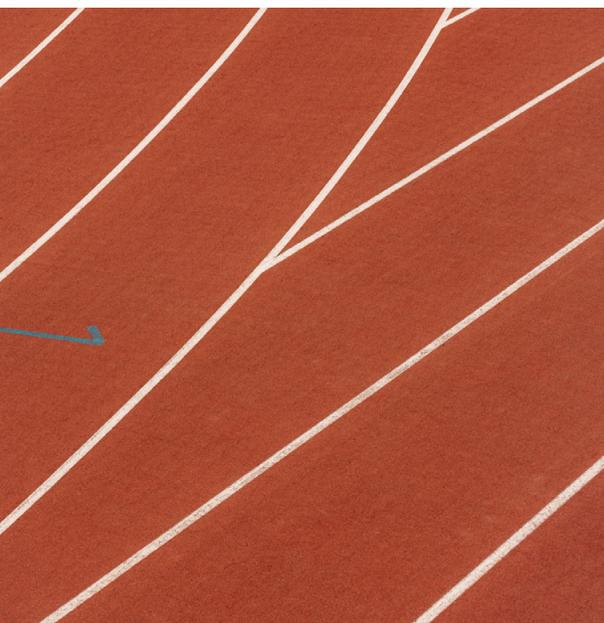
In 2016, WADA held a Think Tank that recommended initiating wide-ranging governance reform. In 2017, a Working Group on WADA Governance Matters was formed. It conducted a comprehensive two-year review that culminated in the approval by the Agency's Foundation Board (Board) of a first series of reforms in [November 2018](#), which have now been fully implemented.

In November 2020, WADA's Executive Committee (ExCo) decided that a [Working Group on the Review of WADA Governance Reforms \(Working Group\)](#) be established to assess the effect of the reforms and their implementation. The Working Group held two rounds of consultation with stakeholders in 2021 and presented three interim reports in [May](#), [September](#) and [November](#) 2021.

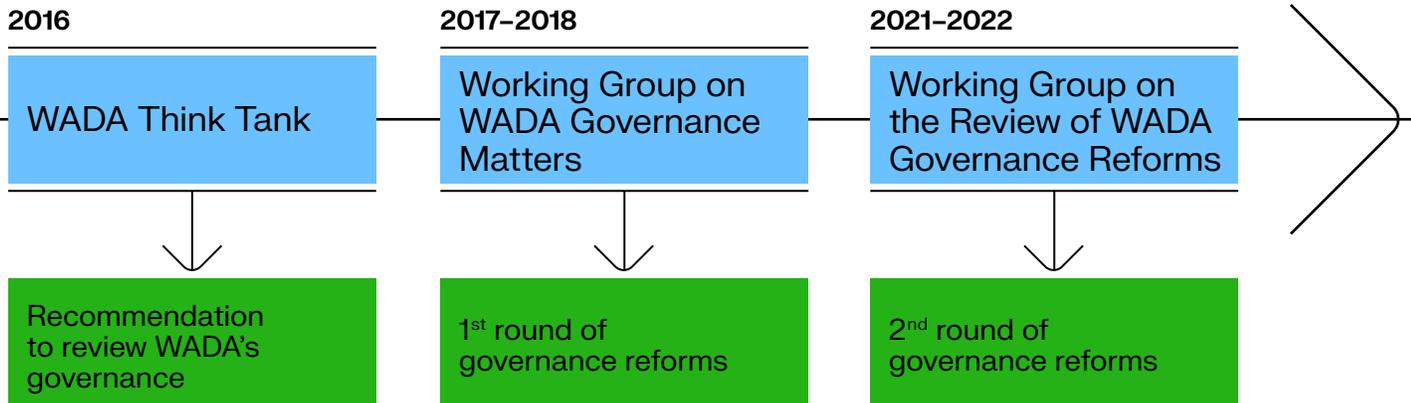
The third report included recommendations for further reforms, which were unanimously agreed upon by the Board on 25 November 2021. They included:

1. The approval of a Code of Ethics and the creation of an [Independent Ethics Board](#);
2. The creation of a 20-member WADA [Athlete Council](#), chosen by athletes, to replace the current 12-member WADA Athlete Committee as developed with the current members of the WADA Athlete Committee.
3. A reformation of [WADA's NADO Expert Advisory Group \(EAG\)](#) to be comprised of ten elected representatives, with two from each of the five regions (Africa, the Americas, Asia, Europe and Oceania), elected by way of regional elections.
4. Changes to the composition of the Board to include four additional seats, two athlete representatives from the Athlete Council and two representatives from the NADO EAG.
5. Changes to the composition of the ExCo that include two additional seats, one for the elected Athlete Council Chair and one for an additional independent member.

In [May 2022](#), the final [report](#) of the Working Group was approved by the Board along with [adjustments](#) recommended by the ExCo.



Governance



These reforms are already having, and will continue to have, a far-reaching and meaningful impact on how the Agency is governed, with more independent voices around the table and increased representation for athletes and National Anti-Doping Organizations (NADOs).

For a more in-depth look at WADA's governance and the reforms undertaken in the last few years, visit the [governance page](#) on our website.

During WADA's November Foundation Board meeting in Paris, the Chair of WADA's [Working Group on the Review of WADA Governance Reforms](#), Ulrich Haas, made recommendations that were unanimously endorsed by the Board.



2021 Executive Committee

The day-to-day running of WADA, including the performance of activities and the administration of assets, is overseen by the Executive Committee (ExCo), as delegated by the Foundation Board (Board). The ExCo is responsible for taking all decisions that are not reserved by the WADA Statutes to the Board.

In 2021, the ExCo was composed of four Independent Members and ten Ordinary Members representing the Sports Movement and Public Authorities. Over one-third (5/14) of the ExCo was made up of active or former international-level athletes.

Independent Chair, WADA President	MR. WITOLD BAŃKA	Poland
Independent Vice Chair, WADA Vice President	MS. YANG YANG	China
Independent Member (March – December 2021)	MS. GABRIELLA BATTAINI-DRAGONI	Italy
Independent Member (March – December 2021)	DR. PATRICIA SANGENIS	Argentina
International Olympic Committee (IOC) Representative	PROF. UĞUR ERDENER President, World Archery (WA); IOC Member	Turkey
Association of National Olympic Committees (ANOC) Representative	MR. JIŘÍ KEJVAL President, Czech Olympic Committee; IOC Member	Czech Republic
Association of Summer Olympic International Federations (ASOIF) Representative	MR. INGMAR DE VOS Member, ASOIF Council; President, International Equestrian Federation (FEI); IOC Member	Belgium
Global Association of International Sports Federations (GAISF) Representative	MR. NENAD LALOVIĆ Executive Member, GAISF Council; President, United World Wrestling (UWW); IOC Member	Serbia
IOC Athletes' Commission Representative (January – August 2021)	MS. DANKA BARTEKOVÁ Vice Chair, IOC Athletes' Commission; IOC Member	Slovakia
IOC Athletes' Commission Representative (September – December 2021)	MS. EMMA TERHO Chair, IOC Athletes' Commission (August 2021-); IOC Member	Finland

2021 Executive Committee

Public Authorities – Africa Representative	MS. AMIRA EL FADIL Commissioner for Health, Humanitarian Affairs and Social Development, African Union	Sudan
Public Authorities – Europe Representative	MR. DAN KERSCH Deputy Prime Minister; Minister of Sport	Luxembourg
Public Authorities – Oceania Representative	MR. GRANT ROBERTSON Deputy Prime Minister; Minister for Sport and Recreation	New Zealand
Public Authorities – Americas Representative (January – May 2021)	MS. ANDREA SOTOMAYOR President, American Sports Council (CADE)	Ecuador
Public Authorities – Americas Representative (June – July 2021)	MR. ERNESTO LUCENA BARRERO President, CADE	Colombia
Public Authorities – Americas Representative (August – December 2021)	MR. GUILLERMO HERRERA CASTAÑO President, CADE	Colombia
Public Authorities – Asia Representative (January 2021)	MR. TANOSE TAIDO State Minister of Education, Culture, Sports, Science and Technology	Japan
Public Authorities – Asia Representative (February – October 2021)	MR. NIWA HIDEKI State Minister of Education, Culture, Sports, Science and Technology	Japan
Public Authorities – Asia Representative (November – December 2021)	MR. IKEDA YOSHITAKA State Minister of Education, Culture, Sports, Science and Technology	Japan

2021 Foundation Board

WADA's 38-member Foundation Board (Board) is our highest decision-making body. It is composed equally of representatives from the Olympic Movement and Public Authorities. Four seats are dedicated to athletes representing the Sports Movement and all Members are appointed by their respective constituency groups.

In 2021, approximately one-third (13/38) of the Board was made up of active or former international-level athletes.

Independent President	MR. WITOLD BAŃKA	Poland
Independent Vice President	MS. YANG YANG	China
Olympic Movement – AIOWF Representative	MR. JAN DIJKEMA President, International Skating Union (ISU)	Netherlands
Olympic Movement – ANOC Representative	MR. ANDRZEJ KRAŚNICKI President, Polish National Olympic Committee	Poland
Olympic Movement – ANOC Representative	MR. ANDREY KRYUKOV Vice President for International Cooperation and Interim Secretary General, Kazakhstan National Olympic Committee	Kazakhstan
Olympic Movement – ANOC Representative	MR. ZLATKO MATEŠA President, Croatian Olympic Committee	Croatia
Olympic Movement – ANOC Representative	PROF. FABIO PIGOZZI President, International Federation of Sports Medicine	Italy
Olympic Movement – ASOIF Representative	MR. INGMAR DE VOS Member, ASOIF Council; President, International Equestrian Federation (FEI); IOC Member	Belgium
Olympic Movement – ASOIF Representative	MR. DAVID LAPPARTIENT President, International Cycling Union (UCI); IOC Member	France
Olympic Movement – ASOIF Representative	MR. JEAN-CHRISTOPHE ROLLAND President, World Rowing; IOC Member	France

GAISF Representative	MR. NENAD LALOVIĆ Executive Member, GAISF Council; President, United World Wrestling (UWW); IOC Member	Serbia
IOC Representative	PROF. UĞUR ERDENER IOC Member; President, World Archery (WA)	Turkey
IOC Representative	MS. FILOMENA FORTES IOC Member; President, Cabo Verde National Olympic Committee	Cabo Verde
IOC Representative	MR. JIŘÍ KEJVAL IOC Member; President, Czech Olympic Committee	Czech Republic
IOC Representative	MRS. BAKLAI TEMENGIL IOC Member; Vice President, Oceania National Olympic Committees	Palau
IOC Athletes' Commission Representative (January – August 2021)	MS. DANKA BARTEKOVÁ Vice Chair, IOC Athletes' Commission; IOC Member	Slovakia
IOC Athletes' Commission Representative (September – December 2021)	MR. HUMPHREY KAYANGE EMONYI Member, IOC Athletes' Commission; IOC Member	Kenya
IOC Athletes' Commission Representative	MS. EMMA TERHO Chair, IOC Athletes' Commission (August 2021-); IOC Member	Finland
IOC Athletes' Commission Representative (January – August 2021)	MS. KIRSTY COVENTRY Chair, IOC Athletes' Commission (to August 2021); IOC Member	Zimbabwe
IOC Athletes' Commission Representative (September – December 2021)	MS. ASTRID UHRENHOLDT JACOBSEN Member, IOC Athletes' Commission; IOC Member	Norway
IOC Athletes' Commission Representative	MS. HONG ZHANG Member, IOC Athletes' Commission; IOC Member	China
International Paralympic Committee (IPC) Representative	MR. ANDREW PARSONS President, IPC	Brazil

2021 Foundation Board

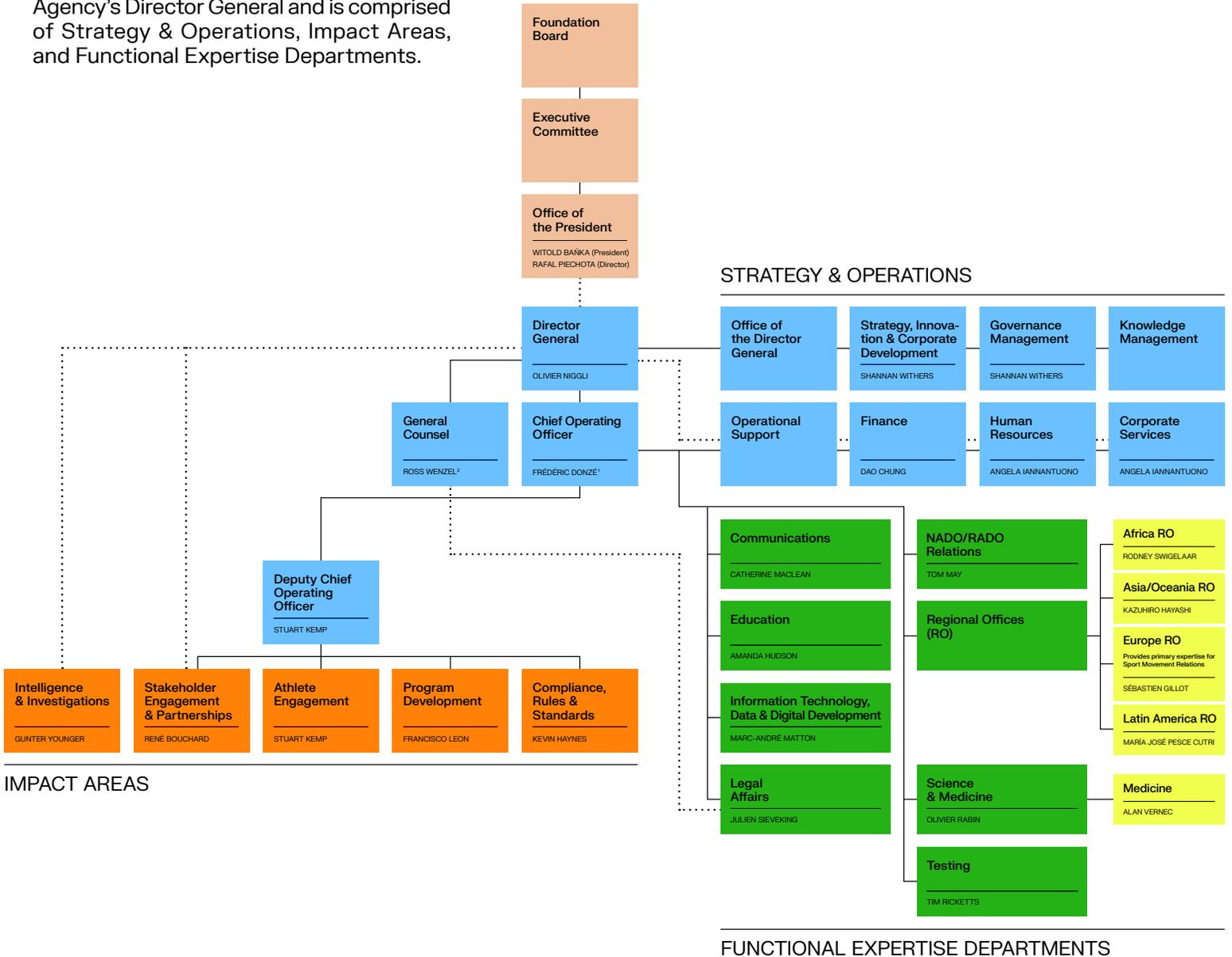
Public Authorities – Africa Representative	MR. NATHI MTHETHWA Minister of Sports, Arts and Culture	South Africa
Public Authorities – Africa Representative	MR. ASHRAF SOBHY Minister of Youth and Sports	Egypt
Public Authorities – Africa Representative	MR. MUSTAPHA USSIF Minister for Youth and Sports	Ghana
Public Authorities – Americas Representative	MR. GERARDO FAJARDO President, Central American and Caribbean Council of Sport (CONCECADE)	Honduras
Public Authorities - Americas Representative (January – October 2021)	MS. REGINA LABELLE Acting Director, White House Office of National Drug Control Policy	USA
Public Authorities – Americas Representative (November – December 2021)	DR. RAHUL GUPTA Director, White House Office of National Drug Control Policy	USA
Public Authorities – Americas Representative	MS. FATIMA MORALES President, South American Sport Council (CONSUDE)	Paraguay
Public Authorities – Americas Representative (January – May 2021)	MS. ANDREA SOTOMAYOR President, American Sports Council (CADE)	Ecuador
Public Authorities - Americas Representative (June – July 2021)	MR. ERNESTO LUCENA BARRERO President, CADE	Colombia
Public Authorities – Americas Representative (August – December 2021)	MR. GUILLERMO HERRERA CASTAÑO President, CADE	Colombia
Public Authorities – Asia Representative	DR. MOHAMMED SALEH AL KONBAZ President, Saudi Arabian Anti-Doping Committee	Saudi Arabia
Public Authorities – Asia Representative (January – November 2021)	MR. KIM JEONG-BAE Vice Minister, Ministry of Culture, Sports and Tourism	Republic of Korea
Public Authorities – Asia Representative (December 2021)	MR. OH YEONG-WOO Vice Minister of Culture, Sports and Tourism	Republic of Korea

2021 Foundation Board

Public Authorities – Asia Representative	MR. LI YINGCHUAN Vice Minister, General Administration of Sport	China
Public Authorities – Asia Representative (January 2021)	MR. TANOSE TAIDO State Minister of Education, Culture, Sports, Science and Technology	Japan
Public Authorities – Asia Representative (February – October 2021)	MR. NIWA HIDEKI State Minister of Education, Culture, Sports, Science and Technology	Japan
Public Authorities – Asia Representative (November – December 2021)	MR. IKEDA YOSHITAKA State Minister of Education, Culture, Sports, Science and Technology	Japan
Public Authorities – Council of Europe Representative (January – February 2021)	MS. GABRIELLA BATTAINI-DRAGONI Deputy Secretary General, Council of Europe	Italy
Public Authorities – Council of Europe Representative (March – December 2021)	MR. BJØRN BERGE Deputy Secretary General, Council of Europe	Norway
Public Authorities – Council of Europe Representative	MR. IGOR ZDANOV Advisor, Research Institute of the Ministry of Internal Affairs	Ukraine
Public Authorities – Member States of the European Union Representative	MR. TIAGO BRANDÃO RODRIGUES Minister of Education	Portugal
Public Authorities – Member States of the European Union Representative (January – September 2021)	MR. KRASEN KRALEV Minister of Youth and Sports	Bulgaria
Public Authorities – Member States of the European Union Representative (October – December 2021)	MS. ANNA KRUPKA Secretary of State, Ministry of Sport	Poland
Public Authorities – Member States of the European Union Representative	MS. AMANDA LIND Minister for Culture and Democracy with Responsibility for Sport	Sweden
Public Authorities – Oceania Representative	MR. RICHARD COLBECK Minister for Youth and Sport	Australia
Public Authorities – Oceania Representative	MR. GRANT ROBERTSON Deputy Prime Minister; Minister for Sport and Recreation	New Zealand

2021 Management Team

WADA’s Management Team is led by the Agency’s Director General and is comprised of Strategy & Operations, Impact Areas, and Functional Expertise Departments.



Effective 1 January 2022

¹ Please see Tribute to Frédéric Donzé on page 8.

² Mr. Wenzel joined WADA January 2022.

2021 Management Team

Director General

OLIVIER NIGGLI



Senior Director, Stakeholder Engagement and Partnerships

RENÉ BOUCHARD



Chief Financial Officer

DAO CHUNG



Director, Latin America Office

MARÍA JOSÉ PESCE CUTRI



Chief Operating Officer

FRÉDÉRIC DONZÉ¹

Director, European Office and Sport Movement Relations

SÉBASTIEN GILLOT



Director, Asia/Oceania Office

KAZUHIRO HAYASHI



Associate Director, Compliance, Rules and Standards

KEVIN HAYNES



Director, Education

AMANDA HUDSON



Director, Human Resources and Corporate Services

ANGELA IANNANTUONO



Deputy Chief Operating Officer

STUART KEMP



Head of Program Development

FRANCISCO LEÓN



¹ Please see Tribute to Frédéric Donzé on [page 8](#).

2021 Management Team

Director, Communications

CATHERINE MACLEAN



Chief Technology Officer

MARC-ANDRÉ MATTON



Director, NADO/RADO Relations

TOM MAY



Director, Office of the President

RAFAL PIECHOTA



Senior Director, Science and Medicine

DR. OLIVIER RABIN



Director, Testing

TIM RICKETTS



Director, Legal Affairs

JULIEN SIEVEKING



Director, Africa Office

RODNEY SWIGELAAR



Chief Medical Officer

DR. ALAN VERNEC



General Counsel

ROSS WENZEL²



Chief of Staff

SHANNAN WITHERS



Director, Intelligence and Investigations

GÜNTER YOUNGER



² Mr. Wenzel joined WADA January 2022.

Organizational Overview

At the end of 2021, WADA employed 153 people of 59 nationalities to carry out its day-to-day operations from its headquarters in Montreal, four regional offices

in Cape Town, Lausanne, Montevideo and Tokyo, as well as at the Office of the President in Warsaw. Together the team collaborates with our global partners to preserve the integrity of sport and uphold the values of fair play.

Breakdown of staff by location



WADA's Regional Offices

WADA's regional offices play a key role in stakeholder engagement throughout the world. Activities are driven by WADA's strategic priorities and are primarily focused on collaborating with and providing assistance to stakeholders. They include:

- liaising with Public Authorities and regional sports organizations;
- supporting regional stakeholders in developing their anti-doping programs;
- reaching and maintaining compliance with the World Anti-Doping Code;
- supporting capacity building – including through the Regional Anti-Doping Organization programs;
- assisting with the implementation of education programs; and
- facilitating the collection of WADA's financial contributions within each region.

The Lausanne office also acts as the first point of contact for, and provides integrated support to, International Federations and other stakeholders from the Sport Movement, the bulk of which are located in Switzerland.

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



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

The purpose of the [World Anti-Doping Code \(Code\)](#)* and the World Anti-Doping Program are:

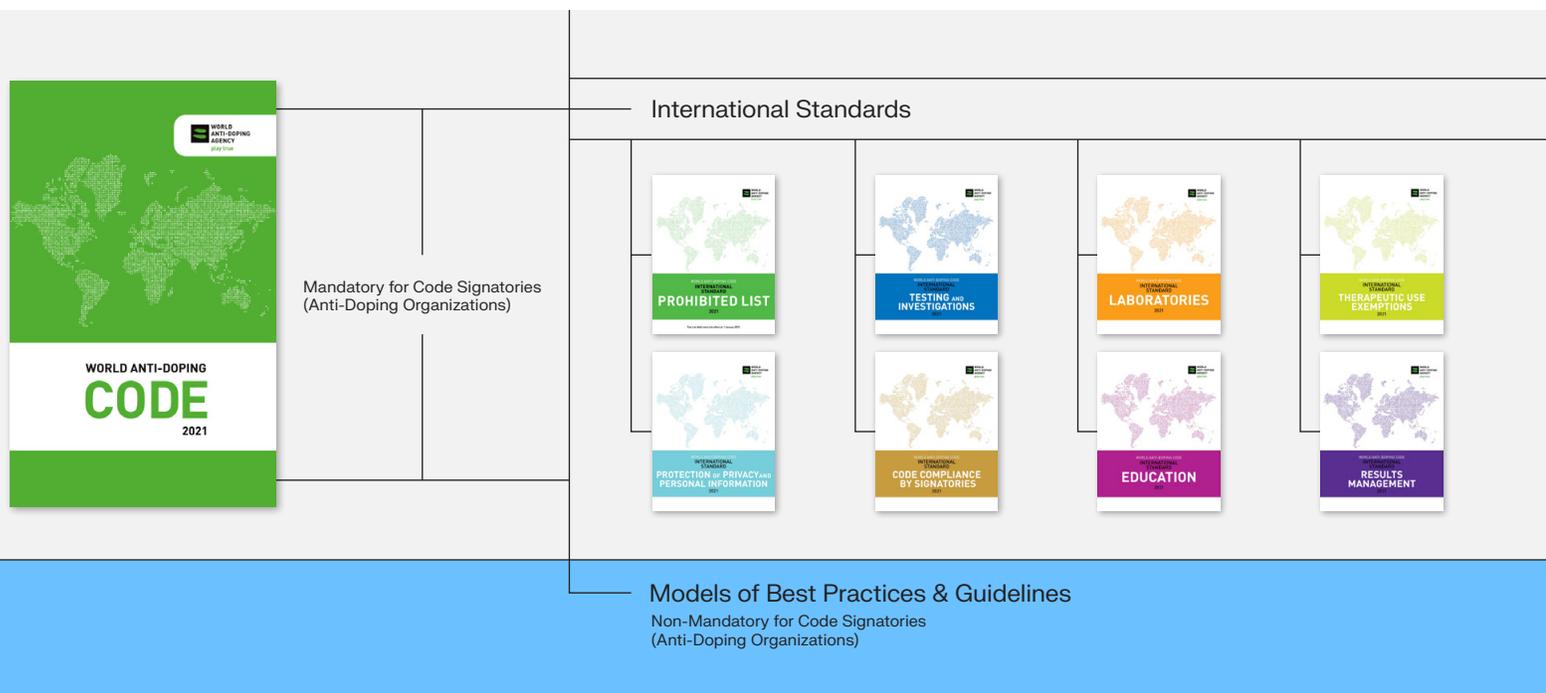
1. to protect athletes' fundamental right to participate in doping-free sport and promote health, fairness and equality for athletes worldwide; and
2. to ensure harmonized, coordinated and effective anti-doping programs at the international and national level with regard to detection, deterrence and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

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

The Code is at the heart of WADA's mission. It is the core document that harmonizes anti-doping policies, rules, and regulations within sporting organizations and among Public Authorities around the world. It works in conjunction with several [International Standards](#) that aim to foster consistency among Anti-Doping Organizations (ADOs) worldwide in various technical areas.

In a spirit of collaboration, all WADA departments guide and assist ADOs with various aspects of their anti-doping programs on a daily basis. Following a two-year consultation process, WADA approved the new Code and International Standards during the [World Conference on Doping in Sport in November 2019](#); and they entered into force on 1 January 2021.

*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 Sport Movement.



The Anti-Doping Ecosystem & Roles

Protecting clean sport around the world cannot be achieved by one group or organization alone. It requires a global network of dedicated partners, as outlined below, and WADA relies on them to play their part

in eliminating doping from sport. Together, we aim to ensure that harmonized anti-doping rules and regulations are implemented fairly and consistently by Anti-Doping Organizations (ADOs) around the world. The ultimate goal is to protect athletes' right to clean sport, which in turn promotes good health, fairness and equality.



Athlete Community	Public Authorities (Governments)	Sport Movement	Anti-Doping Expert Community	Other Stakeholders
<ul style="list-style-type: none"> — Athletes (stakeholder group that is the most impacted by anti-doping policies and activities) — Athlete entourage/ support group — Athlete representative bodies 	<ul style="list-style-type: none"> — Governments (50% donor) — International organizations (UNESCO, Council of Europe, WHO, Interpol, etc.) 	<ul style="list-style-type: none"> — IOC (50% donor) — International Federations (IFs) — IF umbrella organizations (ASOIF, AIOWF, GAISF, etc.) — Other Sport Movement organizations (IPC, NOCs, etc.) — Major event organizations — Major private sports leagues 	<ul style="list-style-type: none"> — NADOs and RADOs — Laboratories — Third-party service providers 	<ul style="list-style-type: none"> — General public — Media — Pharmaceutical industry — Sports science — Academia & research — Court of Arbitration for Sport

The Anti-Doping Ecosystem & Roles

Athlete Community

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.

Athlete Support Personnel

Athlete Support Personnel comprises all the people associated with the athletes, including managers, agents, coaches, physical trainers, medical staff, scientists, sports organizations, sponsors, lawyers and any person promoting the athlete's sporting career, including family members. As those closest to the athletes, they play a critical role in keeping sport clean.

Public Authorities (Governments)

Public Authorities (Governments)

By introducing legislation, developing policies, rules, regulations and administrative practices, Governments can take action regarding anti-doping where WADA and/or the Sport Movement cannot. Annually, Governments contribute up to fifty percent of WADA's annual budget, which is matched by the Olympic Movement via the IOC.

Intergovernmental Organizations

WADA works with a wide range of intergovernmental organizations around the world to promote fair play and clean sport through a strategy of international cooperation, education and capacity building. Some of our partners include the African Union, Association of South-East Asian Nations (ASEAN), Commonwealth Games Federation (CGF), Conference of Ministers of Youth and Sports of French-speaking Countries on the African Continent (CONFESJES), United Nations Educational, Scientific and Cultural Organization (UNESCO), Council of Europe, European Commission, European Union, Office of National Drug Control Policy (ONDCP), One-Voice, United Nations Office on Drugs and Crime (UNODC) and the World Health Organization (WHO).



The Anti-Doping Ecosystem & Roles

Sport Movement

The International Olympic Committee

The International Olympic Committee (IOC) is the governing body of the Olympic Sport Movement, which makes the Code mandatory. During the Olympic Games, the International Testing Agency delivers the anti-doping program on behalf of the IOC. The program is observed by WADA Independent Observers. On behalf of the Sport Movement, the IOC matches Governments' contributions up to 50% of WADA's annual budget.

The International Paralympic Committee

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

International Federations

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

National Olympic Committees

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

National Paralympic Committees

The IPC rules require that National Paralympic Committees (NPCs) agree to implement the Code.

Major Event Organizations

Major Event Organizations (MEOs) are organizations that function as the ruling body under the Code for any continental, regional or international event.

The Anti-Doping Ecosystem & Roles

Anti-Doping Expert Community

National Anti-Doping Organizations

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

Regional Anti-Doping Organizations

Regional Anti-Doping Organizations (RADOs) bring together several smaller and/or less-developed countries, where no significant anti-doping program exists, to develop regional anti-doping programs that are compliant with the Code.

Laboratories

The global doping control system is serviced by a network of WADA-accredited [laboratories](#) that analyze samples and report test results into WADA's [Anti-Doping Administration and Management System \(ADAMS\)](#). Laboratories that analyze doping control samples must achieve and maintain accreditation from WADA. While only accredited laboratories can analyze doping control samples, in order to fully serve the development of the [Athlete Biological Passport \(ABP\)](#), particularly in regions where the current network of WADA-accredited laboratories may be limited, WADA has approved laboratories to conduct blood analyses in support of the ABP.

Third-Party Service Providers

Many Anti-Doping Organizations (ADOs) use anti-doping service providers to assist with fulfilling their anti-doping roles and responsibilities.

The Anti-Doping Ecosystem & Roles

Other

Court of Arbitration for Sport

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

Law Enforcement

Law enforcement and other government agencies possess powers that sport does not have, such as tackling the source and supply of illegal substances as well as searching and detaining those suspected of crimes. Equally, WADA and other ADOs receive information and develop expertise that can be useful to criminal investigations. WADA enjoys partnerships with [Interpol](#), [World Customs Organization](#) and [Europol](#), among others.

Pharmaceutical Industry

A crucial part of WADA's strategy is to develop partnerships with organizations that have the expertise to help find solutions, as well as having a vested interest in stopping the abuse of substances. The pharmaceutical and biotechnology industries have acknowledged their interest and their growing commitment to help address the public health concern, to mitigate the misuse of their products and to combat doping in sport effectively.



Stakeholder Engagement & Partnerships

Stakeholder Engagement and Partnerships is a new Impact Area for WADA stemming from the Agency's [2020–2024 Strategic Plan \(Strategic Plan\)](#). Its purpose is to ensure that WADA engages its stakeholders in a planned, coherent and targeted manner, and ultimately, to encourage cooperation and trust within the global anti-doping community.

It does so by:

- coordinating stakeholder engagement activities;
- ensuring a coherent and common approach with all stakeholders;
- coordinating key funder relationships with the International Olympic Committee (IOC) and Governments;
- developing strategic partnerships; and
- coordinating the funding strategy and private fund-raising efforts.

Despite the COVID-19 pandemic, in 2021, WADA organized numerous ministerial meetings; established a number of new partnerships with organizations; developed a private fund-raising strategy; and, maintained on-going contact with stakeholders.

Stakeholder Engagement

Bilateral Meetings with the WADA President

As part of his direct outreach to stakeholders, WADA President Witold Bańka continued holding meetings with Ministers of Sport and other Public Authority representatives from around the world throughout 2021.

These meetings provided the opportunity to outline WADA's priorities, increase the Agency's knowledge of anti-doping issues in different parts of the world, reiterate the importance of protecting clean sport and help develop closer relationships with key partners.

Over the course of 2021, 20 virtual and in-person meetings took place as outlined below with government ministers and senior officials, orchestrated by WADA Stakeholder Engagement and Partnerships in Montreal and facilitated and supported by WADA's Regional Offices and other departments.

The feedback has been very positive, with stakeholders expressing their appreciation for the direct contact with the WADA President; and, their desire to strengthen engagement, cooperation and coordination at the highest levels.

Stakeholder Engagement & Partnerships

Date	Country	Country Representative
January	Jordan	His Royal Highness Prince Feisal Al Hussein
January	Morocco	Minister Othman El Ferdaous
January	Singapore	Minister Edwin Tong
April	Ghana	Minister Mustapha Ussif
May	Malta	Dr. Clifton Grima, Parliamentary Secretary for Youths, Sports, and Voluntary Organizations
May	Monaco	Minister Patrice Cellario
June	Egypt	Minister Ashraf Sobhy
July	Argentina	Ms. Ines Arrondo, National Secretary of Sport
July	Australia	Minister Richard Colbeck
July	China	Minister Gou Zhongwen
July	Japan	State Minister Hideki Niwa
July	Kenya	Ms. Amina Mohamed, Cabinet Secretary for Sports, Heritage and Culture
July	Mauritius	Minister Stephan Toussaint
July	Saudi Arabia	His Royal Highness Prince Abdulaziz Alfaisal bin Abdulaziz
July	Slovenia	Minister Simona Kustec
August	New Zealand	Deputy Prime Minister Grant Robertson
September	Russian Federation	Minister Oleg Matytsin
October	France	Minister Roxana Maracineanu
October	Turkey	Dr. Mehmet Kasapoglu, Minister
November	Italy	Ms. Valentina Vezzali, Sports Undersecretary

Stakeholder Engagement & Partnerships

Regional Forums

In addition to bilateral meetings, WADA organized multilateral forums virtually with Public Authority representatives. The forums were attended by the WADA President, Vice-President Yang Yang and Director General Olivier Niggli and allowed for the exchange of views on anti-doping with ministerial and senior official representatives.

On [13 October](#), WADA held its first virtual Public Authority forum for Africa with ten Sports Ministers and 37 participants joining from 11 countries. WADA was united in thanking the Ministers and other senior government officials of African countries for their commitment to clean sport and encouraged further support for and from the region.

On [7 July](#), WADA held its first virtual Public Authority forum for Asia with representatives from 21 Governments; and, on [20 October](#), the Agency held its second forum with representatives from 19 Central and West Asian countries. In both instances, WADA encouraged continued collaboration across all nations within the Asia region in order to strengthen the anti-doping system for athletes of the region and the world.

Partnerships

Intergovernmental Institutions

African Union

Engagement continued with the African Union (AU) Commissioner for Health, Humanitarian Affairs and Social Development, Amira El Fadil, on matters such as the organization of the [African Partnership Forum](#), the remit of WADA contributions from the region and the role of the Commissioner as a member of WADA's Executive Committee (ExCo). As her term with the AU came to an end in 2021, Ms. El Fadil also stepped down from her post as an ExCo member towards the end of the year. WADA is grateful for her continued commitment and support to anti-doping and the positive impact she made throughout her term.

Association of Southeast Asian Nations

A Memorandum of Understanding (MoU) between the Association of Southeast Asian Nations (ASEAN) and WADA continued to be drafted in 2021 (and was eventually signed in [March 2022](#)). The MoU was signed with the objective of formalizing cooperation between the two organizations to prevent doping in sports across the ASEAN region. WADA Stakeholder Engagement & Partnerships, WADA's Asia/Oceania Regional Office and the Southeast Asian Regional Anti-Doping Organization (SEARADO) worked collaboratively to finalize the document.

Conference of the Ministers of Youth and Sport of French Speaking countries

Following the signing of an MoU in [June 2020](#) between WADA and Conference of the Ministers of Youth and Sport of French Speaking countries (CONFESJES), the two organizations worked together in 2021 to identify joint initiatives. The aim of the MoU is to strengthen the integrity of sport in the region while addressing doping related issues.

The WADA Director General [participated](#) in the CONFESJES Ministerial Conference held virtually on 26–27 February, together with WADA's Africa Office. The Office also took part in the expert's session held in advance of the Ministerial Conference.

Stakeholder Engagement & Partnerships

South American Sports Council

On 25 February, the Director of our Latin America Office participated virtually in the South American Sports Council's (CONSUDE's) General Assembly. During the session, elections were held and the Sports Minister for Paraguay, Mr. Diego Galeano Harrison, was re-elected as CONSUDE President. By extension, he was appointed as WADA's Foundation Board (Board) member to represent the Americas in 2021 and 2022.

Council of Europe

On 12 January, the WADA President participated in and made an intervention during the 16th Council of Europe (CoE) Conference of Ministers responsible for Sport, which was focused on Human Rights in Sport. Additionally, WADA representatives continued to take part in various working groups established by the CoE and attended the Ad Hoc European Committee for the World Anti-Doping Agency (CAHAMA) meetings to provide further information and answer questions regarding the topics on the agenda for the ExCo and Board meetings.

Following the Court of Arbitration for Sport's decision of [17 December 2020](#) declaring the Russian Anti-Doping Agency (RUSADA) non-compliant with the World Anti-Doping Code (Code), WADA officially informed the Secretary General of the CoE of the decision on 20 January 2021 and encouraged them to review the matter and consider any relevant action towards the Russian Government as a State Party to the [CoE Anti-Doping Convention](#).

WADA's Europe Office was an observer on the visit by the Monitoring Group of the CoE's Anti-Doping Convention Evaluation to the Russian Federation from 21–23 September 2021.

European Union

Collaboration between WADA and the European Union (EU) continued to grow in 2021. On 26 March, WADA met with the European Commission's Unit for Sport to further discuss joint initiatives. Following the meeting, WADA promoted the [Erasmus+ program](#) among its stakeholders by indicating that it is an extra opportunity to finance some of their activities, in particular education and social science research.

In September, WADA [became an official partner](#) of the European Commission's European Week of Sport 2021, which promotes sport and physical activity across Europe. The campaign kicked off in Bled, Slovenia on 23 September with a 'Healthy Lifestyle 4 All' event hosted by the Slovenian Presidency of the Council of the EU. The WADA President was on hand to pledge the Agency's support to the two-year campaign showcasing the European Commission's commitment to promoting a healthy lifestyle across generations and social groups.

On 11 October, the WADA President took part in an online hearing of the [European Parliament](#) Committee on Culture and Education and outlined some of the challenges faced by the Agency, as well as recent achievements by those from the broader anti-doping community in Europe and around the world. He called for the EU to play an active role in anti-doping and take a strong stance internationally.

Organization for Economic Co-operation and Development

WADA is part of the Partnership of International Organizations for Effective International Rule Making (IO Partnership) established and led by the Organization for Economic Co-operation and Development (OECD). In September, the IO Partnership published a [Compendium of IO Practices for Effective International Rulemaking](#), to which WADA contributed.

Stakeholder Engagement & Partnerships

United Nations Educational, Scientific and Cultural Organization

WADA continued to support the United Nations Educational, Scientific and Cultural Organization (**UNESCO**) by:

- Encouraging the remaining four States Parties to ratify the UNESCO International Convention against Doping in Sport (the Convention). Late in 2020, both [Lebanon](#) and [São Tomé and Príncipe](#) ratified the Convention, bringing the total to 191 States Parties that have ratified the Convention, representing 98% global endorsement.
- Encouraging all States Parties to complete the mandatory online UNESCO ADLogic questionnaire.
- Participating virtually in the UNESCO Conference of Parties Bureau (COP Bureau) and Approvals Committee meetings throughout the year, in part to provide input to the drafting of legal frameworks for the implementation of the Convention on 23 August 2021.
- Encouraging attendance of Public Authorities to the [8th Session of the Conference of Parties to the Convention](#) (26–28 October 2021 in Paris) to support the implementation of the Convention. The WADA President [addressed](#) the opening session and WADA Director General delivered a presentation on WADA's activities. In addition, two WADA Athlete Committee members, Kady Kanouté Tounkara and Yuhan Tan, participated in the related Athlete Forum on 26 October.

WADA was in Paris in October for the Eighth session of the Conference of Parties to the International Conference against Doping in Sport.

United Nations Office on Drugs and Crime

Following an MoU signed between WADA and the United Nations Office on Drugs and Crime (**UNODC**) on [24 February 2021](#), WADA's Science and Medicine Department advanced to the implementation phase of the agreement, specifically concerning the exchange of expertise regarding the WADA laboratory accreditation program and in support of the List of Prohibited Substances and Methods.

World Health Organization

Discussions continue with the World Health Organization (**WHO**) to strengthen WADA's ability to detect and deter the development and abuse of counterfeit and illegal drugs in the sport community in connection with the global problem of drug abuse and impact on health in society. Discussions between WADA and the WHO were suspended for several months due to the pandemic; however, a meeting was held in October 2021 to define areas of collaboration, with implementation set to begin in 2022.



Stakeholder Engagement & Partnerships

Sport Movement

WADA works hand in hand with the various bodies that regulate and promote sports around the world. The main constituents of the Sport Movement are the International Olympic Committee (IOC), the International Paralympic Committee (IPC), International Federations (IFs), National Olympic Committees (NOCs), National Paralympic Committees (NPCs) and Major Event Organizations (MEOs).

Sport Movement Relations

WADA collaboration is mainly conducted through its Sport Movement Relations Department based at the Agency's Europe Office in Lausanne, Switzerland – the city that is also home to the IOC and many IFs. WADA supports more than 120 such organizations, which have diverse sets of experience and expertise in anti-doping as well as varying levels of resources, by establishing and maintaining good communications and mutually beneficial relationships with their leadership and operational contacts.

Bilateral Meetings with the WADA President

In 2021, the WADA President held a number of virtual meetings with sports leaders around the world. These meetings were vital for WADA to understand the realities facing different sports organizations; to share WADA's priorities; and, to agree on the necessity to work together to strengthen the global anti-doping system.

In October, the WADA President spoke at the Association of National Olympic Committees General Assembly in Greece.

Interventions during other Sport Movement Forums

In addition to bilateral meetings, the WADA leadership also participated in numerous Sport Movement forums, including the following interventions by the WADA President:

- 11 March: [Speech delivered \(and report submitted\) to the 137th IOC Session](#)
- 24 May: Speech delivered to the General Assembly of the Association of National Olympic Committees of Africa (ANOCA)
- 8 June: Report submitted to the 45th General Assembly of the Association of Summer Olympic International Federations (ASOIF)
- 20 May: Speech delivered (and report submitted) to the 138th IOC Session
- 24 October: [Speech delivered to the 25th General Assembly of the Association of National Olympic Committees \(ANOC\)](#)
- 11 December: Speech delivered to the 10th IOC Olympic Summit



Stakeholder Engagement & Partnerships

Research Partnerships

Another avenue the Stakeholder Engagement & Partnerships Impact Area began exploring in 2021 is possible collaboration with entities already carrying out research in areas that are of interest to WADA. In addition to allowing the Agency to pool resources, knowledge and best practices, such partnerships would also facilitate the introduction of scientists working in the same fields and allow us to multiply our capacity in the different areas.

2021 Funding

WADA's core budget is sourced from the Sport Movement and Governments of the world. Annual Government contributions are calculated through a regional split, which was agreed upon by Public Authorities shortly after the creation of WADA in 1999. On behalf of the Sport Movement, the IOC matches Government contributions up to 50% of WADA's annual budget.

As it relates to WADA's 2021 core budget of USD 40,440,000, in 2021, Public Authorities remitted USD 19,974,000 (99%) and the IOC remitted USD 18,451,000 (91%).

In [November 2019](#), IOC President Thomas Bach announced that the IOC would match additional funds contributed to WADA for Scientific Research and Intelligence and Investigations (I&I) activities. As such, the IOC ensured that every dollar invested by Governments brought two dollars into the system. As part of this initiative, from November 2019 to June 2021, WADA welcomed additional financial commitments from the following Governments:

Government	Total Received from November 2019 to December 2021 (In USD)	Received in 2021 (In USD)
Canada	748,390 (of which 55,000 was earmarked for education)	748,390
China	992,694	-
Cyprus	3,201	-
Egypt	100,000	100,000
France	60,818	60,818
Greece	24,300	-
India	1,000,000	1,000,000
Poland	108,000	-
Saudi Arabia	500,000	250,000 (balance received in 2020)
Total	3,537,403	2,159,208

In [December 2020](#), [January](#) and [May](#), WADA publicly welcomed these commitments. Given that the additional contributions were matched by the IOC, the extra commitments in 2021 yielded USD 4.3 million extra for the global anti-doping system. This collaborative initiative demonstrates the strength of the partnership between Governments and the Sport Movement.

Stakeholder Engagement & Partnerships

Private Funding

WADA is grateful for the 8% annual budgetary increase that it received from Public Authorities and the Sport Movement for 2018–2022 as well as the additional contributions that the Agency has received. This has allowed the Agency to support its ever-expanding mandate that has required significant investment in areas such as education, intelligence and investigations, compliance, governance reform, and more. Unfortunately, the expanding mandate has resulted in funding being redirected from key activities such as scientific research.

While the Agency has been strengthened, WADA believes that much more must be done to deliver on its global collaborative mission for doping-free sport; and that, Governments and the Sport Movement cannot be expected to shoulder the financial responsibility alone.

As such, WADA has developed a private funding strategy with the belief that there are many socially responsible organizations that would have an interest in investing in the integrity of sport.

In 2021, WADA began seeking financial partners at the global, continental and national levels. By partnering with a limited number of leading organizations, we believe we can increase our ability to promote health, equality and fairness; and, to oversee, implement and harmonize the global anti-doping system.

2020–2024 Strategic Plan



2020–2024 Strategic Plan



WADA's [2020–2024 Strategic Plan \(Plan\)](#) was unveiled in July 2020. It lays out the following six Strategic Priorities, which are shaping the transformational journey that the Agency is on as it 'Leads Anti-Doping in a New Era':

Lead

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

Grow Impact

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

Be Athlete-Centered

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

Collaborate & Unite

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

Be Visible

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

Perform

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

In 2021, WADA began actioning these six priorities in earnest by further engaging and empowering athletes in developing clean sport; continuing to build anti-doping capacity worldwide; securing the additional funding that is required to further enable doping-free sport; and, more generally, tirelessly pursuing our purpose on all fronts to provide athletes with an environment where they can fairly achieve their dreams.

Our Activities



Athlete Engagement

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

The creation of [Athlete Engagement](#) as one of our Impact Areas is one of the most exciting developments for WADA in 2021. While we have always been athlete centered, identifying it as a strategic priority and then creating a corresponding Impact Area has allowed us to reorient the way we think about athlete engagement: it isn't just something we do, it's an institutionalized part of who we are.

Athlete Engagement Strategy & Implementation

Thanks to our [Strategic Plan for 2020–2024 \(Plan\)](#), the influence of athletes on all aspects of anti-doping policy and governance is significantly on the rise.

Based on six Strategic Priorities, each of which has athletes at its core, the Plan forms the roadmap for WADA's transformational journey over this five-year period. The 'Be Athlete Centered' priority involves WADA:

- engaging and empowering athletes to contribute to the development of anti-doping policies;
- building an easier anti-doping journey for athletes; and
- increasing the contribution that our programs deliver for athletes and their entourage so that they can build healthy and sustainable careers in sport.

While WADA President Witold Bańka continues to lead the push to engage more meaningfully with athletes worldwide, the scope of Athlete Engagement now extends throughout WADA, touching all areas of our work.

We are still in the early stages of actioning the Be Athlete Centered priority, but we can already point to a growing list of accomplishments, including:

- a more engagement-based presence at Major Events;
- the inclusion of athlete representatives on WADA's [Independent Observer](#) teams, which monitor and report on all aspects of anti-doping programs during Major Events;
- the establishment of two pilot projects (Clean Sport Network/Forums) to assess the viability of ongoing virtual engagement with athletes;
- athlete surveys to gain crucial feedback and KPIs; and
- increasing use of digital platforms to interact with athletes, such as:
 - [Anti-Doping Administration & Management System \(ADAMS\)](#);
 - [Anti-Doping Education and Learning Platform \(ADEL\)](#);
 - [Athlete Central](#); and
 - [WADA's website](#) and social media.

Athlete Engagement

Athlete Engagement and Governance

Athlete engagement was instrumental to our governance reform process. The Athlete Committee appointed two athletes to the [Working Group on the Review of WADA Governance Reforms](#) and also formed a Working Group to focus on improving athlete representation in WADA's governance. From the efforts of both of these Working Groups came [another series of governance reforms](#) that were approved by WADA's Foundation Board (Board) in November 2021, one of which was the creation of a reformed and renamed athlete group, the [WADA Athlete Council](#).



Ben Sandford, WADA's Athlete Committee Chair said about the development of the new WADA Athlete Council:

“ATHLETES NEED TO BE AT THE CORE OF WHAT WADA DOES AND THERE IS A STRONG DRIVE WITHIN THE ATHLETE COMMUNITY WORLDWIDE TO BE MORE INVOLVED AND IMPROVE ATHLETE REPRESENTATION WITHIN ANTI-DOPING.”

Athlete Council

The Athlete Council will be composed of athletes' representatives chosen by athletes and grouped as follows:

- **Group 1:** five athletes appointed by the International Olympic Committee's and International Paralympic Committee's Athlete Commissions;
- **Group 2:** eight athletes elected by the Athlete Commissions of International Federations (IFs); and
- **Group 3:** seven other athletes, to be selected by the Athlete Council Appointment Panel ("Panel") made up of a majority of athletes, to fill skills and diversity gaps.

The new Athlete Council is set to replace the 12-member Athlete Committee (referenced below) on 1 January 2023. It will represent, support, and promote the voices of athletes on anti-doping matters and will be the avenue for athletes to assume important seats within WADA's governing bodies. Specifically:

- the Council Chair will be appointed to WADA's [Executive Committee \(ExCo\)](#);
- two members will have seats on WADA's [Board](#); and
- the Council will be in charge of appointing athlete representatives to other WADA bodies, including WADA's various [Standing Committees](#), which report to the ExCo.

Athletes' Anti-Doping Ombuds Pilot Project

In November 2021, the ExCo [endorsed](#) a one-year pilot project for an Athletes' Anti-Doping Ombuds Program, as proposed by WADA's Athlete Committee. This included the commitment of a budget for the recruitment of an Ombuds; the setting up of regulatory documents; and the establishment of terms of reference for launch in Europe in 2022.

Part of WADA's commitment to be more athlete centered, the pilot project is designed to help athletes navigate the anti-doping process by establishing a neutral or impartial dispute resolution practice whose major function will be to provide confidential and informal assistance to athletes bound by anti-doping rules under the World Anti-Doping Code.

Athlete Engagement



On 23 July, WADA's President, Director General and Vice President hosted WADA's traditional pre-Olympic and Paralympic Games media conference, which included the Chair of the Agency's [Independent Observer Team](#) for the Olympic Games, Dr. Francesca Rossi.

Presence at Tokyo 2020

In light of COVID-19, WADA reimagined its athlete outreach activities for the Tokyo Olympic and Paralympic Games, which were postponed to 2021. In lieu of the traditional outreach activities, WADA was granted the opportunity to display its Tokyo branded signage in a high traffic area to convey clean sport messages to athletes and their entourage; and, engage them on social media.

While we were unable to distribute promotional items in person, we were able to provide Play True sport towels to ath-

letes during doping control with the support of the Japan Anti-Doping Agency (JADA). WADA is pleased that these items were able to be distributed as another means to connect with athletes. ANTA, the world's third biggest sportswear company, produced and covered the cost of the towels, which resulted in considerable savings for WADA. We are grateful to ANTA, JADA and the Tokyo Organizing Committee for making this possible.

Given that we were not able to have WADA representatives engaging with athletes on the ground, Athlete Committee member Jeff Porter (USA/Athletics) kindly agreed to act as an [informal WADA ambassador in Tokyo](#).



Athlete Committee

WADA's approach to athlete engagement is inherently iterative, which means we are always seeking input from athletes, incorporating their ideas and then soliciting their feedback.

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

2021 Athlete Committee Membership

- Ben Sandford, Chair, New Zealand (Skeleton)
- Humphrey Kayange, Kenya (Rugby)
- Astrid Uhrenholdt Jacobsen, Norway (Cross-country skiing)
- Chelsey Gotell, Canada (Para-swimming)
- Kady Kanouté Tounkara, Mali/France (Basketball)
- Petr Koukal, Czech Republic (Badminton)
- Li Na, China (Diving)
- Yuhan Tan, Belgium (Badminton)
- Emma Terho, Finland (Ice Hockey)
- Adriana Escobar, El Salvador (Rowing)
- Jeff Porter, USA (Track & Field)
- Hong Zhang, China (Speed Skating)

IOC's 10th International Athlete Forum

In the lead-up to the 10th International Athlete Forum in May 2021, members of WADA's Athlete Committee managed five continental breakout sessions during which they gathered feedback and ideas from fellow athletes to be used to inform the Committee of various athlete perspectives on anti-doping.

Athlete Webinar Series

The Athlete Committee also continued its Athlete Webinar Series, which was introduced in 2020 as an interactive platform for the Agency to engage with athletes on anti-doping matters.

The 2021 series of athlete-led webinars began in February with a discussion on COVID-19 and an update on Clean Sport. Other topics throughout the year included Anti-Doping Testing in 2021: Olympic Games, Paralympic Games, and future testing changes.

Athlete Engagement

Play True Day

Our 2021 [Play True Day](#) Campaign – centered around the theme “What does Play True mean to you?” – reached over 87 million people around the globe. The campaign took place on 9 April and saw increased involvement from all our stakeholders, especially athletes, as the global anti-doping community came together in celebration of the Play True message.

To highlight the success of the campaign, we created a [Play True Day 2021 recap video](#), which showcases stakeholder celebrations around the world through their photos, videos and campaigns on social media.



More than

87M

people reached worldwide

More than

2,200

individual posts

Nearly

200,000

engagements

Compliance, Rules & Standards

The central touchstone for the global protection of clean sport is the [World Anti-Doping Code \(Code\)](#). In a spirit of collaboration and cooperation, Code Signatories commit to complying with a number of legal, technical and operational requirements that are set out in the Code and the related [International Standards \(Standards\)](#). Compliance with these requirements is necessary to ensure that athletes and other stakeholders can benefit from the same anti-doping protections wherever sport is played.

In 2021, the global anti-doping community, with WADA's guidance and assistance, continued to work to ensure enforcement of the Code and the Standards through their anti-doping rules, regulations, legislation and programs.

The following are some of the key highlights regarding WADA's work in Compliance in 2021. For those seeking a more in-depth report, WADA published its third Code Compliance Annual Report in May 2022, which can be found on our [website](#).

WADA Internal Structures

In 2021, WADA updated its organizational structure to reflect the strategic priorities detailed in its [2020–2024 Strategic Plan](#). Within the new structure, there are five Impact Areas that function in a matrix model that consolidates functional area expertise from different departments of WADA. Compliance is one of WADA's core activities and is now managed under the Compliance, Rules and Standards Impact Area.

Code Compliance Monitoring Program

WADA's [Code Compliance Monitoring Program](#) is governed by the rules of the [International Standard for Code Compliance by Signatories \(ISCCS\)](#). The Program consists of the following components, which are part of the [Compliance Strategy](#):

1. Review of rules, regulations and legislation

Following approval of the revised 2021 Code and Standards, all Signatories were required to amend their rules and/or legislation accordingly to be in compliance with the 2021 Code by 1 January 2021.

The review of rules is a labor-intensive activity for both Signatories and WADA, made possible only through collaboration and commitment from both sides. In this spirit, between 1 January 2020 and 31 December 2020, WADA reviewed almost 900 sets of rules provided by Signatories.

Throughout 2021, WADA continued to support those Signatories that had not adopted or implemented anti-doping rules in line with the 2021 version of the Code. By the end of 2021, only one National Anti-Doping Organization (NADO) was non-compliant for not having anti-doping rules and/or legislation in place.



2. Code Compliance Questionnaire (CCQ)

The CCQ is a self-assessment, self-reporting tool developed by WADA to allow Signatories to report to WADA their compliance with the Code and Standards. Responses and information provided by Signatories allow WADA to measure compliance of anti-doping programs with the mandatory requirements of the Code and Standards.

The first CCQ was issued to International Federations (IFs) and NADOs in February 2017. In 2021, an internal working group was established to update the CCQ in view of the revised Code and Standards that came into force in January 2021.

Two CCQs were issued to Major Event Organizations (MEOs) that have events in 2022. The NADO and IF CCQ was finalized at the end of 2021 and will be issued throughout 2022 and 2023 in a staggered approach, based upon the Tier of the Signatory. See more on the Tier system below.

3. Audit Program

WADA conducts in-person audits, virtual audits and desk (or remote) audits of Signatories. These audits are carried out in a collaborative nature by trained individuals from WADA and external anti-doping experts trained by the Agency.

The original plan for 2021 was to conduct 18 audits, several of which had been delayed from 2020 due to COVID-19. However, as the pandemic continued to impact the audit program, and because the Tokyo Olympic and Paralympic Games were being held, the audit plan for 2021 was revised to include 13 audits.

Due to travel and public health restrictions in place at varying levels across the world, all audits conducted up to September 2021 were done virtually. In September 2021, some in-person audits were able to resume. Ultimately, of the 13 audits conducted, eight were done virtually and five were in-person, with eight audits conducted on NADOs and five on IFs.

To learn more about the audit program, visit the [Compliance Audits](#) page on our website.

Compliance, Rules & Standards

4. Continuous Monitoring Program

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

1. testing conducted – in particular, out-of-competition testing;
2. Registered Testing Pool (RTP) implementation;
3. Doping Control Form (DCF) entry into the Anti-Doping Administration and Management System (ADAMS);
4. Technical Document for Sport Specific Analysis (TDSSA) compliance;
5. timely and accurate entry of Therapeutic Use Exemptions (TUEs) into ADAMS; and
6. compliant and timely results management decisions.

Compliance, Rules & Standards

2021 Code Implementation

Prioritization Policy

The ISCCS allows WADA to prioritize its compliance monitoring activities of Signatories through the Policy for the Initial Application of the International Standard for Code Compliance by Signatories, also known as the [Prioritization Policy](#). This policy prioritizes the category of non-conformities (critical, high priority and general) against the level (or “Tier”) of the Signatory. WADA revised the policy as well as the [Signatory Tiers system](#) to expand accountability of compliance requirements to more Signatories and more anti-doping program areas. The policy came into force on 1 January 2022.

RUSADA

In December 2020, the Court of Arbitration for Sport (CAS) published its decision confirming the non-compliance of the Russian Anti-Doping Agency (RUSADA). In 2021, WADA established appropriate systems to monitor both the implementation of the RUSADA CAS decision by RUSADA and other Code Signatories. All IFs and MEOs were contacted to ensure they fully complied with the decision. Four fast-track compliance procedures were opened, with three successfully closed and one remaining open at the end of 2021.

2021 Compliance Enforcement Procedures

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

In 2020, the Compliance Review Committee (CRC) approved a suspension of all compliance procedures because of the pandemic. In April 2021, in accordance with the CRC’s recommendations, WADA resumed full compliance procedures. The unique combination of reopening compliance procedures, the backlog of cases previously frozen due to the pandemic and the requirement for all Signatories to have anti-doping rules in line with the 2021 Code, led to a record annual number of **53** compliance procedures being opened against Signatories and **five** cases of non-compliance in 2021.

No challenges to non-compliance assertions

The ISCCS was rigorously tested in 2021 and has proven to be a key tool in ensuring Signatories implement effective anti-doping rules and programs. No Signatory challenged its assertion of non-compliance to CAS in 2021, suggesting that WADA, the CRC and the Executive Committee implemented the ISCCS correctly.

Independent Observer Program

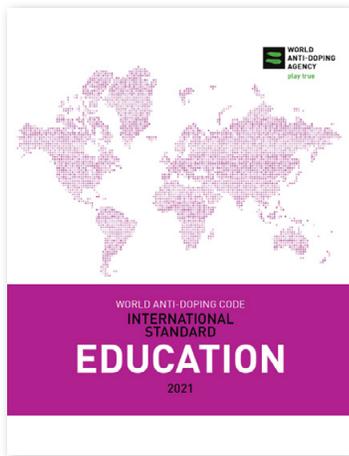
WADA’s [Independent Observer \(IO\) program](#) ensures the monitoring of Major Event Organizations (MEOs) and their implementation of the Code and Standards. Since 2000, the IO program has helped enhance athlete and public confidence at major sporting events by monitoring and reporting on all phases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

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

In 2021, WADA’s IO program was present at the Tokyo 2020 Olympic and Paralympic Games, which were held in 2021 due to COVID-19. To read the IO Team reports for these events, click [here](#).

Education

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



WADA's Education Department leads a global education system, one that recognizes that athletes start in sport clean and that our collective efforts must support athletes that wish to train and compete clean. The department facilitates increased access to education programs worldwide for athletes and their support personnel by enabling Anti-Doping Organizations (ADOs) and other stakeholders to develop and implement education programs. In addition, the department is leading efforts to reinforce and enhance practitioner capability through role-specific training and professional development initiatives.

The new [International Standard for Education \(ISE\)](#), which came into force on 1 January 2021, places education high on the global anti-doping agenda and demonstrates WADA's commitment to education. It also underlines WADA's move towards regulating education requirements and enabling Code Signatories to meet these requirements.

Beyond the ISE's entry into force, January also saw the launch of the new Anti-Doping Education and Learning (ADEL) platform as well as the establishment of the Social Science Research Expert Advisory Group (SSREAG). Over the course of 2021, WADA strengthened its digital learning offerings; progressed with its Global Learning and Development Framework (GLDF) initiative; funded a record number of projects through the Social Science Research (SSR) Grant Program; and, continued to work alongside its partners to improve education's capacity to support the global anti-doping movement.



Education

Digital Learning: ADEL

In 2021, the Education Department launched the new [ADEL](#) platform, together with the 'ADEL by WADA' mobile app, delivering an improved user experience via a more intuitive, modern and accessible interface. Also launched at this time were several new education programs for the anti-doping community worldwide, including international- and national-level athletes; high performance coaches; parents; medical professionals; and [more](#). ADEL provides education solutions that ADOs can use to educate their 'frontline audiences,' such as athletes and Athlete Support Personnel. As a learning tool for anti-doping practitioners, ADEL facilitates easy access to anti-doping resources in a range of technical areas, enabling those responsible for the development and delivery of anti-doping programs to seek information relevant to their roles.

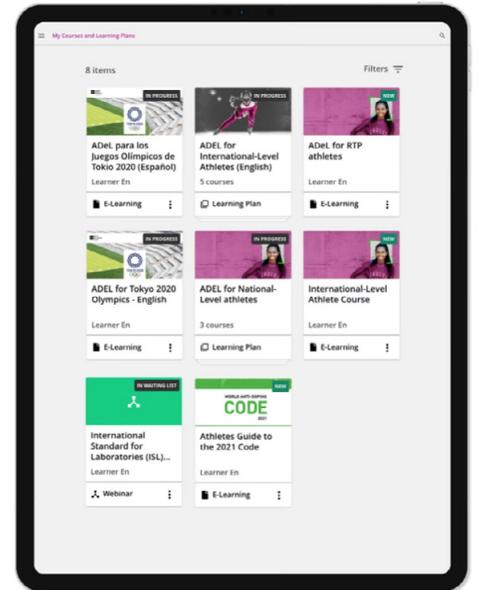
Over the course of the year, WADA released several new education resources and e-learning courses on the platform. To help increase access to education, ADEL offers the majority of its content in English, French and Spanish; and also supports ADOs in translating the content into 23 other languages. For details on ADEL's new offerings in 2021, click on the various items in the timeline below, most of which will take you to an article about the indicated resource(s) or course.



ADEL BY WADA

Education

GET



New [resources](#) for athletes and Athlete Support Personnel re: Code and Prohibited List

New [education program](#) for "Talented Athletes"

Guide to the [2022 Prohibited List](#)

JANUARY

APRIL

JUNE

SEPTEMBER

OCTOBER

NOVEMBER

Over 50 new [resources](#) published as part of the Code Implementation Support Program (CISP)

New [e-learning course](#) for Beijing 2022 Olympic Winter Games

New [e-learning course](#) for Beijing 2022 Paralympic Winter Games

Education

ADEL engagement by the numbers in 2021:

80,400

users, of which over 53,000 were athletes

172,800+

completions of education programs, of which over 108,000 were by athletes

114

ADOs signed up as 'Power Users'

32,000+

interactions with Code Implementation Support Program (CISP)

To learn more about the ADEL platform, and its success after one year, a detailed article can be found on our [website](#).

ADO Capability Development and Support

Code Implementation Support Program

To assist stakeholders in the adoption of the 2021 Code, in May 2020 WADA launched the [Code Implementation Support Program \(CISP\)](#). CISP, which is hosted on ADEL, provides a centralized place for anti-doping practitioners to find information and resources intended to be useful in their day-to-day work, helping to create a 'self-help' culture. Phase one focused on developing user-friendly, easy-to-understand resources that explained in clear terms what the changes were and what ADOs needed to do to implement the 2021 Code and ISE successfully. A series of factsheets, presentations and checklists (provided in English, French and Spanish) supported ADOs in updating their programs. Phase two focused on the review and redevelopment of existing Agency resources, tools and templates. Throughout 2021, WADA developed and added numerous new resources on a variety of topics and saw over 30,000 interactions with the program.

Global Learning and Development Framework

In April 2020, the Education Department initiated development of a [Global Learning and Development Framework \(GLDF\)](#), to better support anti-doping practitioners in their roles. In 2021, five Technical Working Groups (TWGs) were established – comprised of practitioners and a WADA Technical lead – to develop [professional standards](#) that clearly outline the competencies, skills and knowledge required by anti-doping practitioners in six roles:

- Education;
- Communications and Media;
- Data Privacy;
- Intelligence and Investigations;
- Results Management; and
- Hearing Panels.

Each TWG provided input to the development of role-specific training developed by the Education Department, which was piloted with European anti-doping practitioners (thanks to support from the Polish Anti-Doping Agency) prior to being made available for ADOs and other stakeholders worldwide starting in 2022.

Education

In August 2021, the Education Department invited stakeholders to participate in its first Global Skills Survey. Completed by 213 practitioners, the Survey aimed to gather insights from anti-doping practitioners that occupy or have responsibility for one of the six roles. In addition, the survey provided an opportunity to sense check the draft professional standards prior to their finalization. The responses

to the survey revealed a real desire for training to help anti-doping practitioners in their roles. Only 37.7% of respondents reported having taken part in professional training on anti-doping (which means that 62.3% had never been trained in anti-doping); while, 85.5% showed an interest in attending role-specific training. The survey also shed light on respondents' perception of the need for training in the industry, with 98% of them stating that anti-doping practitioners want to feel better equipped with knowledge, skills and competencies to achieve their roles, and 93.4% agreeing that new anti-doping practitioners need better support at the start of their career to understand anti-doping.

Social Science Research

New Social Science Research Expert Advisory Group

In January 2021, WADA established the [Social Science Research Expert Advisory Group \(SSREAG\)](#), which is responsible for providing voluntary expert advice, recommendations and guidance to WADA's [Education Committee](#) and Education

Department on all SSR matters related to anti-doping. The Group's [Terms of Reference](#) allow for wider support and development of SSR beyond WADA's SSR Grant Program and beyond education, where it has traditionally focused. Among its priorities, the SSREAG is supporting WADA in its implementation of its [SSR Strategy for 2020–2024](#) that was launched in October 2020.



Education

Social Science Research Grant Program

2021 was an impressive year for the SSR Grant Program, with the highest number of projects to ever be funded by WADA in a single annual cycle; the most countries that will receive funding; and the largest total sum of money awarded.

In line with the SSR Strategy, WADA revised its SSR Grant Program, and the difference is already evident in increasing visibility for SSR; particularly in regions that have not typically engaged with the program in the past. For 2021, more than 70% of the projects are being conducted in countries that have traditionally received less research funding. The restructured Grant Program now includes the publication of research priorities, a two-stage application process and a tiered structure with three distinct tiers of investment available for applicants, depending on the scale and scope of the proposed project.

- **64 applications received (plus 28 Expressions of Interest not shortlisted)**
 - 28 from Europe
 - 18 from Africa
 - 10 from Asia
 - 4 from North America
 - 2 from Oceania
 - 2 from Latin America
- **18 research projects selected**
 - 7 from Africa
 - 6 from Europe
 - 2 from North America
 - 1 from Latin America
 - 1 from Asia
 - 1 from Oceania
- **USD 475,000 allocated**

Learn more [here](#) about the projects, the selection process, and the SSR Grant Program in general.

Athlete Vulnerability Survey

In cooperation with the Université de Sherbrooke Research Chair, which was launched in February 2020, WADA conducted a survey of its sports stakeholders examining the nature of athletes' vulnerability to doping. Identifying and supporting vulnerable athlete groups is a key initiative of WADA's SSR Strategy and a critical component of the priorities outlined in WADA's [2020–2024 Strategic Plan](#), specifically with regard to being athlete-centered and focusing on impactful research.

574 sport stakeholders (355 sport organization personnel and 219 athletes, representing 85 countries and 59 sports in total) responded to the survey. Nine vulnerability factors were identified as 'most important' by both athletes and sport personnel, highlighting the need for education programs that cover a broad range of topics and provide support to athletes through varied means. To learn more about the survey results, you can read the report [here](#).

Stakeholder Survey on Social Science Research

In April 2021, WADA announced the launch of a [Social Science Research Collaboration Platform](#) established by WADA in partnership with the Council of Europe, the European Commission, the International Olympic Committee (IOC), the Partnership for Clean Competition (PCC) and the United Nations Educational, Scientific and Cultural Organization (UNESCO) to raise the visibility of SSR in Sport.

At the time, the platform administered a survey that was designed to gather stakeholder feedback in SSR as it relates to sport integrity. The overarching research themes that capture all the organizations' common interests are:

- Athlete welfare/well-being
- Sport integrity
- Values-based education
- Sport governance
- Effectiveness of education
- Equality and inclusion in sport
- Athlete environment/influences on behavior
- Impact of technology on sport integrity

The SSR Collaboration Platform will publish a report in 2022 based on the survey and look to use the results to inform their approach to SSR; examine ways to work together to support researchers; and, to promote access to research findings.

Education

Education Partnerships

Council of Europe

The department continued its relationship with the Council of Europe Advisory Group for Education and its associated Drafting Group to help progress education policy and practice. In 2021, the Drafting Group provided technical input to a number of key resources related to monitoring and evaluating education programs, educating athletes after a sanction, and the development and training of educators, among others.

Sport Values in Every Classroom

In 2021, WADA, UNESCO, the IOC, the Agitos Foundation, the International Council for Sport Science and Physical Education and the International Fair Play Committee, collectively referred to as the 'Education Partnership,' expanded the availability of the 'Sport Values in Every Classroom' Toolkit that was published in 2019 by releasing it in French and Spanish.

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

International School Sport Federation

In September 2021, WADA's [Education Committee](#) Chair and then member of WADA's [Athlete Committee](#), Kady Kanouté Tounkara, represented WADA and actively promoted Clean Sport education while participating in the [International School Sport Federation's \(ISF's\)](#) 'School Sport Forum' in Belgrade, Serbia.

WADA first initiated a collaboration with the ISF in 2020. As the global organization for school sport, ISF reaches thousands of young people worldwide. Our common agenda aims to collectively instill sport values at an early age, when learning is most crucial and effective.

Ms. Kanouté Tounkara stressed the importance of values-based education in the anti-doping system, underscoring that every athlete's first experience with anti-doping should be through an educational program, and not the testing or sample collection process. "I believe that every sport organization, including WADA, has the same goal: to protect clean sport and promote athlete health."

International University Sports Federation (FISU)

WADA participated in a clean sport webinar as part of FISU's Student Ambassador program. The webinar was supported by SSREAG member Andrew Heyes, who presented on the meaning of clean sport to athletes. The webinar also featured WADA-funded researchers Kelsey Erickson and Laurie Patterson, who facilitated a session on common scenarios that athletes may encounter.



In September, WADA's Education Committee Chair Kady Kanouté Tounkara promoted Clean Sport education at the International School Sport Federation's (ISF's) 'School Sport Forum' in Belgrade, Serbia.

Intelligence & Investigations

The fight against doping in sport is being waged on several complementary fronts. WADA's Intelligence and Investigations (I&I) Department plays a critical role in this

regard by gathering intelligence; carrying out investigations; developing external partnerships to leverage knowledge sharing; and, collaborating with other WADA departments to achieve greater anti-doping synergies.



Internal Organization

WADA I&I is organized into the following three units:

1. a Confidential Information Unit (CIU) that manages WADA's confidential reporting program, [Speak Up!](#), and acts as the bridge between confidential sources that report doping allegations and WADA investigators;
2. an Investigation Unit (IU) that runs investigations; and
3. the Compliance Investigation Section (CIS) that is dedicated to investigating allegations of non-compliance by Signatories to the World Anti-Doping Code (Code), which in 2021 represented approximately 25% of the submissions received through the Speak Up! platform.

Under WADA's [Investigation Policy](#), the I&I Department operates independently from the rest of the Agency and has oversight of its budget. Under this Policy, the I&I Department may run any investigation that it deems appropriate, without seeking prior consent or approval from WADA's Executive Committee, Foundation Board, President or Director General. In addition, an independent external process of review and annual audit ensures that WADA I&I's operations are best practice; follow applicable laws and regulations; and, protect the rights and privacy of individuals.

Confidential Information Unit (CIU)

Speak Up!

Since the launch of WADA's confidential digital reporting platform [Speak Up!](#) in March 2017, the CIU has received more than 1,000 intelligence reports from confidential sources. Every report received through the platform is assessed, analyzed and registered through an information security management system. If WADA I&I decides not to pursue a case, the doping allegations submitted are shared with internal and external partners, subject to the confidential source's consent.

Reports received have resulted in hundreds of parallel investigations being opened by Code Signatories and law enforcement agencies. In 2021 alone, [Speak Up!](#) received 250 reports that led to almost 100 investigative actions. Most intelligence leads have been shared with our stakeholders for further follow-up.

While [Speak Up!](#) has always been available in English and French, in 2021 it was made available in Spanish as well ('Rompe el silencio!') that made it even more of a global anti-doping hotline.



Performance-Enhancing Drug Trafficking on the Dark Web

In November 2020, WADA I&I's CIU launched a year-long research project into the extent and nature of trafficking of performance-enhancing drugs (PEDs) on the dark web. The project, which was carried out in collaboration with the Agency's Science and Medicine Department and Professor David Décarry-Hétu from the University of Montreal's School of Criminology in Quebec, Canada, had the following objectives:

1. to better understand the nature of PED trafficking on the dark web and whether it represents an important source of PEDs for elite and amateur athletes;
2. to assess the type and quality of PEDs being trafficked on the dark web;
3. to determine whether the dark web is a source of novel substances capable of evading detection methods; and
4. to map the criminal script for dark-web PED trafficking to better understand how to counter this activity.

In May 2022, WADA I&I published its Project [report](#), which concluded that there is marginal activity on the dark web and that it is very unlikely to be a significant source of drugs for high-level athletes or coaches.

Investigations Unit

In late 2020, WADA I&I released a [report](#) concluding its complex and time-consuming investigation of the International Weightlifting Federation (IWF) and the sport of weightlifting. First launched in 2017, the investigation included four distinct operations: Outreach, Heir, Extra and Arrow.

In [June 2021](#), the International Testing Agency (ITA) published its [report](#) related to its investigation into historical allegations of mishandling and impropriety by certain officials within the IWF, particularly in relation to the IWF’s anti-doping program. In [September](#), WADA welcomed the decision by the ITA to sanction Dr. Dorin Balmus, a Moldovan doctor working for the Moldovan Weightlifting Federation, for a range of ADRVs related to tampering with the anti-doping process in the sport of weightlifting, and, in particular, the substitution of urine samples via the use of “doppelgangers.” WADA I&I has been instrumental in bringing forward more cases involving the use of doppelgangers in weightlifting for further investigation and prosecution by the ITA.

Over the course of 2021, WADA I&I also published reports for the following three investigations:

1. [Nike Oregon Project Review](#), which dealt with the United States Anti-Doping Agency (USADA) investigation into possible ADRVs and whether all avenues had been exhausted to identify and establish potential ADRVs against athletes and athlete support personnel involved in the Nike Oregon Project. The final report can be read [here](#).
2. [Operation Hercules](#), which focused on allegations that the National Anti-Doping Organization of Ukraine (NADC) engaged in practices that contravened the International Standard for Testing and Investigations (ISTI). The final report can be read [here](#).
3. [Operation Echo](#), which focused on allegations that the National Anti-Doping Organization of the United Kingdom (UKAD) allowed British Cycling to test athletes in a private, non-WADA-accredited laboratory for the purposes of screening for prohibited substances. The final report can be read [here](#).



Intelligence & Investigations

I&I Partnerships

Over the past few years, WADA I&I has made a number of breakthroughs for the good of athletes and clean sport worldwide. The Department has successfully concluded far-reaching and often complex [investigations](#), which by the end of 2021 had cumulatively resulted in more than 200 athletes, support personnel or other officials being charged.

A key element of this success is that WADA I&I rarely works alone. The Department invests a significant amount of time and effort into building and maintaining partnerships with a range of dedicated stakeholders that are mutually rewarding. These partnerships include Anti-Doping Organizations (ADOs); national and international law enforcement agencies, including Europol and INTERPOL; and, perhaps the most important contributors of all, confidential sources. None of the investigations conducted by WADA I&I would be possible without the help of brave confidential sources that came forward. Only by working together can we ensure that information supplied by confidential sources and other sources of intelligence – which are followed by rigorous and innovative investigations – produce concrete results.



WADA I&I was and is a [strong partner for Europol](#) in Operation Viribus, later called Operation Shield, targeting the trafficking of doping substances in Europe. In early 2021, WADA [signed a memorandum of understanding](#) (MoU) with Europol, formally establishing and facilitating a mutual framework for cooperation between the two agencies with the aim of combating the illegal production and distribution of doping substances within the European Union. As it relates to INTERPOL, in 2021 the Department partnered with them to offer four workshops for a number of European countries that brought law enforcement and their respective National Anti-Doping Organizations together to strengthen their network in the common fight against doping.

In a similar spirit, WADA also created a confidential source handler network (SHIN – Sport Human Intelligence Network). The SHIN's primary objective is to assemble a group of experienced and active anti-doping source handlers to foster intelligence sharing and exchange information on confidential source handling best practices.

“INTELLIGENCE AND INVESTIGATIONS HAS BEEN AN AREA IN WHICH WADA HAS MADE GREAT PROGRESS SINCE GAINING THE AUTHORITY TO CONDUCT INVESTIGATIONS UNDER THE 2015 WORLD ANTI-DOPING CODE.”

Witold Bańka
WADA President

WADA's Legal Affairs Department (Legal) ensures that everything the Agency does is legally appropriate and that the [World Anti-Doping Code \(Code\)](#) is upheld at all

times around the world. Providing advice and guidance to all departments and collaborating with external agencies, including Anti-Doping Organizations (ADOs), Legal also oversees results management, litigation and data protection.

Results Management

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

In December 2021, WADA published its [2019 Anti-Doping Rule Violations \(ADRVs\) Report](#), a set of statistics that illustrates the outcomes of Adverse Analytical Findings (AAFs) resulting from samples collected in 2019 as well as non-analytical cases for which a decision was issued in 2019. This report complements the [2019 Testing Figures Report](#) published in 2020.

Key information provided in the 2019 ADRV Report includes:

1. A total of 278,047 samples were collected by ADOs in 2019, subsequently analyzed by WADA-accredited laboratories and reported in WADA's Anti-Doping Administration and Management System (ADAMS). Of these samples, 2,701 (1%) were reported as AAFs¹.
2. 1,914 ADRVs were recorded, involving individuals from 117 nationalities across 89 sports.
3. 1,537 ADRVs came from AAFs.
4. 377 ADRVs came from non-analytical findings.
5. Of these 377 non-analytical ADRVs, 351 were committed by athletes and 26 by athlete entourage/support group members.

Comparisons with 2017 and 2018 are listed in the table below.

	Total ADRVs	Nationalities	Sports	ADRVs Coming from AAFs	Non-Analytical ADRVs
2019	1,914	117	89	1,537	377
2018	1,923	117	92	1,640	283
2017	1,804	114	93	1,459	345

¹ Of the 2,701 AAFs: 1,537 samples (57%) were confirmed as ADRVs (sanctions); 297 samples (11%) were dismissed because of valid medical reasons; 274 samples (10%) were categorized as "no case to answer" (i.e. case closed for a valid reason other than medical reasons); 49 samples (2%) resulted in "no sanction" because the Athlete was exonerated; 544 samples (20%) were still pending.

Legal Affairs

Under the Code, WADA is also responsible for taking decisions on other types of cases, including those concerning retired athletes who seek to return to competition (12 cases in 2021), suspended athletes who provide substantial assistance and are seeking a partial suspension of their period of illegibility (five cases) and case resolution agreement requests (17 cases).

In addition, WADA assists Signatories in their results management activities by providing support and advice, where appropriate. In 2021, this amounted to more than 1,700 stakeholder queries – a sizable, time-intensive exercise that made a significant contribution to the “Lead” and “Grow Impact” priorities of the [2020–2024 Strategic Plan](#).

In 2021, WADA was notified of

2,112

decisions rendered by Code Signatories.

WADA reviewed more than

135

case files.

Of these,

30

appeals were filed and WADA was the respondent in **five** other cases.

33

of these cases were filed with the CAS (WADA was the respondent in four of them) and

2

were filed before a national level appeal body (WADA was the respondent in one of them).

By the end of 2021,

8

of these **33** cases had been adjudicated by the CAS with **5** upheld and **2** withdrawn. In the last case, where WADA was the respondent, the athlete withdrew his appeal.

The remaining

25

cases were still pending with CAS, including three cases where WADA was the respondent.

The **2** cases filed before a national level appeal body (WADA was an appellant in one case and a respondent in the other) were adjudicated by the applicable body: WADA’s appeal was upheld and, in the case where WADA was the respondent, the athlete’s appeal was dismissed.

In addition, a number of cases appealed by WADA prior to 2021 were decided in 2021:

10

cases were adjudicated by the CAS, with

5

upheld or partially upheld and

1

dismissed.

In two other cases, WADA withdrew its appeals in light of developments in those cases.

In **1** case where WADA was the respondent, the athlete’s appeal was dismissed. **1** case filed prior to 2021 remained pending at the end of 2021.

7 cases were handled by a national level appeal body, with **4** upheld or partially upheld and **2** dismissed. **1** case filed prior to 2021 was still pending by the end of 2021.

Russian Anti-Doping Agency

On 14 January 2021, WADA published the Court of Arbitration for Sport (CAS)'s 186-page [full decision](#) regarding its 17 December 2020 ruling in favor of WADA to declare the Russian Anti-Doping Agency (RUSADA) non-compliant with the Code for a period of two years and to impose a range of associated consequences. Alongside the full reasoned decision from CAS, the Agency also published a [legal note](#) that outlines the background leading up to the CAS proceedings, provides a summary of the parties' key arguments and summarizes the CAS decision.

In February 2021, in response to a number of queries received from ADOs, athletes, members of the media and other stakeholders seeking clarity on some of the ruling's finer points and their implications, WADA published a [question and answer document](#) to assist with stakeholder understanding. Throughout 2021, WADA provided support and advice to Signatories to ensure that the consequences of the CAS decision were properly implemented.

WADA Legal, in close cooperation with the Agency's independent Intelligence and Investigations (I&I) Department, also followed up with the relevant ADOs to ensure that all the available evidence gathered during its Operation LIMS probe into institutionalized doping in Russia was acted upon properly and in line with the Code.

By the end of 2021, WADA Legal had filed 12 appeals with CAS against:

- one decision taken by FIFA's Disciplinary Committee²;
- three decisions taken by the ICF³;
- four decisions taken by IBSF's Anti-Doping Hearing Panel⁴; and
- four decisions taken by RUSADA's Disciplinary Anti-Doping Committee⁵.



In September, WADA Leadership held talks with Russia's Sports Minister regarding RUSADA's requirements for reinstatement.

² CAS 2021/A/8296 (WADA's appeal partially upheld: two years of which one year was suspended).

³ CAS 2021/A/7838, 7839 and 7840 (WADA's appeals upheld: four years, four years and two years).

⁴ CAS 2019/A/6134, 6135, 6136 and 6137 (WADA's appeals dismissed: two years upheld, no aggravating circumstances).

⁵ CAS 2021/A/8326, 8380, 8381 and 8382 (These cases are pending).

Privacy & Data Protection

In 2021, as part of WADA's commitment to grow its impact and provide support to ADOs implementing the 2021 version of [the International Standard for the Protection of Privacy and Personal Information \(ISPPPI\)](#), WADA:

1. Published the French version of its enhanced [Guidelines for the ISPPPI](#), with the support and input of stakeholders in the anti-doping community. The guidelines aim to assist ADOs in ensuring personal information is protected and handled respectfully at each step of the anti-doping process.
2. Developed guidance for the sharing of personal information between ADOs and National Federations under the ISPPPI.
3. Participated in the Technical Working Group for Privacy as part of the [Global Learning Development Framework \(GLDF\)](#), in which WADA collaborated with colleagues from UK Anti-Doping, the National Anti-Doping Agency of Germany and the private sector to develop professional standards and a competency framework for the role of Privacy Officer/Manager in ADOs.
4. Updated the ISPPPI portion of the 2022 Compliance Questionnaire, and reviewed data protection provisions of ADO anti-doping rules and legislation to bring such rules in line with the 2021 Code.

Anti-Doping Education and Learning Platform (ADEL)

With a view to empowering athletes to better understand how their personal information is used for anti-doping purposes, and better protect themselves online, WADA's Privacy and Data Protection unit developed a privacy and information security e-learning course in 2021 for athletes that was launched in 2022. The WADA Athlete Committee and stakeholders from the sport community contributed ideas for course content.

Integrating privacy

WADA's Privacy and Data Protection unit collaborates with all WADA departments working to leverage innovation, technology and data to improve anti-doping processes. WADA's work in this area aims to ensure innovations are designed and developed in a way that is aligned with WADA's core values of integrity, excellence and openness, and integrates privacy and data protection controls from the start. Support provided in 2021 included:

1. Advising WADA's Science and Medicine Department on a project to improve sample swapping detection capabilities of the Athlete Biological Passport (ABP), and on changes to athlete access to raw blood data in the Anti-Doping Administration and Management System (ADAMS) ABP module.
2. Advising the [Strategic Testing Expert Advisory Group](#) on alternative/virtual testing procedures, and the [Health and Medical & Research Committee](#) on the possibility of using wearable devices in anti-doping.
3. Advising WADA I&I on the updates to its [Confidential Source Policy](#).

NADO/RADO Relations

The essence of WADA's work is to provide a fair and level playing field for all athletes. Central to that goal is the Agency's

work with the world's National Anti-Doping Organizations (NADOs) and Regional Anti-Doping Organizations (RADOs) to develop their local capacities and capabilities.

NADOs

Throughout 2021, WADA's NADO/RADO Department and the Agency's Regional Offices in particular, continued to liaise with NADOs to address the challenges at the national level resulting from the COVID-19 pandemic and discuss the impact of the situation. These discussions contributed to the development of WADA's [guidance and tools](#) for Anti-Doping Organizations (ADOs).

Each year, WADA develops a priority list of NADOs that require additional help, working with these organizations to determine their needs and how best to meet them. Assistance in 2021 took the form of collaboration with experienced NADOs to provide direct training and support, as well as the provision of resources, such as WADA's [Code Implementation Support Program](#).

2021–2025 NADO Program Strategy

In 2021, WADA published its new [NADO Program Strategy](#) outlining the priorities for the Agency's collaboration and engagement with NADOs, while ensuring alignment with the strategic priorities identified in WADA's [2020–2024 Strategic Plan](#).

This new NADO Program Strategy focuses on four main areas:

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

NADO Operational Independence Under the 2021 World Anti-Doping Code (Code)

Under the 2021 [Code](#), Article 20.5.1 ensures that NADOs are independent from the Sport Movement and Governments in their operational decisions and activities by prohibiting any operational involvement by any individual who is at the same time involved in the management or operations of any International Federation, National Federation, Major Event Organization, National Olympic Committee, National Paralympic Committee, or Government department with responsibility for sport or anti-doping.

In late 2020, WADA developed a [Guide for the Operational Independence of NADOs](#) in order to outline the mandatory requirements and how WADA will monitor their implementation. It also provided additional guidance and best practices that NADOs can adopt to strengthen their operational and governance framework.

Over the course of 2021, we continued to educate stakeholders through regional webinars, WADA-NADO consultation and direct intervention (meetings, letters to authorities, etc.) when issues were identified.

NADO/RADO Relations

NADO Partnerships

The anti-doping system relies heavily on collaboration and solidarity between ADOs. An excellent example of this can be seen in NADO-NADO partnerships, which play a critical role in overall anti-doping program development. Several successful NADO-NADO-WADA partnerships have been initiated over the years.

In 2021, WADA continued to provide support for ongoing NADO-NADO partnerships, namely between Egypt and South Africa, and Uzbekistan and Korea, and engaged countries in new partnerships, namely Greece and Austria.

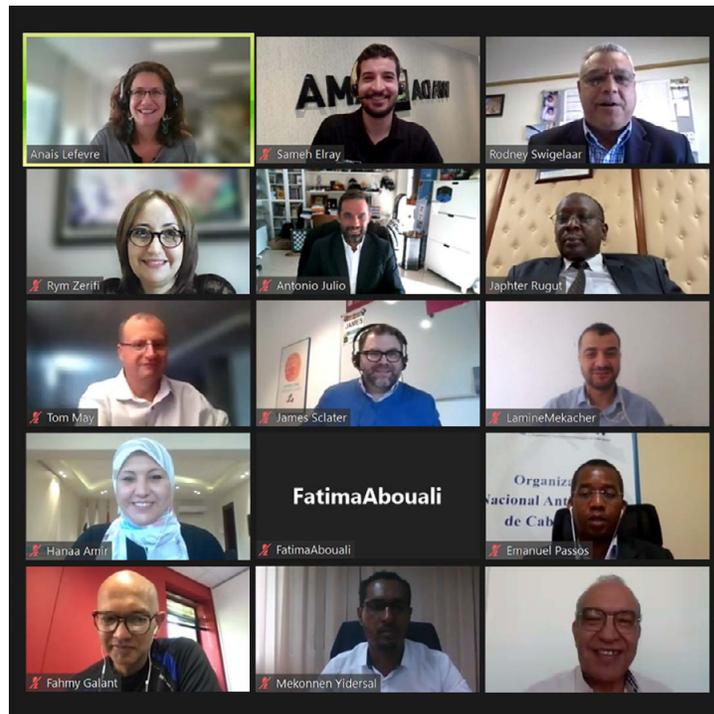
WADA also [signed a memorandum of understanding \(MoU\)](#) with the Central European Anti-Doping Organization (CEADO) – a partnership of eight NADOs from Austria, Croatia, Czech Republic, Hungary, Poland, Serbia, Slovakia and Slovenia – to collaborate on specific anti-doping program development activities, beginning with a project involving the Eastern Europe Regional Anti-Doping Organization (EERADO). The CEADO-EERADO project was of particular importance, as the EERADO disbanded at the end of 2021. The project enabled EERADO members to benefit from guidance and support, preparing them to operate independently at the time of the EERADO’s disbandment and ultimately allowing WADA to redirect resources to other regions of the world where there is a greater need.

In October, WADA’s Africa Office, in cooperation with the Agency’s NADO/RADO Relations Department, hosted a virtual African Partnership Forum to enhance National Anti-Doping Organizations’ partnerships and cooperation in the region.

NADO Expert Advisory Group

WADA’s [NADO Expert Advisory Group \(NADO EAG\)](#) plays an important role providing guidance and recommendations to WADA Management on anti-doping issues. In 2021, the Group met virtually in April and November and also provided valuable input for WADA’s Guide for the Operational Independence of NADOs.

Particularly noteworthy in 2021 was the work that the NADO EAG did with the Working Group on WADA Governance Reform to strengthen the voice of NADOs within WADA’s governance. The NADO EAG submitted a proposal to the Working Group on how to include NADO representatives on the Foundation Board (Board). This goal was realized in [November 2021](#) when the Board unanimously agreed on reform to add two seats to the Board for representatives of NADOs, as chosen by the NADO EAG, whose 10 members were elected in [November 2022](#) by the NADOs of each of the five regions of WADA (two members per region).



NADO/RADO Relations

RADOs

Launched in 2004, WADA's RADO Program strengthens the protection of clean sport by developing innovative anti-doping strategies for those countries that need them most. RADOs support financially stretched

and understaffed NADOs and National Olympic Committees acting as NADOs, through funding, training and ongoing anti-doping assistance.

As of 31 December 2021, the program included 15 RADOs representing 132 countries worldwide, including:

Africa

Asia

Americas

Europe

Oceania

44

countries/
five RADOs

36

countries/
five RADOs

28

countries/
three RADOs

8

countries/
one RADO

16

countries/
one RADO



The borders shown here are for reference only. They do not express any position on the part of WADA as to the acceptance of current geo-political boundaries.

NADO/RADO Relations

2021–2025 RADO Program Strategy

In 2021, WADA published its new [RADO Program Strategy](#), with four main objectives:

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

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

RADO Support In 2021

In 2021, WADA provided the following specific assistance to RADOs and their member countries:

- Provided a Staffing Grant to 11 RADOs, assisting the countries in these regions to implement anti-doping programs;
- Provided a Testing Grant that supported 13 RADOs to conduct 593 out-of-competition tests across 59 countries;
- Facilitated an arrangement where RADOs and their member countries had access to operationally independent hearing panels through a dispute resolution service for sport ([Sport Resolutions](#));
- Supported RADOs in individual NADO development and capacity building projects, including for: Ecuador, Indonesia, Kyrgyzstan, Malaysia, Puerto Rico and Turkmenistan;
- Facilitated webinars for RADOs, including two introductory webinars for RADO staff (one on Sport Resolutions and one on WADA's [Anti-Doping Education and Learning platform](#)); as well as various virtual workshops for RADO-member countries on anti-doping program areas that were delivered by various NADOs (China, Japan, the Republic of Korea, New Zealand and Turkey);
- Covered RADO membership fees to the Institute of NADOs (iNADO); and
- Managed additional financial support provided to the RADO Program from the Government of Japan (for RADOs in Asia) and the Government of Australia (for the Oceania RADO).



Program Development

Program Development has been part of our activities since 2004, first through our Regional Anti-Doping Organization (RADO) Program, followed by the National Anti-Doping Organization (NADO) Program. In 2021, we introduced the [Program Development Impact Area](#). The Impact Area is designed to assess Anti-Doping Organization (ADO) programs and identify systemic gaps and trends within the global anti-doping landscape, informing collaborative development and improving the orchestration of priorities. Ultimately, this enables us to maximize the use of our resources to best address the needs of ADOs.

Effective ADOs are key to sustainable anti-doping growth. Under the [World Anti-Doping Code \(Code\)](#) and the [International Standards](#), ADOs produce the policies and procedures, mobilize and manage the resources and deliver the programs.

Considering current compliance and development needs, the Program Development Impact Area has launched, in coordination with our relevant departments and programs, the following development projects:

- Therapeutic Use Exemptions (TUE) Development Project
- Continental Results Management Panels Project
- Major Event Organization (MEO) Pilot Project
- Testing Development Project for Priority ADOs

TUE Development Project

The purpose of the TUE Development Project is to enhance NADOs' and RADOs' TUE programs, by strengthening TUE infrastructure and capability, as well as raising TUE awareness among athletes and Athlete Support Personnel.

In 2021, a survey was implemented to assess the knowledge of [TUEs](#) and the [List of Prohibited Substances and Methods \(Prohibited List\)](#) among athletes and physicians. There were nearly 5,000 global participants from Africa, Asia/Oceania, the Caribbean and Latin America. From the survey, we identified these key action items:

- refine TUE goals and objectives in ADO education programs;
- facilitate greater athlete awareness of WADA's Anti-Doping Education and Learning platform (ADEL) and other TUE/Prohibited List resources; and
- remind athletes and physicians of key procedural TUE steps.

Considering compliance gaps, the project identified the need to develop several TUE resources, which were subsequently created and posted on ADEL under the guidance of WADA's Science and Medicine Department and in coordination with the [Code Implementation Support Program \(CISP\)](#). In the same vein, the project has served as a coordination hub to identify ADO knowledge gaps and will start delivering training in 2022 with the support of WADA's [Global Learning and Development Framework \(GLDF\)](#).

Continental Results Management Panels (CRMP) Project

The goal of the CRMP project is to support the [Results Management \(RM\)](#) work being carried out by the 12 Regional Anti-Doping Agencies (RADOs), including the work that National Anti-Doping Agencies (NADOs) delegate to RADOs.

In 2021, the project empowered the RADOs to create three affordable and reliable CRMP structures for Africa, the Americas and Asia/Oceania. This will ensure that RADO countries, as well as any other ADOs that may choose to use the continental panels in the future, meet the Code and the International Standard for Results Management (ISRM) requirements of independence of hearing panels while enhancing the quality of RM decisions.

Together with WADA's Education, Legal and NADO/RADO Relations departments, this project coordinated the development of several training activities and capacity building resources for the CRMPs and RADO staff, including online training offered through a unique channel on ADEL.

Major Event Organization (MEO) Pilot Project

The pilot project was conceived with a view to strengthening WADA's support to Major Events. The pilot has two objectives:

- to conduct an evaluation of, and to enhance, WADA's MEO resources; and
- to provide support to one developing MEO event to be organized in 2022.

The Mediterranean Games were selected for the Pilot in 2021. They were held in Oran, Algeria in July 2022. The objective was to support them in implementing a Code-compliant program, using the Games as an opportunity to improve local and regional anti-doping capacity and capability.

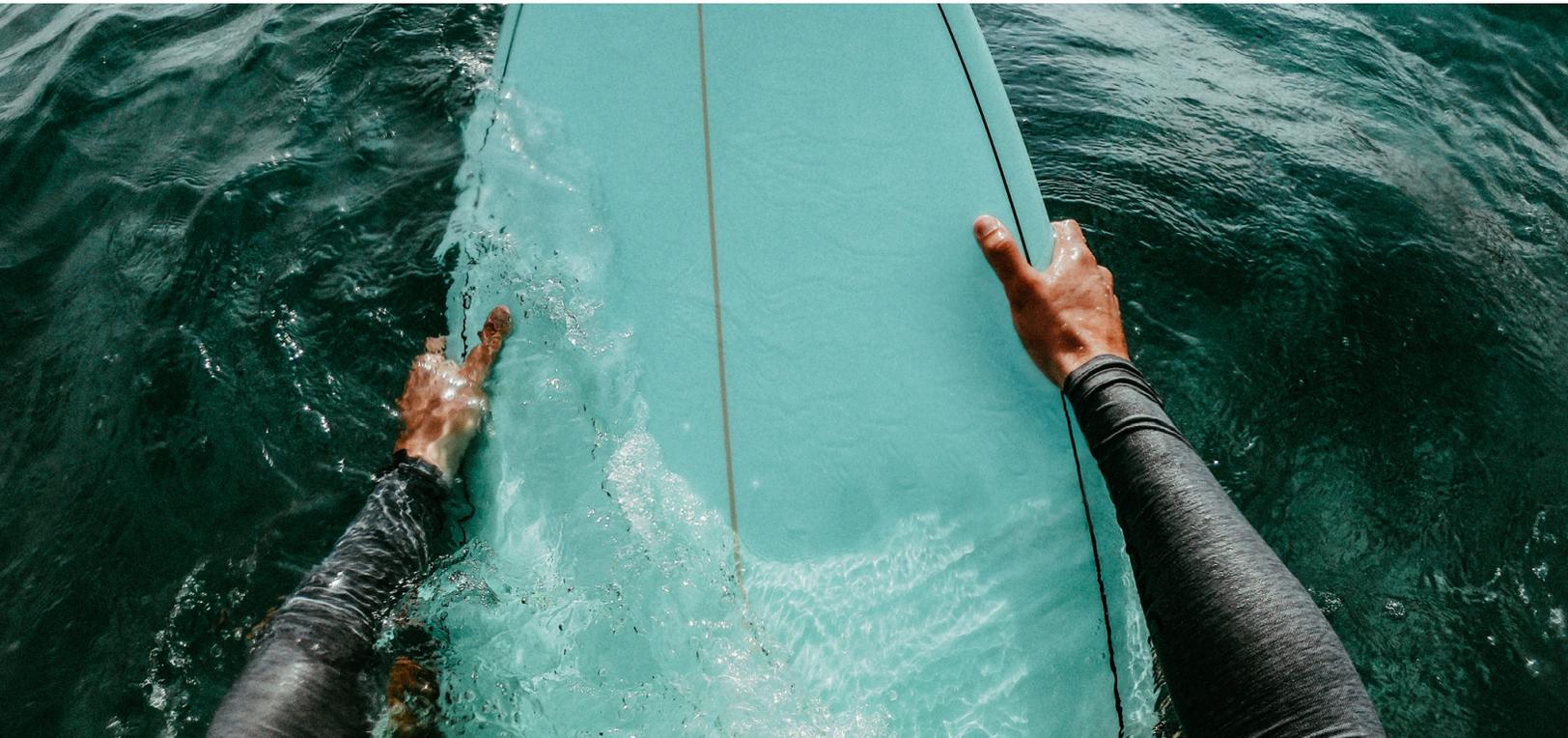
Under the leadership of the project team, a Games Taskforce was formed to plan and coordinate capacity building and training activities in the lead up to the Games. The Taskforce included members of the International Committee of the Mediterranean Games, the Oran Local Organizing Committee, the Algerian NADO, the Turkish NADO (as the mentor ADO) and WADA. The pilot successfully supported implementation of activities in the areas of Athlete Engagement; Intelligence & Investigations; Results Management; Testing; TUEs; and, WADA's Anti-Doping Administration & Management System (ADAMS). We are pleased to say that the Games' anti-doping program exceeded all expectations.

Testing Development Project for Priority ADOs

In 2021, a review of the compliance data from 2019–2021 showed that Testing was the anti-doping program area that generated the most non-conformities, demonstrating a need to further coordinate testing development initiatives across WADA departments.

Accordingly, Program Development collaborated with the relevant WADA departments to launch a Testing Development Project for priority ADOs that is designed to assist priority ADOs in developing Code-compliant testing programs by providing them with tailor-made capacity and capability building opportunities. An ADO is determined to be “priority” based on compliance issues identified in the Code Compliance Questionnaire (CCQ) data as well as input from the Regional Offices and the Testing Department.

Program Development coordinated the formation of the project team as well as the development of a draft project plan, and the project is set to be implemented in 2022 and 2023. In 2022, the focus has been on analyzing CCQ data and gathering input from WADA departments on the status of ADO testing programs. From the analysis, a number of ADOs will be selected to undergo training and mentoring in 2023, as part of WADA’s Global Learning and Development Framework (GLDF).



Science & Medicine

Advancing and benefitting from scientific and medical knowledge to ensure effective implementation of the World Anti-Doping Code and its related International Standards is a key priority for WADA. Through several [Expert Advisory Groups](#) composed of international scientific and medical experts, WADA's Science and Medicine Department continued to collaborate in 2021 with individuals, teams and organizations to strengthen the global anti-doping system.

The roles and responsibilities of the Science and Medicine Department fall into the following categories, which combine to form a robust set of integrated tools:

1. [Scientific Research Program](#)
2. [The List of Prohibited Substances & Methods](#)
3. [Therapeutic Use Exemptions \(TUEs\)](#)
4. [Athlete Biological Passport \(ABP\)](#)
5. [Accreditation of Anti-Doping Laboratories](#)
6. Special Projects



1. WADA Scientific Research Program

Innovative [scientific research](#) helps identify new trends and emerging challenges, such as novel drugs with doping potential and new delivery mechanisms, and also supports the development of detection methods.

Every year, WADA issues a [Call for Proposals](#) for Scientific Research Grants; and, promotes and funds projects on the:

- development or optimization of analytical tools for the detection of doping substances or methods;
- evolution of the ABP; and
- pharmacology of prohibited substances or drug combinations.

Since 2001, WADA has invested nearly USD 86.5 million (end–2021) for more than 500 research projects, helping researchers around the world make breakthroughs in anti-doping science. WADA's grants are critical because they increase the volume of research dedicated to developing new and improved detection methods for performance-enhancing substances and methods and attract researchers with new ways of thinking.

In 2021 alone, there were more than 50 publications that stemmed from WADA-funded scientific research. Building on many years of anti-doping research, WADA also [approved a new Technical Document for dried blood spot testing and analysis](#) in May 2021. The Technical Document came into effect in September 2021 and WADA assisted ADOs and WADA-accredited laboratories with the progressive implementation of this method.

Annual grant application program

In 2021, WADA received 66 project applications, approving 24 of them, with funding amounting to USD 2.8 million. In mid-December, WADA issued a Call for Proposals for 2022 Scientific Research Grants. Outside the formal calls for proposals, WADA encourages scientists to contribute ideas to WADA that could have a beneficial application in anti-doping, by contacting science@wada-ama.org.

Projects undertaken in 2021 that fell outside of the annual call included those funded by the Canadian Government; the Partnership for Clean Competition (PCC) joint fund; and, WADA's partnership with the Fonds de Recherche du Québec (FRQ) that supports research in artificial intelligence and identification of new doping biomarkers.

Prevalence of doping in sport

Estimating the prevalence of doping in individual sports and countries is essential to better understand doping and to objectively measure the impact of the global anti-doping program. WADA's [Prevalence Working Group](#) aims to support research and development of suitable tools that can be used by stakeholders to assess the prevalence of doping in their sport or country.

WADA IS COMMITTED
TO FUNDING RESEARCH
PROJECTS AND ADDING
TO THE KNOWLEDGE BASE
BY PUBLISHING IN PEER
REVIEWED JOURNALS.

2. The List of Prohibited Substances and Methods

As WADA does annually, in 2021, the Agency led an extensive consultation process regarding the List of Prohibited Substances and Methods (List), which involves some of the most qualified experts in the fields of science and medicine from around

the world. This allows WADA to review the latest trends and scientific research to ensure that any new or existing substance or method that may meet the criteria for addition to the List are considered in a timely manner so as to protect athlete health and maintain a level playing field for all. As is customary, the process began in January and concluded with publication of the List before 1 October for entry into force on 1 January 2022.

3. Therapeutic Use Exemptions (TUEs)

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

The International Standard for Therapeutic Use Exemptions (ISTUE) and Guidelines

An updated version of the [ISTUE](#), which provides a rigorous framework for the evaluation and potential granting of TUEs, came into effect on 1 January 2021. WADA's [Guidelines for the ISTUE](#) provide a comprehensive companion resource to assist athletes, athlete support personnel, Anti-Doping Organizations (ADOs) and physicians.

In 2021, a total of 2,345 new approved TUEs were registered in WADA's [Anti-Doping Administration & Management System \(ADAMS\)](#), compared to 2,130 in 2020.

NADOs remain the most active ADOs, entering 83% of all TUEs. International Federations (IFs) registered 15% of the total, Major Event Organizations (MEOs) registered 1%, and others (e.g., continental sports confederations) registered <1%.

IFs and MEOs can recognize TUEs granted by other ADOs, rather than require new TUE applications. Approved TUEs for S9 (glucocorticoids) on the Prohibited List remain the most common at 30% of the total, followed by S6 (Stimulants) at 24% and S4 (hormone and metabolic modulators) at 15%.

WADA screens all TUEs based on risk prioritization. In 2021, the Agency conducted eight TUE reviews, all on our own initiative.

TUE Physician Guidelines and TUE Checklists

To ensure a harmonized and high-quality TUE application and evaluation process, WADA's Science and Medicine Department, in conjunction with international experts, regularly updates the TUE Physician Guidelines and TUE Checklists published on the Agency's website. These documents, which were updated in [November 2021](#), assist TUE committees around the globe in evaluating TUEs for specific medical conditions and outline the requirements of a proper TUE application. Many of the Guidelines and Checklists had to be updated to take into account new rules regarding injectable routes of administration of Glucocorticoids (GCs) that entered into force under the 2022 Prohibited List. As it relates to this, in October, WADA released a [Guidance Document on GCs and TUEs](#) to aid anti-doping stakeholders in their understanding of new rules.

4. Athlete Biological Passport (ABP)

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

With over 200 Anti-Doping Rule Violations (ADRVs) to date having been based directly on the ABP, the program continues to be successful also in its application to drive and support investigations. By the end of 2021, 200 ADOs were running ABP programs supported by one of the 16 WADA-approved Athlete Passport Management Units, with 29 WADA-accredited laboratories and two WADA-approved laboratories capable of ABP testing.

New education program for ABP experts

To ensure fair and consistent review of ABPs based on the most up-to-date scientific knowledge, in 2021, WADA's Science and Medicine Department launched the ABP Haematological Expert Education program aimed at experts reviewing Passports in WADA's [Anti-Doping Administration and Management System \(ADAMS\)](#) on behalf of ADOs. This program is accessible to ABP Experts on WADA's [Anti-Doping Education and Learning Platform \(ADEL\)](#) and includes reference material and a dedicated webinar series.

5. Accreditation of Anti-Doping Laboratories

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

In 2021, WADA:

- reinstated accreditation of the [Helsinki Laboratory](#) (March);
- revoked accreditation of [Athens Laboratory](#) (August);
- reinstated accreditation of [Bangkok Laboratory](#) (August);
- revoked approval of [Moscow Laboratory](#) (October);
- extended analytical testing restriction imposed on [Bucharest Laboratory](#) (November); and
- reinstated accreditation of [New Delhi Laboratory](#) (December).

Also in 2021, WADA [released updated Laboratory Guidelines](#) that deal with specific technical and procedural issues, which came into force on 1 January 2021. This was followed later in the year by the publication of [four revised Laboratory Technical Documents](#) for 2022 that reflect scientific and technological advances in the performance of anti-doping tests and the reporting of testing results.

6. Special Projects

The Science and Medicine Department also undertakes additional projects throughout the year that are of great importance to anti-doping. They include cooperation with other international organizations; the organization of scientific meetings and symposia; collaboration with experts; and, frequent publication of articles and speaking engagements.

Some of the most noteworthy milestones from 2021 include:

- an [agreement with the United Nations Office on Drugs and Crime \(UNODC\)](#), which provides a mutual framework for cooperation and information-sharing between the two agencies;
- a [Memorandum of Understanding with major Japanese pharmaceutical company Shionogi & Co. Ltd.](#), which ensures that WADA is notified immediately of any new Shionogi compounds or substances in development that have the potential for sports-related doping abuse; and
- the release of “[Emerging Drugs in Sport](#),” a book co-edited by Dr. Olivier Rabin (WADA’s Senior Director of Science and Medicine) and Prof. Ornella Corazza [Associate Professor in Substance Addiction and Behaviors at the University of Hertfordshire in the United Kingdom and a leading scholar in the field of Novel Psychoactive Substances (NPS)]. The book provides the latest findings on anti-doping, including techniques, regulation, policy and market structure of NPS used in sports.



Testing

Testing is an important tool in the protection of clean sport around the world, both as a means of detection and as a deterrent to athletes who may consider doping. Under the [World Anti-Doping Code \(Code\)](#), testing is a two-stage process involving sample collection and sample analysis. Anti-Doping Organizations (ADOs) – including National Anti-Doping Organizations (NADOs), Regional Anti-Doping Organizations (RADOs), International Federations (IFs) and Major Event Organizations (MEOs), often with the assistance of Sample Collection Authorities (SCAs) and Delegated Third Parties (DTPs) – collect athletes' urine and blood samples. Then, WADA-accredited and Athlete Biological Passport (ABP) approved [labs](#) analyze the samples against the [List of Prohibited Substances and Methods \(List\)](#).

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

WADA Guidance for Testing Authorities During COVID-19

Over the course of 2021, WADA continued to monitor the COVID-19 situation and provided guidance for testing authorities and athletes alike. In February 2021, WADA published an updated [Q&A document for athletes in relation to COVID-19](#), which addressed matters such as: minimizing risk of contracting or transmitting the virus; testing; filing whereabouts; validating TUEs; impact of vaccines; and maintaining the integrity of and confidence in the global anti-doping system.

WADA also led several initiatives to enable testing programs to continue in a manner that protected the health and safety of athletes and sample collection personnel. This involved the development of three successive versions of a guidance document in collaboration with several stakeholder groups, including the Agency's own Strategic Testing Expert Advisory Group, the World Health Organization and an expert group of NADOs.

The most recent version, WADA's [Guidance for Testing During COVID-19 Pandemic](#), was published in December 2021 and covered the following areas affected by COVID-19: the provision of whereabouts information; sample collection; transportation to laboratories; sample analysis; and other activities and obligations under the World Anti-Doping Program.

Testing

Impact of COVID-19 on Sample Collection

The COVID-19 pandemic had a significant impact on testing activities globally in 2020 and into 2021. Sample collection rates, however, have recovered considerably since March 2021 as the roll out of COVID vaccination programs continue and countries emerge from these difficult times. In fact, Out-of-Competition tests conducted from January to December 2021 numbered 171,832, representing a 5% increase from the same period in 2019 (163,067 tests).

In-Competition testing during the January to December 2021 period saw a 28% decrease compared to the same period in 2019, largely as a result of the lower number of competitions organized in 2021.

Ultimately, total samples from 2021 saw a 48% increase from 2020 and are only 11% below the 2019 figures, demonstrating a remarkable recovery for testing figures.

	In-Competition	Out-of-Competition	Total Samples
2021	102,699	171,832	274,531
2020	56,776	111,480	168,256
2019	142,814	163,067	305,881

Anti-Doping Statistics

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

In December 2021, the Agency published the [2020 Testing Figures Report](#), which summarizes the results of all samples WADA-accredited laboratories analyzed and reported in the Agency's [Anti-Doping Administration and Management System \(ADAMS\)](#) that year. The report includes In-Competition (IC) and Out-Of-Competition (OOC) urine samples, blood and Athlete Biological Passport (ABP) blood data, and the resulting Adverse Analytical Findings (AAFs) and Atypical Findings (ATFs) by Testing Authority and Sport.

In addition to the Testing Figures report, in 2021, WADA also published the [Anti-Doping Rule Violations \(ADRVs\) Report for 2019](#), which illustrates doping offences committed in global sport during that year.

Testing

Strategic Testing Expert Advisory Group

In September 2020, WADA introduced a [Strategic Testing Expert Advisory Group \(STEAG\)](#) to collect feedback from ADOs on their testing programs during the pandemic, review the lessons learned and consider ways to address any other crises that may arise in terms of testing, among other activities.

The 10-member Advisory Group includes an athlete representative and anti-doping professionals with a broad range of scientific, medical, legal and other relevant expertise from NADOs, IFs and WADA-accredited laboratories. The STEAG provides advice, recommendations and guidance to WADA regarding the review of the implementation and the further development of testing programs, as well as other related processes linked to the [International Standard for Testing and Investigations \(ISTI\)](#) and the [Technical Document for Sport Specific Analysis \(TDSSA\)](#), to enhance the overall effectiveness of testing programs.

The Group's main responsibility in 2021 was to conduct a feasibility study on alternative and innovative sample collection programs. The study sought to determine if sample collection procedures can be further enhanced to deal with crises such as the COVID-19 pandemic in the future while maintaining the integrity of the sample collection process. The feasibility study was undertaken by a sub-working group of the STEAG that started in 2021 and finished in early 2022. The objective was to produce a new draft Annex to the ISTI for virtual testing during a pandemic that would allow harmonization of procedures for those ADOs that could implement such a sample collection program in this particular environment only. [Amendments](#) to the ISTI, were approved by WADA's Executive Committee in [September 2022](#) and will come into effect on 1 January 2023.



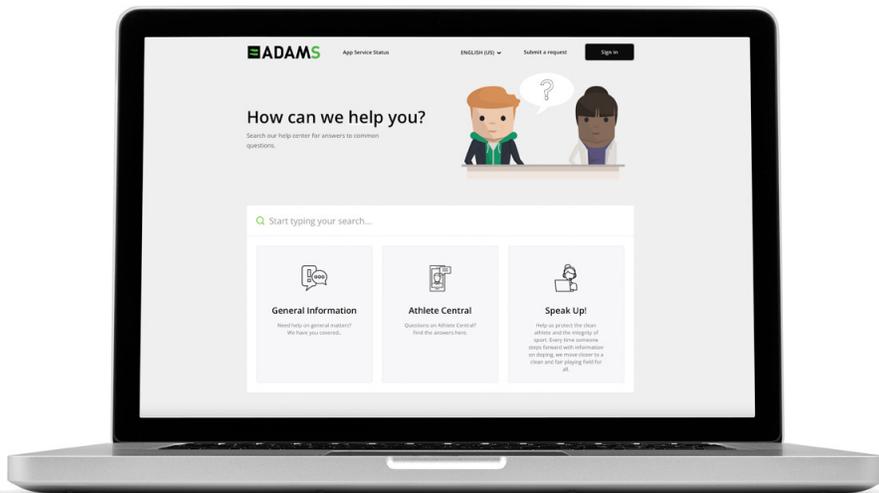
Anti-Doping Administration & Management System

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

It is designed to be a secure and cost-free web-based system that centralizes doping control-related information such as athlete whereabouts, testing history, laboratory results, the [Athlete Biological Passport \(ABP\)](#), [Therapeutic Use Exemptions \(TUEs\)](#) and information on Anti-Doping Rule Violations (ADRVs).

WADA knows that a technology-based system such as ADAMS needs to evolve constantly to stay fit for purpose, and the Agency is doing its utmost to make sure the system remains on the cutting edge. [Next Gen ADAMS](#) is a complete rebuild of the system, reconstructing one module at a time to phase in an entirely new global anti-doping information clearinghouse.

WADA’s Information Technology (IT) team made substantial progress in 2021 on the advancement of Next Gen ADAMS, particularly in relation to DCO Central.



ADAMS IS DESIGNED TO ALLOW ANTI-DOPING DATA TO BE SECURELY STORED AND SHARED AMONG RELEVANT ORGANIZATIONS. IT PROMOTES EFFICIENCY, TRANSPARENCY AND EFFECTIVENESS IN ALL ANTI-DOPING ACTIVITIES.

Anti-Doping Administration & Management System

1. DCO Central

In 2021, we released [DCO Central](#), WADA's paperless sample collection app. The tool was developed in concert with Doping Control Officers and Anti-Doping Organizations. User feedback has been very positive, with more than 2,500 Doping Control Forms created within six months of its release.

DCO Central offers features such as:

- online and offline versions;
- iOS and Android versions;
- a multilingual athlete interface;
- sample code scanning;
- real-time access to athletes' whereabouts from ADAMS;
- encrypted PDF versions sent directly to the athletes; and
- automatic transfer of necessary information directly to laboratories.

In addition to allowing direct upload to ADAMS, DCO Central has paved the way for the opening of Application Platform Interfaces (APIs) to communicate with other systems. A successful technical proof of concept of the API was started and will be completed in 2022.

To complement DCO Central, we also released the Next Gen Doping Control Form module, which allows its users to download all forms generated, including their electronic signatures.

2. Performance Upgrades

In 2021, the IT team also completed a major overhaul of the technical foundation of ADAMS to improve performance, including upgrades to the Single Sign On solution and the database. These improvements have resulted in system availability higher than 99.7%.

3. Strategy and Innovation

In addition to the regular ADAMS updates to ensure compliance with the Code, the IT team has defined a thorough three-year strategy that prioritizes strengthening relationships with stakeholders and developing the organization's digital transformation. To that effect, over the course of 2021 we held a series of stakeholder meetings to reinforce cooperation and enhance innovation.



DCO Central

World Anti-Doping Agency

GET

2021 Finance Overview

While the COVID-19 pandemic continued through 2021, WADA demonstrated its resilience in navigating the challenging year while delivering successfully in all areas of priority. We are grateful to our stakeholders for their collaboration and ongoing support of WADA's global collaborative mission for doping-free sport.



2021 Contributions

WADA ended 2021 with USD 42.2 million in operating income. Based on budget contributions of USD 20.2 million each, the monies received from the Public Authorities and the Sport Movement reached 99% and 91% respectively. All matching annual contribution dues from the International Olympic Committee (IOC) were received in early 2022.

In 2021, WADA received USD 387,000 from several Public Authorities for contributions related to previous years.

Additional contributions were received from the Governments of Australia and Japan amounting to USD 90,000.

Concerning the special funding for Scientific Research and Intelligence & Investigations (I&I) from the IOC and Public Authorities, which was announced in November 2019, we are pleased to report that in 2021, WADA received the remaining pledged amounts from Canada, Egypt, France, India and Saudi Arabia, which amounted to over USD 2 million. With the matching monies from the IOC, this initiative represented a total of USD 7.1 million more for Scientific Research and I&I over 2020 and 2021.

In connection with WADA's hosting agreement with Montreal International that, in 2019, was extended from 2021 to 2031, WADA now receives an annual grant of USD 2.4 million for hosting the Agency's headquarters in Montreal. This is an increase from USD 1.4 million in previous years.

Once again, WADA is very appreciative for the financial support of its stakeholders.

See [page 85](#) for more information on contributions.

Overall Operating Results

In 2021, WADA recorded a surplus (excess of income over expenses) of USD 4.2 million against a budgeted surplus of USD 213,000. This is largely attributed to the fact that most of the activities/events were held virtually and/or in hybrid mode.

The total operating expenses were recorded at USD 38.5 million for 2021.

Despite COVID-19, WADA carried out some critical activities and some in-person events occurred, though on a much smaller scale than would normally be the case. For example, we only had a small Executive team and an Independent Observer team present for the Tokyo Olympic and Paralympic Games; and, we held a hybrid Executive Committee (ExCo) meeting in September in Istanbul; and, a hybrid ExCo meeting and Foundation Board meeting in November in Paris. However, as COVID-19 restrictions were still in place for large events in Switzerland, the Agency's Annual Symposium was postponed for a second year. Therefore, as a result of the travels that did take place in 2021, expenses for travel and accommodation increased to USD 866,000 compared to USD 579,000 in 2020.

As for all other activities and projects, they were primarily carried out on-line, including recruitment of new resources that were mainly for Information Technology (IT), Education and Human Resources. The constant high demand for activities and deliverables required additional resources in some key areas, which explains the increase in salaries and other personnel costs from the previous year. It is to be noted that for IT, some of the new recruitments are in replacement of former consultants. Specific resources were hired for special three-year projects in I&I, which are being fully covered by the special funding previously mentioned from Public Authorities and the International Olympic Committee.

Information and Communications expenses increased over last year as WADA invested in developing a full re-design of its corporate website, which was launched in January 2022. In addition to this, the revamped and enhanced Anti-Doping Education and Learning platform (ADEL) was successfully relaunched in January 2021, attracting over 80,000 users by the end of 2021.

Also, in 2021:

- Testing activities worldwide, including those coordinated by WADA, were not at their usual level but nevertheless higher than in 2020, which translated into a year-end spend by WADA of USD 398,000 compared to USD 304,000 in 2020;
- Laboratory accreditation activities increased to USD 381,000 against USD 302,000 in 2020;
- Research grants paid out were maintained at the same level as the previous year at USD 1.4 million;
- The total commitments for scientific research projects amounted to USD 3.7 million (USD 1.3 million came from the special research fund);
- Legal fees incurred were USD 2.7 million. Regarding the legal costs, a number of high-profile anti-doping cases, e.g., the cases of the Russian Anti-Doping Agency (RUSADA) and Chinese Swimmer Sun Yang continued to require the allocation of financial resources. It should however be noted that, in the case of RUSADA, the Court of Arbitration for Sport (CAS), awarded WADA USD 1.3 million (the highest in CAS history). This award money will be used to alleviate some of the case-related costs incurred by the Agency.

Administration expenses increased by USD 650,000 over 2020. This is explained mainly by a significant increase in insurance costs; a return to certain activities; and, the resumption of in-person and/or hybrid events. IT costs amounted to USD 1.4 million, surpassing 2020 by USD 162,000 – mainly due to increased security measures, software licenses and systems maintenance.

Investments

In 2021, WADA incurred capital expenditures of USD 2.5 million, representing USD 400,000 less than 2020. Further development of WADA's Anti-Doping Administration & Management System (ADAMS) remained a key priority with investment amounting to close to USD 1.8 million. A major milestone was reached in 2021 for ADAMS as the Paperless Doping Control system was launched in May.

Prompted by the 2020–2024 Strategic Plan and the COVID-19 pandemic, in 2020, WADA embarked on an Organizational Transformation and New Ways of Working Project with the support of PricewaterhouseCoopers (PwC). This involved reviewing WADA's organizational structure to ensure it is set-up in a way to optimize performance and support delivery on the Strategic Plan; and, to ensure that our workforce management and collaboration models are optimized considering the demands and opportunities of teleworking and other ways of working. Connected to this project, we abandoned our plan to expand the Montreal office. Instead, in 2021, WADA commenced the redesign and renovation of the current office footprint to accommodate a post-COVID state; whereby, less employees would be simultaneously present in the office, which will result in significant savings.

The short- and long-term income from interest on investment reached USD 628,000 in 2021, a decrease of 7% compared to 2020. Although, WADA continued to maintain its conservative investment policy of not investing funds in speculative financial products, the rise in inflation in the second half of 2021 will likely impact our investment portfolio.

Surplus & Reserves

As a result of the surplus previously mentioned, operating reserves increased to USD 7.4 million -- a rise of USD 1 million for 2021 as per the agreed reserve policy. Despite the increase, we have yet to achieve the level set and approved by the ExCo in 2015, which was to build a reserve equivalent to six months of operations (or USD 9.6 million based on the operation level at that time). As some uncertainty still looms over the global economy, the reserve does help to ensure business continuity of the Agency. Most importantly, WADA continues to keep a tight control on expenses and savings so that they are invested back into programs and activities that are of value to the global anti-doping community.

As it relates to cash and cash equivalents (excluding commitments), WADA ended the year at USD 26.8 million, up from USD 22.3 million in 2020.



Financial Position

Overall, at the end of 2021, the financial position of the Agency was positive. Given the 2017 Board endorsement of an 8% annual increase (for the years 2018 through 2022), WADA continued to deliver on the Board's expectations and those of its stakeholders. WADA is pleased with the Agency's ongoing financial performance and the progress that was achieved in 2021. We demonstrated our resilience and agility through the unprecedented times of the pandemic and continue to execute on our 2020–2024 Strategic Plan with the invaluable commitment and support of all our stakeholders. We are however mindful of the challenges that lay ahead and will continue to be responsible custodians of the Agency's long-term financial wellbeing.



Dao Chung
 Chief Financial Officer

SOURCES OF CONTRIBUTIONS

Actual 2018–2021 and Budget Plan 2022–2025

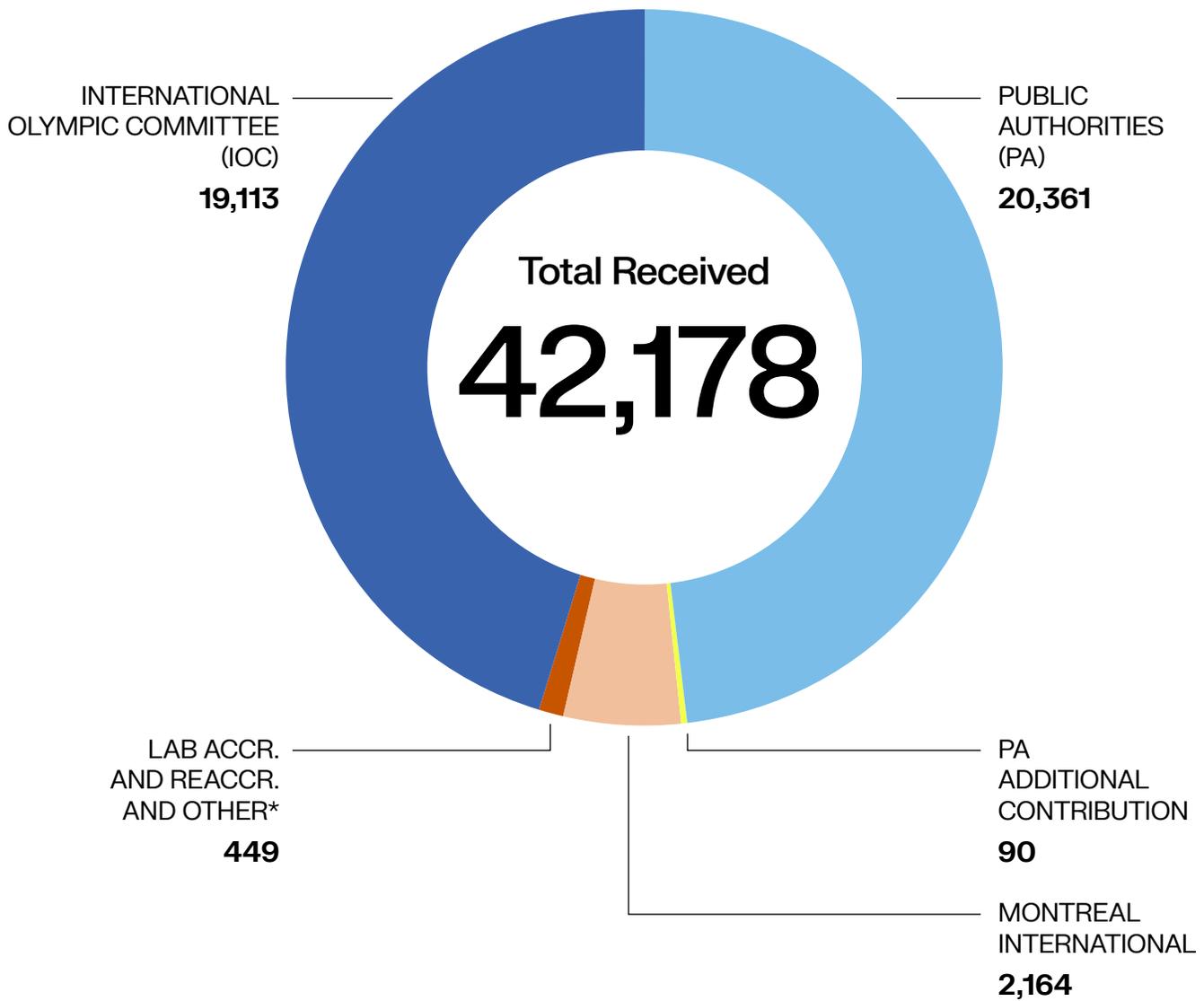
	INTERNATIONAL OLYMPIC COMMITTEE (IOC)	PUBLIC AUTHORITIES (PA)	PA ADDITIONAL CONTRIBUTION	MONTREAL INTERNATIONAL	LAB ACCR. AND REACCR. AND OTHER*	TOTAL
Actual 2018	16,055	16,349	1,263	1,471	248	35,386
Actual 2019	17,336	17,214	1,621	1,452	426	38,050
Actual 2020	18,073	18,583	271	1,405	202	38,535
Actual 2021	19,113	20,361	90	2,164	449	42,178
Budget Plan 2022	21,838	21,838	35	2,444	345	46,500
Budget Plan 2023	23,585	23,585	195	2,444	355	50,164
Budget Plan 2024	25,000	25,000	195	2,444	355	52,994
Budget Plan 2025	26,500	26,500	195	2,444	355	55,994

All numbers are in thousands of US dollars / 2022 to 2025 are projected numbers: 2022–2023 at 8%, 2024–2025 at 6%

* Laboratory Accreditation and Reaccreditation, Compliance Monitoring

2021 SOURCES OF CONTRIBUTIONS RECEIVED

All numbers are in thousands of US dollars.



* Laboratory Accreditation and Reaccreditation, Compliance Monitoring

2021 CONTRIBUTIONS BY REGION (PA)

All numbers are in thousands of US dollars

Africa

0.4%Remitted
USD 65

Americas

31%Remitted
USD 5,668

Asia

22%Remitted
USD 3,985

Europe

53%Remitted
USD 9,744

Oceania

3%Remitted
USD 514**Total Remitted: 19,974**

2021 ADDITIONAL CONTRIBUTIONS (PA)

All numbers are in thousands of US dollars

Australia

55

Japan

35**Total Remitted: 90**EXTRA CONTRIBUTIONS
RESEARCH AND INVESTIGATION (PA)

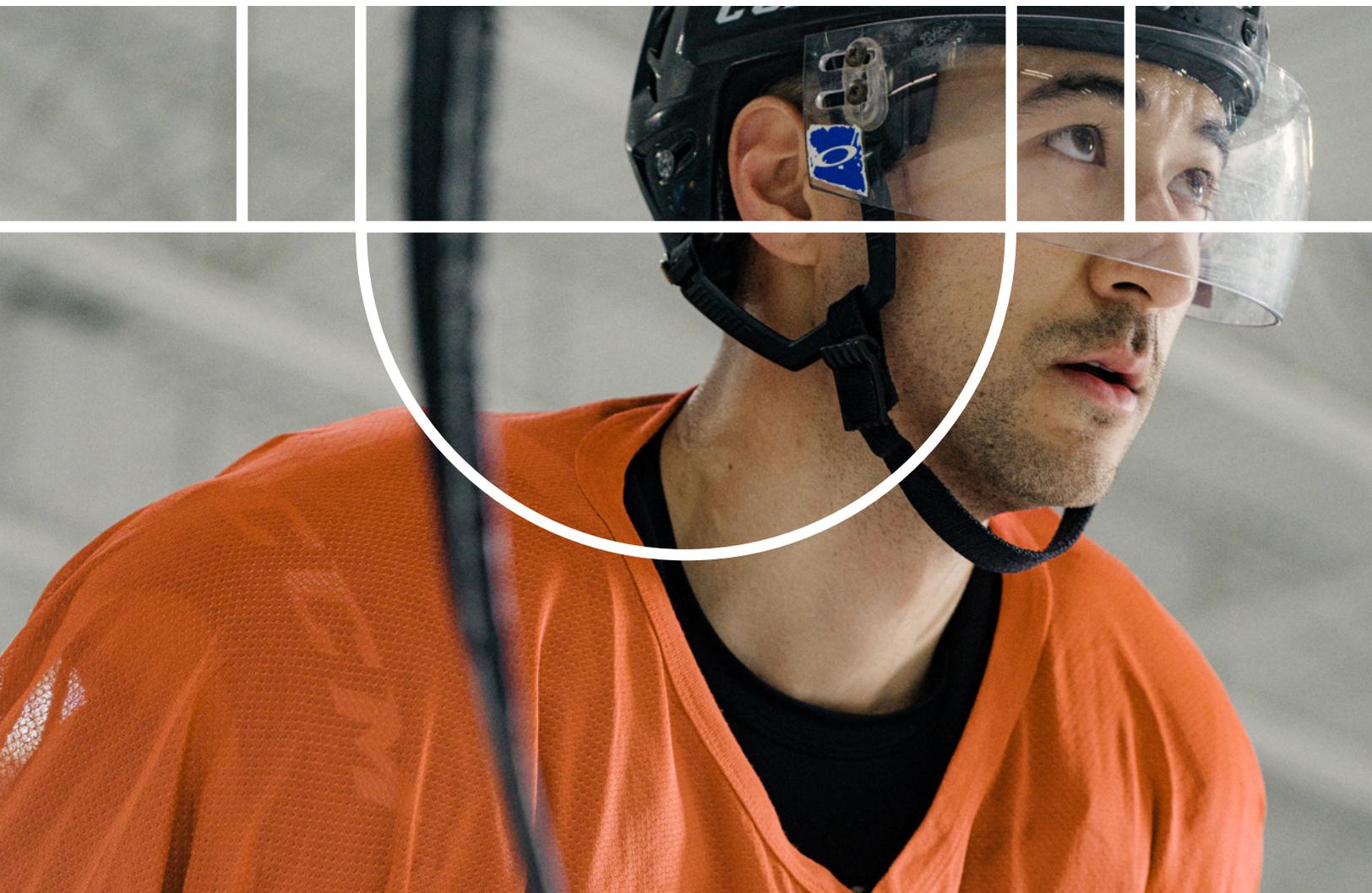
From November 2019 to June 2021

All numbers are in thousands of US dollars

Initiative by IOC at the World Conference 2019 in Katowice

China	993
Canada	748
Cyprus	3
Egypt	100
France	61
Greece	24
India	1,000
Poland	108
Saudi Arabia	500
PA	3,537
IOC	3,537
Total Received:	7,074

2021 Financial Statements





Report of the Statutory Auditor to the Foundation Board on the Financial Statements December 31, 2021

Interoffice report

To: PricewaterhouseCoopers SA – World Anti-Doping Agency group audit team

As requested in your instructions, we have audited the accompanying financial statements of World Anti-Doping Agency, which comprise the balance sheet as at December 31, 2021 and the statements of activities, comprehensive income, changes in equity and cash flows for the year then ended, and the notes to the financial statements, which include significant accounting policies and other explanatory information. These financial statements are the responsibility of World Anti-Doping Agency's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Scope

We conducted our audit in accordance with International Standards on Auditing (ISA).

Management's responsibility for the financial statements

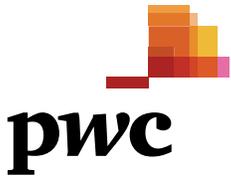
Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Performing firm's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. As requested, our audit procedures also included the procedures identified in your instructions, which the instructions indicate are required by the auditing standards generally accepted in Switzerland.

PricewaterhouseCoopers LLP/s.r.l./s.e.n.c.r.l.
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"PwC" refers to PricewaterhouseCoopers LLP/s.r.l./s.e.n.c.r.l., an Ontario limited liability partnership.



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 internal control relevant to the entity's preparation of financial statements that give a true and fair view 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, 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 accompanying financial statements present fairly, in all material respects the financial position of World Anti-Doping Agency as at December 31, 2021 and the results of its operations and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Restriction on use

This report is intended solely for the use of the PricewaterhouseCoopers SA World Anti-Doping Agency audit team in connection with the audit of the financial statements of World Anti-Doping Agency and should not be used by or distributed to parties other than PricewaterhouseCoopers SA.

/s/ PricewaterhouseCoopers LLP¹

Montréal, Quebec, Canada
May 19, 2022

¹ CPA auditor, public accountancy permit No. A130737

Balance Sheet

As at December 31, 2021

(in thousands of Swiss francs with audited US dollar figures as complementary information – Note 2)

	NOTE	2021 USD	2020 USD	2021 CHF	2020 CHF
Assets					
Current assets					
Cash and cash equivalents	4	26,797	22,341	24,459	19,713
Investments	5(b)	3,533	5,170	3,225	4,562
Receivables	6	2,686	593	2,452	524
Derivative financial instruments		-	142	-	125
Other current assets	7	3,003	2,608	2,741	2,301
		36,019	30,854	32,877	27,225
Non-current assets					
Investments	5(b)	16,490	14,524	15,051	12,816
Fixed assets	8	531	586	485	518
Intangible assets	9	5,788	6,821	5,283	6,019
Right-of-use assets	10	4,495	5,055	4,103	4,460
		27,304	26,986	24,922	23,813
Total assets		63,323	57,840	57,799	51,038
Liabilities and Equity					
Current liabilities					
Accounts payable		2,106	2,957	1,922	2,610
Lease liabilities	10	543	524	496	462
Accrued expenses	11	1,469	1,077	1,341	951
Derivative financial instruments		46	-	42	-
Advance contributions		12,383	9,508	11,303	8,390
		16,547	14,066	15,104	12,413
Non-current liabilities					
Net pension obligation	17	584	672	533	593
Lease liabilities	10	4,544	5,111	4,148	4,509
Total liabilities		21,675	19,849	19,785	17,515
Equity					
Foundation capital	12	4,006	4,006	5,000	5,000
Cumulative translation adjustment		-	-	(10,725)	(11,883)
Litigation reserve	13	2,000	2,000	1,917	1,917
Operation reserve	13	7,400	6,400	6,754	6,035
Accumulated other comprehensive income		477	1,057	402	931
Excess of income over expenses brought forward		27,765	24,528	34,666	31,523
Total equity		41,648	37,991	38,014	33,523
Total liabilities and equity		63,323	57,840	57,799	51,038
Commitments	20				
Contingent liabilities	21				

The accompanying notes are an integral part of these financial statements.

Statement of Activities

For the year ended
December 31, 2021
(in thousands of Swiss francs with
audited US dollar figures as com-
plementary information – Note 2)

	NOTE	2021 USD	2020 USD	2021 CHF	2020 CHF
Income					
Annual contributions	14	39,475	36,657	35,983	34,699
Grants	15	2,254	1,676	2,055	1,586
Other	16	449	202	410	192
		42,178	38,535	38,448	36,477
Operating expenses					
Salaries and other personnel costs	17	20,979	17,931	19,123	16,921
Travel and accommodation		866	579	789	548
Information and communications		427	53	389	50
Testing fees		398	304	363	288
Accreditation fees		381	302	349	285
Research grants	18	1,393	1,394	1,269	1,319
Other grants		50	50	46	47
Project consulting fees		5,674	5,733	5,173	5,427
Rents		311	277	283	262
Depreciation of right-of-use assets	10	560	535	511	507
Administration		2,566	1,915	2,325	1,813
IT costs		1,407	1,245	1,283	1,178
Depreciation and amortization of fixed and intangible assets	8, 9	3,509	3,576	3,212	3,386
		38,521	33,894	35,115	32,031
Excess of operating income over expenses before financial income (expenses)		3,657	4,641	3,333	4,446
Financial income (expenses)					
Interest		440	482	401	456
Bank fees		(145)	(125)	(132)	(118)
Net gain on currency exchange rates		285	196	260	185
		580	553	529	523
Excess of income over expenses for the year	14	4,237	5,194	3,862	4,969

The accompanying notes are an integral part of these financial statements.

Statement of Comprehensive Income

For the year ended
December 31, 2021
(in thousands of Swiss francs with
audited US dollar figures as com-
plementary information – Note 2)

	2021 USD	2020 USD	2021 CHF	2020 CHF
Excess of income over expenses for the year	4,237	5,194	3,862	4,969
Other comprehensive income (loss)				
Item that will be reclassified to the statement of activities:				
Net change in unrealized gains and losses on investments classified at fair value through other comprehensive income:	(800)	377	(730)	287
Item that may be subsequently reclassified to the statement of activities:				
Currency translation adjustment	-	-	1,158	(3,084)
Item that will not be subsequently reclassified to the statement of activities:				
Remeasurement of net pension plan obligation	220	140	201	123
Total comprehensive income for the year	3,657	5,711	4,491	2,295

The accompanying notes are an integral part of these financial statements.

Statement of Changes in Equity

For the year ended
December 31, 2021
(in thousands of Swiss francs with
audited US dollar figures as com-
plementary information – Note 2)

	FOUNDATION CAPITAL USD	LITIGATION RESERVE USD	OPERATION RESERVE USD	ACCUMULATED OTHER COMPREHENSIVE INCOME USD	EXCESS OF INCOME OVER EXPENSES BROUGHT FORWARD USD	TOTAL USD
Balance as at December 31, 2019	4,006	1,500	3,900	540	22,334	32,280
Excess of income over expenses for the year recognised in the statement of activities	-	-	-	-	5,194	5,194
Transfers to litigation and operation reserves	-	500	2,500	-	(3,000)	-
Other comprehensive income for the year	-	-	-	517	-	517
Total comprehensive income for the year						5,711
Balance as at December 31, 2020	4,006	2,000	6,400	1,057	24,528	37,991
Excess of income over expenses for the year recognised in the statement of activities	-	-	-	-	4,237	4,237
Transfers to operation reserves	-	-	1,000	-	(1,000)	-
Other comprehensive income for the year	-	-	-	(580)	-	(580)
Total comprehensive income for the year						3,657
Balance as at December 31, 2021	4,006	2,000	7,400	477	27,765	41,648

	FOUNDATION CAPITAL CHF	CUMULATIVE TRANSLATION ADJUSTMENT CHF	LITIGATION RESERVE CHF	OPERATION RESERVE CHF	ACCUMULATED OTHER COMPREHENSIVE INCOME CHF	EXCESS OF INCOME OVER EXPENSES BROUGHT FORWARD CHF	TOTAL CHF
Balance as at December 31, 2019	5,000	(8,799)	1,476	3,829	521	29,201	31,228
Excess of income over expenses for the year recognised in the statement of activities	-	-	-	-	-	4,969	4,969
Transfers to litigation and operation reserves	-	-	441	2,206	-	(2,647)	-
Other comprehensive income (loss) for the year	-	(3,084)	-	-	410	-	(2,674)
Total comprehensive income for the year							2,295
Balance as at December 31, 2020	5,000	(11,883)	1,917	6,035	931	31,523	33,523
Excess of income over expenses for the year recognised in the statement of activities	-	-	-	-	-	3,862	3,862
Transfers to operation reserves	-	-	-	719	-	(719)	-
Other comprehensive income (loss) for the year	-	1,158	-	-	(529)	-	629
Total comprehensive income for the year							4,491
Balance as at December 31, 2021	5,000	(10,725)	1,917	6,754	402	34,666	38,014

The accompanying notes are an integral part of these financial statements.

Statement of Cash Flows

For the year ended
December 31, 2021
(in thousands of Swiss francs with
audited US dollar figures as complementary information – Note 2)

	2021 USD	2020 USD	2021 CHF	2020 CHF
Cash flows from				
Operating activities				
Excess of income over expenses for the year	4,237	5,194	3,862	4,969
Depreciation and amortization of fixed and intangible assets	3,509	3,576	3,212	3,386
Depreciation of right-of-use assets	560	535	511	507
Excess of defined contributions cost over contributions	65	812	59	716
Gain (loss) on currency exchange rates	104	204	95	(280)
Change in fair value of financial assets through profit or loss	-	(142)	-	(125)
Changes in				
Receivables	(2,093)	1,252	(1,928)	1,261
Other current assets	(395)	(343)	(440)	(110)
Accounts payable	(773)	483	(688)	145
Accrued expenses	392	(126)	390	(212)
Advance contributions	2,875	(1,032)	2,913	(1,807)
Net cash provided by operating activities	8,481	10,413	7,986	8,450
Investing activities				
Purchase of fixed assets	(221)	(193)	(292)	(183)
Purchase of intangible assets	(2,278)	(2,767)	(1,925)	(2,619)
Purchase of investments	(6,805)	(4,706)	(6,203)	(4,455)
Proceeds from sale of investments	5,800	5,471	5,287	5,178
Net cash used in investing activities	(3,504)	(2,195)	(3,133)	(2,079)
Financing activities				
Principal payments on lease liabilities	(521)	(475)	(476)	(461)
Net cash used in financing activities	(521)	(475)	(476)	(461)
Increase in cash and cash equivalents	4,456	7,743	4,377	5,910
Currency translation impact	-	-	369	(319)
Cash and cash equivalents – Beginning of year	22,341	14,598	19,713	14,122
Cash and cash equivalents – End of year	26,797	22,341	24,459	19,713
Supplementary information				
Interest received	464	496	423	470

The accompanying notes are an integral part of these 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 November 10, 1999 under the Swiss Civil Code. On June 2, 2002, the Head Office of WADA was officially moved to Montréal, Canada, in accordance with the vote of the Foundation Board on August 21, 2001 in Tallinn, Estonia, the office in Lausanne therefore becoming a branch office. However, WADA remains a Swiss foundation with its registered office in Lausanne, Switzerland.

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

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

2. Basis of presentation and summary of significant accounting policies

Basis of presentation

These financial statements have been approved by the Foundation Board of WADA on May 19, 2022 and cannot be amended after issuance. The financial statements of WADA for the year ended December 31, 2021 have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

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

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

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

Foreign currencies

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

Cash and cash equivalents

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

Financial instruments

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

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

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

Classification and measurement

Assets

Cash and cash equivalents	Amortised cost
Investments	FVOCI
Derivative financial instruments	FVTPL
Receivables	Amortised cost

Liabilities

Accounts payable	Amortised cost
Accrued expenses	Amortised cost

Evaluation

Financial instruments at amortised cost

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

Financial instruments at FVOCI

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

Financial instruments at FVTPL

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

Derecognition

Financial assets

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

Financial liabilities

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

Impairment

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

Financial assets and financial liabilities disclosure

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

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

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

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

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

Fixed assets

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

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

Intangible assets

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

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

Impairment of non-financial assets

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

Revenue and income recognition

Annual contributions and advance contributions

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

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

Grants

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

Other

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

Financial income

Interest income is recognised on an effective yield basis.

Income taxes

WADA is exempt from paying income taxes.

Research grants

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

Leases

As a lessee

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

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

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

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

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

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

Short-term leases and lease of low-value assets

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

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

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

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

Pension benefit plan

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

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

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

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

Future accounting changes

As at December 31, 2021, there were no accounting standards issued by the IASB that were not yet effective as at such date that would have a significant impact on the Agency.

3. Financial risk management

Financial risk factors

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

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

a) Foreign currency exchange risk

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

As at December 31, 2021, 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 CHF137 (USD191) higher (2020 – CHF402 (USD456) higher) mainly as a result of foreign exchange loss on translation of cash and cash equivalents denominated in Canadian dollars.

As at December 31, 2021, the following accounts are shown in Canadian dollars, Swiss francs, euros, South African rand, Japanese yen and British pounds sterling, and have been converted to the functional currency in the balance sheet.

	2021					
Denominated in	CAD	CHF	EUR	ZAR	JPY	GBP
Cash and cash equivalents	8,487	679	617	1,074	16,807	205
Receivables	820	17	13	-	6	1
Accounts payable and accrued expenses	1,669	870	104	65	77	10

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

b) Interest rate risk

WADA is exposed to interest rate risk through the impact of rate changes on interest-bearing assets. As at December 31, 2021, WADA's interest-bearing assets were cash and cash equivalents and investments at FVOCI.

As at December 31, 2021, had interest rates been 0.25% lower, with all other variables held constant, equity would have been CHF45 (USD49) higher (2020 – CHF106 (USD120) higher) as a result of an increase in the fair value of bonds classified as FVOCI.

Notes to Financial Statements

December 31, 2021

(in thousands of Swiss francs with audited US dollar figures as complementary information – Note 2)

c) Liquidity risk

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

DECEMBER 31, 2021

	LESS THAN 1 YEAR USD	1 TO 5 YEARS USD	MORE THAN 5 YEARS USD	TOTAL USD
Accounts payable and accrued expenses	3,292	-	-	3,292
Lease liabilities	543	2,246	2,298	5,087
	3,835	2,246	2,298	8,379

DECEMBER 31, 2020

	LESS THAN 1 YEAR USD	1 TO 5 YEARS USD	MORE THAN 5 YEARS USD	TOTAL USD
Accounts payable and accrued expenses	4,034	-	-	4,034
Lease liabilities	524	2,992	2,119	5,635
	4,558	2,992	2,119	9,669

DECEMBER 31, 2021

	LESS THAN 1 YEAR CHF	1 TO 5 YEARS CHF	MORE THAN 5 YEARS CHF	TOTAL CHF
Accounts payable and accrued expenses	3,005	-	-	3,005
Lease liabilities	496	2,050	2,098	4,644
	3,501	2,050	2,098	7,649

DECEMBER 31, 2020

	LESS THAN 1 YEAR CHF	1 TO 5 YEARS CHF	MORE THAN 5 YEARS CHF	TOTAL CHF
Accounts payable and accrued expenses	3,561	-	-	3,561
Lease liabilities	462	2,639	1,870	4,971
	4,023	2,639	1,870	8,532

d) Credit risk

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

	Rating	2021		2020		
		Balance		Balance		
		USD	CHF	USD	CHF	
USB	AA-	18,222	16,611	A+	9,339	8,840
Lombard Odier Darier Hentsch	AA-	3,607	3,288	AA-	956	905
The Bank of Nova Scotia	AA-	4,901	4,467	AA-	11,998	11,357
		26,730	24,366		22,293	21,102

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

e) Capital risk

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

Fair value estimation

As at December 31, 2021, the fair value of cash and cash equivalents, receivables, accounts payable and accrued expenses was not significantly different from their book value because of their maturity being close to the balance sheet date. As at December 31, 2021, no financial assets were impaired or past due.

4. Cash and cash equivalents

	2021 USD	2020 USD	2021 CHF	2020 CHF
Cash	20,196	10,736	18,434	9,473
Term deposits	6,601	11,605	6,025	10,240
	26,797	22,341	24,459	19,713

Cash and term deposits are subject to current interest rates.

5. Financial instruments

a) Financial instruments by category

As at December 31, 2021	NOTE	FINANCIAL ASSETS AT AMORTISED COST		INVESTMENTS AT FVOCI		INVESTMENTS AT FVTPL		TOTAL	
		USD	CHF	USD	CHF	USD	CHF	USD	CHF
Current assets									
Cash and cash equivalents	4	26,797	24,459	-	-	-	-	26,797	24,459
Investments	5(b)	-	-	3,533	3,225	-	-	3,533	3,225
Receivables	6	2,686	2,452	-	-	-	-	2,686	2,452
Derivative financial instruments		-	-	-	-	(46)	(42)	(46)	(42)
Non-current assets									
Investments	5(b)	-	-	16,490	15,051	-	-	16,490	15,051
		29,483	26,911	20,023	18,276	(46)	(42)	49,460	45,145

As at December 31, 2020	NOTE	FINANCIAL ASSETS AT AMORTISED COST		INVESTMENTS AT FVOCI		INVESTMENTS AT FVTPL		TOTAL	
		USD	CHF	USD	CHF	USD	CHF	USD	CHF
Current assets									
Cash and cash equivalents	4	22,341	19,713	-	-	-	-	22,341	19,713
Investments	5(b)	-	-	5,170	4,562	-	-	5,170	4,562
Receivables	6	593	524	-	-	-	-	593	524
Derivative financial instruments		-	-	-	-	142	125	142	125
Non-current assets									
Investments	5(b)	-	-	14,524	12,816	-	-	14,524	12,816
		22,934	20,237	19,694	17,378	142	125	42,770	37,740

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(in thousands of Swiss francs with audited US dollar figures as complementary information – Note 2)

b) Investments at FVOCI

	2021 USD	2020 USD	2021 CHF	2020 CHF
Bonds in US dollars	20,023	19,694	18,276	17,378
Less: Current portion	3,533	5,170	3,225	4,562
	16,490	14,524	15,051	12,816

Bonds bear interest at rates ranging from 0% to 4.85% and mature from January 2022 to December 2027. Investments at FVOCI comprise corporate bonds in the amount of CHF15,535 (USD17,022) (2020 – CHF15,315 (USD17,356)), banking institution bonds in the amount of CHF2,741 (USD3,001) (2020 – CHF1,673 (USD1,896)) and government bonds in the amount of CHF nil (USD nil) (2020 – CHF389 (USD442)).

6. Receivables

	2021 USD	2020 USD	2021 CHF	2020 CHF
Quebec sales tax receivable	629	418	574	369
Other receivables	2,019	132	1,843	117
Recoverable withholding taxes	14	15	13	13
Rental deposit and guarantees – Uruguay office	24	28	22	25
	2,686	593	2,452	524

7. Other current assets

	2021 USD	2020 USD	2021 CHF	2020 CHF
Prepaid expenses	2,207	1,890	2,014	1,668
Accrued interest	103	127	94	112
Prepaid scientific research grants 2013	-	60	-	53
Prepaid scientific research grants 2016	4	-	3	-
Prepaid scientific research grants 2018	18	309	16	273
Prepaid scientific research grants 2019	133	150	122	132
Prepaid scientific research grants 2020	317	7	289	6
Prepaid social science research grants 2015	-	11	-	10
Prepaid social science research grants 2017	-	3	-	3
Prepaid social science research grants 2018	11	-	10	-
Prepaid social science research grants 2019	55	51	51	44
Prepaid social science research grants 2020	2	-	2	-
Prepaid social science research grants 2021	153	-	140	-
	3,003	2,608	2,741	2,301

Notes to Financial Statements

December 31, 2021

(in thousands of Swiss francs with audited US dollar figures as complementary information – Note 2)

8. Fixed assets

	COMPUTER EQUIPMENT		OFFICE EQUIPMENT		LEASEHOLD IMPROVEMENTS		TOTAL	
	USD	CHF	USD	CHF	USD	CHF	USD	CHF
Year ended December 31, 2020								
Opening net book amount	165	160	140	135	447	432	752	727
Additions	132	126	26	25	3	3	161	154
Depreciation charge	(94)	(89)	(57)	(54)	(176)	(167)	(327)	(310)
Currency exchange impact	-	(17)	-	(10)	-	(26)	-	(53)
Closing net book amount	203	180	109	96	274	242	586	518
As at December 31, 2020								
Cost	1,045	2,000	1,458	1,453	653	1,358	3,156	4,811
Accumulated depreciation	(842)	(1,882)	(1,349)	(1,358)	(379)	(1,155)	(2,570)	(4,395)
Currency exchange impact	-	62	-	1	-	39	-	102
Net book amount	203	180	109	96	274	242	586	518
Year ended December 31, 2021								
Opening net book amount	203	180	109	96	274	242	586	518
Additions	285	269	3	3	21	20	309	292
Depreciation charge	(143)	(136)	(70)	(66)	(151)	(143)	(364)	(345)
Currency exchange impact	-	1	-	7	-	12	-	20
Closing net book amount	345	314	42	40	144	131	531	485
As at December 31, 2021								
Cost	855	2,269	339	1,456	433	1,378	1,627	5,103
Accumulated depreciation	(510)	(2,018)	(297)	(1,424)	(289)	(1,298)	(1,096)	(4,740)
Currency exchange impact	-	63	-	8	-	51	-	122
Net book amount	345	314	42	40	144	131	531	485

As at December 31, 2021, the amount of leasehold improvements included in accounts payable was USD88 (CHF80) (2020 – USD1 (CHF1)).

9. Intangible assets

	SOFTWARE	
	USD	CHF
Year ended December 31, 2020		
Opening net book amount	7,345	7,105
Additions	2,725	2,580
Amortization charge	(3,249)	(3,076)
Currency exchange impact	-	(590)
Closing net book amount	6,821	6,019
As at December 31, 2020		
Cost	26,489	27,353
Accumulated amortization	(19,668)	(20,847)
Currency exchange impact	-	(487)
Closing net book amount	6,821	6,019
Year ended December 31, 2021		
Opening net book amount	6,821	6,019
Additions	2,112	1,925
Amortization charge	(3,145)	(2,867)
Currency exchange impact	-	206
Closing net book amount	5,788	5,283
As at December 31, 2021		
Cost	27,534	29,278
Accumulated amortization	(21,746)	(23,714)
Currency exchange impact	-	(281)
Closing net book amount	5,788	5,283

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

As at December 31, 2021, the amount of intangible assets included in accounts payable was USD269 (CHF246) (2020 – USD435 (CHF384)).

10. Right-of-use assets and lease liabilities

	2021 USD	2020 USD	2021 CHF	2020 CHF
Right-of-use assets				
Net cost as at January 1	6,095	6,024	5,894	5,827
Lease modifications	-	71	-	67
Accumulated depreciation	(1,600)	(1,040)	(1,520)	(1,009)
Currency exchange impact	-	-	(271)	(425)
Net carrying amount as at December 31	4,495	5,055	4,103	4,460
Depreciation charge for the year	(560)	(535)	(511)	(507)
	2021 USD	2020 USD	2021 CHF	2020 CHF
Lease liabilities				
Lease liabilities as at January 1	5,635	5,835	5,251	5,645
Lease modifications	-	71	-	67
Principal lease payments	(521)	(475)	(476)	(461)
Currency exchange rate impact	(27)	204	(131)	(280)
Lease liabilities as at December 31	5,087	5,635	4,644	4,971

11. Accrued expenses

	2021 USD	2020 USD	2021 CHF	2020 CHF
Accruals	779	426	711	376
Accrued scientific research grants 2008	33	33	30	30
Accrued scientific research grants 2013	68	68	62	60
Accrued scientific research grants 2015	32	-	29	-
Accrued scientific research grants 2016	23	62	22	55
Accrued scientific research grants 2017	96	163	88	144
Accrued scientific research grants 2018	201	219	183	193
Accrued scientific research grants 2019	88	28	81	24
Accrued scientific research grants 2020	68	-	62	-
Accrued social science grants 2010	7	7	6	6
Accrued social science grants 2011	4	7	3	6
Accrued social science grants 2012	-	4	-	4
Accrued social science grants 2013	3	4	3	3
Accrued social science grants 2015	31	26	28	23
Accrued social science grants 2016	3	3	3	3
Accrued social science grants 2017	9	4	8	4
Accrued social science grants 2018	12	23	11	20
Accrued social science grants 2019	12	-	11	-
	1,469	1,077	1,341	951

12. Foundation capital

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

13. Reserves

Litigation

In 2007, the Foundation Board agreed to a reserve of USD2,000 dedicated to litigation. This will allow the Agency to engage in any case where it is required.

Operations

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

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

In 2021, the operation reserve was increased to USD7,400 funded through surplus from operations.

14. Annual contributions

	2021 USD	2020 USD	2021 CHF	2020 CHF
2002 to 2010 contributions	27	1	24	1
2012 Public Authorities and governments	-	1	-	1
2015 Public Authorities and governments	1	-	1	-
2016 Public Authorities and governments	4	-	3	-
2016 International Olympic Committee	-	4	-	4
2017 Public Authorities and governments	4	11	4	11
2018 Public Authorities and governments	10	43	9	40
2019 Public Authorities and governments	45	133	41	126
2020 Public Authorities and governments	310	18,391	282	17,408
2020 International Olympic Committee	649	18,073	592	17,108
2021 Public Authorities and governments	19,974	-	18,208	-
2021 International Olympic Committee	18,451	-	16,819	-
	39,475	36,657	35,983	34,699

15. Grants

	2021 USD	2020 USD	2021 CHF	2020 CHF
Montréal International	2,164	1,405	1,973	1,330
Government of Australia	55	55	50	52
Government of Japan	35	175	32	165
Canton de Vaud / City of Lausanne	-	41	-	39
	2,254	1,676	2,055	1,586

WADA benefits from two major government supports in Canada. The Government of Canada provides WADA with a total cash contribution of CAD10.0M, indexed over a 10-year period (2002–2011), and exempts WADA from any income tax. The Government of Quebec also provides WADA with a total cash contribution of CAD5.0M, indexed over a 10-year period (2002–2011). The Governments of Canada and Quebec amended the agreement in order to extend the financial contributions for the initial period by an additional 10-year period. Under this amended agreement, WADA will receive an additional total cash contribution of CAD10.0M, indexed over a 10-year period (2012–2021), from the Government of Canada and an additional total cash contribution of CAD5.0M, indexed over a 10-year period (2012–2021), from the Government of Quebec. The Governments of Canada and Quebec amended the agreement in order to extend the financial contributions from the second amendment by an additional 10-year period. Under this amended agreement, WADA will receive an additional total cash contribution of CAD20.2M, indexed over a 10-year period (2021–2031), from the Government of Canada and an additional total cash contribution of CAD10.0M, indexed over a 10-year period (2021–2031), 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.

16. Other income

	2021 USD	2020 USD	2021 CHF	2020 CHF
Laboratory accreditation and re-accreditation fees	220	125	201	119
Code monitoring	217	37	198	35
Inducements and reward programs	12	40	11	38
	449	202	410	192

17. Salaries and other personnel costs

	2021 USD	2020 USD	2021 CHF	2020 CHF
Salaries	15,089	12,176	13,754	11,526
Social charges and other benefits	5,763	4,724	5,254	4,472
Defined benefit pension plan costs	127	1,031	115	923
	20,979	17,931	19,123	16,921

The number of people employed was 160 as at December 31, 2021 (2020 – 144).

Retirement benefit obligation

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

As at December 31, 2021, the pension benefit obligation and the fair value of the plan assets amount to CHF1,604 (USD1,757) and CHF1,071 (USD1,173), respectively. As at December 31, 2020, the pension benefit obligation and the fair value of the plan assets amounted to CHF1,617 (USD1,838) and CHF1,024 (USD1,164) respectively.

18. Research grants

	2021 USD	2020 USD	2021 CHF	2020 CHF
Research grants expensed				
Scientific research grants expensed	1,163	1,154	1,059	1,092
Social science research grants expensed	224	252	204	238
Refunds received on cancellation of project	6	(12)	6	(11)
Total research grants expensed	1,393	1,394	1,269	1,319
Research grants paid out				
Research grants expensed	1,393	1,394	1,269	1,319
Prepaid expenses (movement)	103	105	94	100
Accruals (movement)	(40)	(79)	(36)	(75)
Total research grants paid out	1,456	1,420	1,327	1,344

19. Related party transactions

Transactions with Public Authorities and other organizations including the Olympic Movement are disclosed separately in these financial statements. The Foundation Board members and the President and the Executive Committee of WADA are not remunerated by the Agency. However, in accordance with WADA statute, the President and Vice-President receive a fixed annual indemnity amount of 100 thousand CHF and 50 thousand CHF, respectively. 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.

	2021 USD	2020 USD	2021 CHF	2020 CHF
Compensation of key management				
Salaries	3,671	2,800	3,346	2,625
Benefits and social charge	1,637	1,114	1,492	1,043
	5,308	3,914	4,838	3,668

Key management of WADA is defined as all the directors of the Agency. Compensation is for 18 directors as at December 31, 2021 (2020 – 16 directors).

20. Commitments

Commitments for service contracts

	2021 USD	2020 USD	2021 CHF	2020 CHF
Less than one year	438	565	400	498
More than one year and less than five years	94	121	86	107
	532	686	486	605

The commitments for non-lease elements are related mainly to the external expert services in government support.

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:

	2021 USD	2020 USD	2021 CHF	2020 CHF
Less than one year	3,580	3,758	3,268	3,316
More than one year and less than five years	621	1,035	567	913
	4,201	4,793	3,835	4,229

21. Contingent liabilities

As at December 31, 2021, WADA has contingent liabilities in the amount of CHF3,296 (USD3,611) (2020 – CHF2,141 (USD2,427)). 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 2022.

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