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***From Montreal to the world: Through turbulent times, WADA is
leading the fight against doping in sport***

Distinguished guests, 'bonjour'. I would like to thank my hosts at the Montreal Council on Foreign Relations for the invitation to speak today on behalf of the World Anti-Doping Agency. I am aware that I follow in the footsteps of prime ministers, ambassadors, captains of industry, scientists, generals and some of the great leaders of our time who have previously addressed you from this stage. It is a privilege to be here – and to be joined by WADA's founding president and Montrealer, Dick Pound, who led the Agency from 1999 to 2007; WADA's current Director General, Olivier Niggli; and, other Agency colleagues in the room -- to give you an insight into the world of anti-doping; of those who try to cheat; and, of those of us who are tasked with stopping them.

My background is entirely from the world of sport. A promising – but not sufficiently promising – badminton player who moved into administration. We rebuilt the Scottish Badminton Union, which then led to the International Badminton Federation. As President

of that body, I was able to persuade the International Olympic Committee to add the sport to the Olympic Program. I moved on to the British Olympic Association and chaired the meeting in January 1994, which took the decision to change our candidate city for an Olympic Bid from Manchester to London. And, nineteen and a half years later, following a hugely successful 2012 London Games, we passed the Organizing Company to the lawyers to wind it up.

For the London Games, the British Government and the City turned an area of post war industrial devastation in east London into the new Queen Elizabeth Olympic Park. And, six years after the Games, 120,000 new jobs have been created in and around the Park. Unusually for an Organizing Committee, our hugely talented Chief Executive was approached by the Prime Minister, David Cameron, during a brief drink in the VIP room, and was offered, and subsequently accepted, the position of Assistant Secretary to the Treasury and spent the two years after the Games trying to invigorate the British economy.

During many of these years, I enjoyed a different challenge as the Chairman of the Finance and Administration Committee of the World Anti-Doping Agency. You know what they say... 'all good organizations should have a Scot in charge of Finance – as we have short arms and deep pockets'.

A single set of Code rules for all

In 1999, there was still no one single answer to tackling doping in sport. Every sport had different rules and countries had different laws so an athlete could, for example, be banned in one country but be able to compete in others (in 1998, a cyclist was suspended for two years in Denmark, but was able to compete in every other country because there was no universal recognition of the Danish law).

The anti-doping movement as we know it today, including WADA, was the result of a crisis that engulfed sport back in 1998. It was in fact the result of two crises. First was the Festina controversy at the 1998 Tour de France, in which a large number of prohibited medical substances were found by police in a raid during the race, with several cyclists and their entourage being arrested and charged by French police.

The second was what became known as the 2002 Salt Lake City Olympic bid scandal, which involved allegations of bribery connected with the International Olympic Committee resulting in the suspension of several of its members.

The values of sport were being threatened; and, it was doping above all else that was providing the most serious threat to sports' future.

Accordingly, WADA was formed in 1999, at the First World Conference on Doping in Sport. WADA started operating later that year from Lausanne, as a unique 50-50 partnership between the sports movement and governments of the world. This 50-50 split is reflected in the Agency's financial structure and in the composition of our Executive Committee and Foundation Board.

What followed quickly in our first few years was the delivery of the first edition of the World Anti-Doping Code. The Code is the core document that harmonizes anti-doping policies, rules and regulations within sport organizations and among public authorities around the world. It works in conjunction with six International Standards. Together, they detail the rules and aim to foster harmonization among anti-doping organizations (such as International Federations, major event organizers and national anti-doping organizations) for key areas such as:

1. prohibited substances and methods;

2. how an athlete may be granted a Therapeutic Use Exemption, which permits the presence of a prohibited substance or method for therapeutic reasons (such as insulin for diabetics);
3. testing and investigations;
4. accredited-laboratories;
5. protection of privacy and personal information; and
6. Code compliance by anti-doping organizations.

In parallel, there is a UNESCO Convention that provides public authorities with a legal framework via which they can address specific areas of doping that are outside the domain of the sports movement. The Convention was written in record time in 2005 and is now ratified by 187 countries, reflecting around 99% of the world's population. Of all those countries, it might interest you to note that Canada was the second nation behind Sweden to accept the Convention.

Since the early days, the Code and the International Standards have been revised twice. They are currently undergoing another review that will be complete in 2021. It is important that the rules are not static but evolve depending upon sporting and societal changes as well as available medical and scientific data.

Today, under the improved rules of the 2015 Code, we protect the clean athlete like never before. We have longer, four-year sanctions for intentional doping cheats; more effective testing that encourages organizations to test the right athlete for the right substance at the right time; rules that better recognize that rarely does an athlete dope alone, but more often doping is the result of their entourage (such as coaches, agents, doctors, even parents).

We also require the athletes to hold up their end of the bargain – to educate themselves fully on anti-doping rules. Also, if athletes are aware of others doping, they are encouraged to provide information to us through our confidential whistleblower program, ‘Speak UP!’. They must avoid association with banned coaches or medics; and, a limited number of top elite athletes must also inform us of their whereabouts so they can be tested out of competition. All these aspects are important if the global system is to continue to protect their interests.

From Montreal to the world...

I see that CORIM’s mission is to promote greater knowledge of international affairs by encouraging closer cooperation between the various entities that share common interests. I’m told that, since formation of the Council, you have done this admirably by providing a platform for those who wish to share their insight and experience on international affairs with Montreal community members. You have also done a great job in promoting the role of Montreal as a global hub, as a great place to do business and as an international center for a range of important disciplines, such as science, technology, the arts, sports and diplomacy.

As well as being all those things, Montreal has also been WADA’s home since 2002. At that time, Canada was at the forefront of the fledgling sports anti-doping movement and, was showing the sort of vision and determination necessary to bring the anti-doping fight to the next level. Denis Coderre, Canada’s former Secretary of State for Amateur Sport (and most recently Montreal’s Mayor) was instrumental in getting the necessary government support to bring WADA’s headquarters from Lausanne to Montreal. And, since then, we believe that, as part of the community, the Agency has had a positive

impact on Montreal and its growing reputation around the world. Ours is a high-profile international organization, operating from the downtown core, which attracts a lot of worldwide attention.

Today we are building a World Anti-Doping Agency that is fit for the future and ready to face the challenges that inevitably will come our way. With regional offices in Lausanne; Montevideo,; Cape town; and, Tokyo; WADA currently employs 89 people in Montreal from over 40 different nationalities and six continents. We also work with more than a dozen Quebec-based consultancies on an ongoing basis.

In the medium-term, we intend to increase the number of full-time positions in Montreal as we double-down on our commitment to fighting doping in sport from right here in the 'City of a Thousand Steeples'. The Government of Canada has been an integral and helpful part of WADA's governance since the early days. A number of Canadian experts have also contributed to making WADA what it is today, the global anti-doping regulator. So, the harmonious relationship between WADA, Montreal, Québec and Canada has been fruitful for all concerned.

Having committed partners is important for WADA as there are many challenges ahead...

The foundations of the anti-doping system remain solid. The World Anti-Doping Code and the UNESCO International Convention constitute a solid legal framework that reaches out across all sports and all nations.

However, recent events – in particular the Russian doping scandal that first erupted in December 2014 and cast a shadow over the Rio and PyeongChang Olympic and Paralympic Games – has highlighted some breaches of the system that are being addressed.

The situation in Russia was highlighted first by WADA's Pound Commission, which was led by Dick Pound.

In November 2015, the Pound Commission revealed widespread doping in Russian athletics. This resulted in:

- the International Association of Athletics Federations suspending the Russian Athletics Federation;
- WADA declaring the Russian Anti-Doping Agency, which at the time was rife with corruption, to be non-compliant with the World Anti-Doping Code; and
- WADA suspending its accredited Moscow laboratory.

Then, on the eve of the Rio Olympic and Paralympic Games, WADA's independent McLaren Investigation – led by Ontarian Richard McLaren – exposed institutionalized doping in Russia across a range of sports that prompted calls for Russia to be banned from the Games; and, more recently, the IOC's Schmid Commission that resulted in the Russian Olympic Committee being banned from the PyeongChang 2018 Olympic Games.

These revelations forced a sea change in attitude around the globe as people began to understand the scale of the challenge via the resulting media firestorm. Confirmation of that level of cheating left the sports world in no doubt of the importance of WADA's job and has re-awakened the public to the importance of sports integrity.

Clearly, we all face pressure to deal with it effectively. Athletes need to know they are being protected and they expect us to step up the fight. In short, they expect the rules to be strengthened. And, they expect more from WADA as we assist stakeholders in the implementation of Code rules -- to hold them to a high standard of compliance, calling them out publicly if they do not deliver.

This, without a doubt, puts pressure on WADA to do more...and now! Equally so, it puts pressure on governments and the sports movement to resource WADA properly to be fit for the future and to deliver on all the enhanced services that are being demanded.

Put simply, adequately funding WADA to fight for clean athletes is imperative.

Stepping up to that challenge, in 2017, WADA Management developed a multi-year plan seeking increases to its annual USD 30 million budget, which would enable the Agency to implement recommendations put forth and decisions made by the Agency's Foundation Board.

Just yesterday, WADA's Board – which again is comprised equally of representatives of the sport movement and governments of the world -- considered the plan; and, I'm pleased to say have agreed to annual increases of 8% for 2018 – 2022.

This was a very important decision for the future of clean sport, giving WADA a welcome financial injection and, dare I say, a clear vote of confidence in the job we are doing.

With more finances in hand, WADA's priorities include:

1. **Further strengthening the Agency's compliance monitoring programme;**
2. **Increasing research led anti-doping education;** as it is clear that, prevention through awareness and education is one of the most effective tools for fighting doping.
3. **Working with anti-doping organizations around the world to enhance anti-doping capacity.**
4. **Further developing scientific-based knowledge,** i.e. as it relates to prohibited substances.

5. **Strengthening the laboratory accreditation process.** We currently have 34 WADA-accredited laboratories around the world that analyze samples and report test results. In fact, there is a world-class WADA-accredited laboratory right here...in Laval.
6. **We are also strengthening WADA's capability for investigations; in particular, WADA's whistleblower programme that is named Speak Up!** This program offers strong support for those who come forward and provide relevant information.

On this note, one of the most valuable – and high-profile – pieces of work we carry out is Intelligence and Investigations. Aply led by Gunter Younger, who is also here with us today. Gunter, who is from German law enforcement, was part of WADA's Pound Commission into Russian athletics.

By way of example, last year, the I&I Department launched an investigation into the activities of the International Biathlon Union after receiving information from well-placed whistleblowers. Realizing that some of the people involved in the IBU were potentially involved in criminal activity, the I&I Department shared information with officials from Austrian and Norwegian law enforcement, as well as Interpol. This intelligence triggered a police investigation that resulted in police raids, on 10 April of this year, on the IBU Secretary-General in Austria and the IBU President in Norway. As this particular case is still live, there is not much more I can say about it but it is the perfect example of how WADA works with other interested agencies for the greater good.

I think it would be fair to say generally that doping is a threat to all of society, not just for sport. Increasingly, organized crime gangs are the ones responsible for the trafficking of performance-enhancing drugs with the associated risks and ruthlessness that inevitably runs hand in hand with the criminal underworld.

In addition, these dangerous drugs can be found online and can be ordered almost as easily as a pepperoni pizza. There are no checks and balances, no regulations to ensure safe application, and limited international treaties to prevent it from happening or policing it when it does.

Our work often results in the imposition of important sanctions for anti-doping organizations, international federations and even entire national teams. When that happens, there can be negative reactions. Over the past years, we have seen efforts to bully WADA and to dissuade us from continuing with our mission. We have been cyber-attacked by the same criminals who attacked the US Democratic Party – the Fancy Bears; we have received death threats; we have been hit with reams of negative media coverage and fake news; crude and aggressive diplomatic efforts; and even, on one recent occasion, the video projection of abusive comments related to Russia on one entire side of the Scotiabank building across the street from our offices right here in this city.

As the global regulatory body, we're not in the business of making friends with those that deliberately break the rules under the Code. However, increasingly, WADA is facing costly law suits brought by people and organizations whose questionable activities we have brought to light. And, as this is likely only the beginning, WADA will need more protection from these threats, which turn into time-consuming and expensive distractions.

To that end, a private member's bill was presented to the National Assembly of Québec on 10 May by the deputy from D'Arcy McGee, Mr. David Birnbaum; which, if passed, will better protect our trustees, administrators and employees against civil law suits in relation to WADA's decisions or activities. This is a very important measure for WADA, and we can only hope to see it passed before the Summer recess in a form that will provide WADA the greatest level of protection possible. We are very grateful of the support of Mr.

Birnbaum and we are counting on political parties from all sides to facilitate a greater level of protection for the organization.

So these are a few of WADA's priorities and activities. We have come a long way since our first tentative steps 19 years ago. Yet, we are still here in Montreal and, hopefully, here we will remain for the long haul.

Last November, it was with great pleasure that WADA's Foundation Board approved a letter of offer from Montreal International, Montreal's economic development agency for international organizations, to maintain our head office here beyond 2021 and up to 2031. While this letter of offer has yet to be formulated into an official agreement, we are pushing hard so that this can be achieved sooner rather than later – giving WADA and its employees the certainty and security that comes with knowing our headquarters are confirmed for the next 13 years.

It is my belief that we can do more to become a fully interactive and collaborative member of the Montreal community. There is so much that we can learn from you and, I believe, there is plenty we can offer you in return. Montreal is a city that boasts four top universities, the world-class WADA-accredited laboratory that I mentioned earlier, a number of pharmaceutical companies, several fascinating and far-reaching policy projects, professional sports organizations and a wealth of expertise in every conceivable branch of science, medicine, politics and business.

So why not consider, for example, establishing a Chair of Anti-Doping in Sport at one of those prestigious academies of learning? As part of that relationship, more research could be conducted on doping methods and on individual substances that are, or could be, used by athletes to gain an illegal advantage. We would also like to see more research carried out on the use of artificial intelligence to help cross-reference data and doping patterns.

We have already begun some work in that area. In fact, just this week, we signed an agreement with the Research Fund of Quebec (Fonds de recherche du Québec) that will result in our two organizations financing a number of research projects. One of these projects is related to the use of artificial intelligence to improve the assessment of data to fight doping in sport. Please let me take this opportunity to thank the organization's Chief Scientist, Mr. Remy Quirion, for this partnership that holds great promise.

And, more partnerships of this nature could be considered. Why not see if we could set up a high-level think-tank -- which includes representatives from the universities, private industry, research faculties, policy institutes and WADA -- to create a knowledge network focused on breaking boundaries in the fight against doping in sport?

Why not continue reaching out from Montreal to the world's community to promote the fight against doping in sport. Let's encourage governments from around the world to step up their game in the protection of clean athletes by instilling 'clean' (or non-doping cultures) in their respective countries? The Canadian and Québec governments already have representation in many inter-governmental organizations, including the Francophonie, the Organization of American States, Interpol and UNESCO to name a few. To varying degrees, these organizations provide great opportunities to convey the importance of fighting doping in sport.

In short, why not make Montreal a global center of excellence for anti-doping? Through effective collaboration of existing resources, some concerted diplomacy and a shared desire to highlight the risks that doping substances and methods pose to our society, we can work together in a way that will be beneficial for WADA, Montréal, Québec, Canada and the sporting world.

As you can see, much work has been done and much more is left to do to secure athletes' confidence and trust in the system, which they so richly deserve. WADA's mission is to lead a collaborative worldwide movement for doping free sport. We want all stakeholders – and that includes CORIM – to have the opportunity to input their expertise to ensure that the clean athlete prevails and to ensure that society, in particular the youth, is protected from the scourge of doping.

Thank you again for the invitation to speak here today. I hope that it helps kick off the next chapter in WADA's productive relationship with this wonderful city.

Merci!