

<b>Meeting</b>	International Testing Agency ("ITA") – Foundation Board
<b>Place</b>	Lausanne, Switzerland/Conference Call
<b>Date</b>	2 December 2021

## AGENDA

### **Item 1a): Opening of the meeting and welcome statement**

The Chair opened the meeting and welcomed the Foundation Board Members to the second gathering of 2021. Strict Covid-19 restrictions were still in force, as a result, the ITA was unfortunately not able to welcome all of the Foundation Board Members to Lausanne. The meeting was therefore held in a hybrid format and the Chair warmly thanked the Members for being present remotely and in person.

### **Item 1b): Roll call**

#### Chair of the Board:

Dr Valérie Fourneyron – *Independent ITA Board Member (present in Lausanne)*

#### Members of the Board:

Mrs Chantal Brunner – *Independent ITA Board Member (joined via videoconference)*

Prof. Peijie Chen – *Independent ITA Board Member (joined via videoconference)*

Prof. Dr Uğur Erdener – *Member representing the IOC (present in Lausanne)*

Dr Roger Jackson – *Independent ITA Board Member (joined via videoconference)*

Mr Francesco Ricci Bitti – *Member representing the International Federations (present in Lausanne)*

#### Ex-officio non-voting Observer:

Mr Sébastien Gillot – *WADA Director, European Regional Office and International Federations Relations (present in Lausanne)*

#### ITA Management:

Mr Benjamin Cohen – *ITA Director General (present in Lausanne)*

#### Persons invited:

Mr Xin Xu – *Assistant to Prof. Peijie Chen (joined via videoconference – whole meeting)*

Mrs Olya Abasolo – *ITA Education Manager (joined in person for agenda item 10)*

Mr Matteo Vallini – *ITA Head of Testing (joined via videoconference for agenda item 6)*

Mr Rafael Saya – *ITA Finance Manager (joined in person for agenda item 7)*

#### Excused:

Mrs Kirsty Coventry – *Member representing the Athletes*

Start of the meeting: 2 December 2021 at 09:30

End of the meeting: 2 December 2021 at 12:30

### **Item 2: Approval of the minutes of the previous Foundation Board meeting, 25 July 2021**

The minutes of the previous ITA Foundation Board meeting held on 25 July 2021 were submitted to all Foundation Board Members prior to the meeting for review and comments. No comments were submitted prior to or during the meeting.

**DECISION:** The Foundation Board Members unanimously approved the minutes of the meeting held on 25 July 2021.

### **Item 3: Re-appointment of Board Members**

As per the ITA Statutes, the mandate of the three following Foundation Board Members was coming to an end (January 2022):

- ✓ Dr Valérie Fourneyron, Independent Chair of the Board;
- ✓ Mr Francesco Ricci Bitti, Member representing the International Federations;
- ✓ Prof. Peijie Chen, Independent Board Member.

In accordance with Article 7 of the ITA Statutes and the Reappointment Policy adopted by the ITA Foundation Board, the three abovementioned Members could be reappointed for a period of two years.

The three Foundation Board Members had confirmed in writing to the ITA their wish to be reappointed for a further term of two years.

**DECISION:** The Board formally and unanimously approved the reappointments of Dr Valérie Fourneyron as Independent Chair of the Board, Mr Francesco Ricci Bitti, as Board Member, and Prof. Peijie Chen as Board Member for a new term of two years.

#### **Item 4: Report by the Chair of the Board**

The Chair sincerely and warmly thanked the Foundation Board Members for their trust and the renewal of her mandate as Independent Chair of the Board for another two years.

She highlighted the following activities and projects:

- ✓ After three years of existence, the ITA, the Board, the Director General and the team have worked relentlessly to establish a strong structure and build trust and credibility with ITA's founder, the sport movement, the global regulator, the partners and the media. Credibility, trust and expertise have been built with humility by listening to the partners, and with determination in a transparent way by ensuring successively:
  - The evolution of the Foundation Board towards more independence in its majority representation;
  - The anti-doping programs of over 50 International Federations and Major Event Organisers;
  - The implementation of the entire anti-doping program of the Tokyo 2020 Summer Olympic Games;
  - The accompaniment of International Federations in their compliance efforts;
  - The development of a relevant education program, built by sportsmen and women for athletes and their environment;
  - The management of Anti-Doping Rule Violations (ADRVs) and Laboratory Information Management System (LIMS) cases carried by WADA to Federations;
  - The prosecution of unresolved cases in Weightlifting;
  - The creation of the REVEAL platform for informants (whistleblowing platform);
  - The integration of the Cycling Anti-Doping Foundation, its know-how and the valorisation of shared contributions;
  - The setup of an international level training for Doping Control Officers (DCOs) and Chaperons, starting with those who would operate at the next Olympic Games in Beijing;
  - A high-level quality approach with 2 ISO Certifications on Information Security and Quality Management which are difficult to obtain considering that they both cover every single process and department at the ITA;
  - Bilateral collaboration agreements with over 20 NADOs;

- The development of digital tools for greater collective efficiency: Protection of athletes and sport system (PASS), digital sample collection process (COMPASS), ADCOM, Rooming app, Dashboards for partners, etc.;
  - The design, organisation and management of the Long Term Storage facility. The re-analyses are today, with Intelligence & Investigations, one of the best assets to progress in the field of clean sport;
  - Institutional recognition: MoU with UNESCO and observer status with the Council of Europe;
  - The creation of ITA's website - a testimony of transparency – and increased presence on social networks.
- ✓ The Chair emphasised that the ITA had made a significant contribution to strengthening the fight against doping to protect clean athletes;
  - ✓ She mentioned the new 2021 World Anti-Doping Code and new International Standards, as well as the good WADA-ITA relationship. In order to ensure that there was no misunderstanding in the community, it had been decided by WADA and the ITA to work on a joint position paper outlining the roles and responsibilities of each organisation;
  - ✓ The fight against doping requires financial resources and all investment should be used as effectively as possible;
  - ✓ She reminded the Foundation Board Members about the Strategic seminar that would take place in 2022 and which will give the opportunity to review a first draft of ITA's 2<sup>nd</sup> phase strategic plan. She informed the Members that the ITA Management had already started working on the strategy;
  - ✓ The Chair had represented the ITA at several institutional meetings since the last Foundation Board meeting in July 2021 and has regular contact with ITA's founder, the IOC. She had met with different IFs, NADOs and public authorities such as the Japanese Sport Minister and UNESCO. She would attend the Olympic Summit in December 2021 to deliver an activity report on Tokyo 2020 and Beijing 2022;
  - ✓ The Chair assured the Foundation Board Members that she supported the ITA administration as best she could to ensure that the ITA could deliver its work in good conditions;
  - ✓ She sincerely thanked the Board Members for their continued support.

#### **Item 5: Report by the Director General**

The Director General thanked the Chair for her continuous support, as well as the Members for being present at the meeting and for their support throughout the year. He reminded the Members that his report was part of the working documents and took the opportunity to highlight the following main operational activities which the ITA had focused on since the last Foundation Board meeting in July 2021:

- ✓ As previously announced, ITA's rapid growth was causing challenges to operate satisfactorily in the current Headquarter. After a thorough assessment, the decision was made to move the offices to Avenue de Rhodanie 40 in Lausanne, located very close to the current address, as it was both cheaper and offered opportunity for growth if need be. The move was expected to take place in Q2 of 2022;
- ✓ Risk mitigation initiatives: through (a) regular risk assessments and actionable mitigation plans across the teams, (b) a second ISO Certification on Quality Management (9001) adding to the existing ISO Certification on Information Security

and (c) several audits, penetration tests, IT Security awareness sessions, data management policies, quality assurance and training programs, etc.;

- ✓ Good governance initiatives: he highlighted that Play the Game had issued good governance indicators for National Anti-Doping Organisations (NADOs). An independent researcher from the University of Lausanne assessed the ITA against the above-mentioned good governance indicators. The ITA received the highest result which is very encouraging;
  - A few recommendations were highlighted in the report such as the publication of the agenda and summary of Board meetings.
- ✓ A major milestone for 2021 consisted in the compliance monitoring and enforcing efforts for the Tokyo 2020 anti-doping program, which started in 2020 with a full audit by WADA, continued in 2021 with a Corrective Action Plan and culminated during the Games with the WADA Independent Observer (IO) Team on-site;
- ✓ In 2021, two significant IF anti-doping programs handled entirely (or almost entirely) by the ITA were made subject to a complete WADA Audit, as a result of which all ITA activities, protocols and processes were audited by WADA, without any major non-conformities being observed;
- ✓ A table summarizing all ITA Partnerships and the level of delegation by each ITA Partner could be found in *annex 5.3* in the working documents;
  - The contract with the IWGA for the management of the World Games 2022 in Birmingham, Alabama (USA) had been signed and work had started with local authorities regarding planning of doping control activities;
  - Discussions to finalise contracts were underway with the International Swimming Federation (FINA), World Triathlon and the International Golf Federation (IGF);
  - Offers had been made to the International Volleyball Federation (FIVB) and the International Basketball Federation (FIBA).
- ✓ The administration was also pleased to see that the ITA was able to navigate through the pandemic this year and deliver all planned activities for close to 50 international partners. 2021 revenues would be above budget by 7% and the operating expenses 15% below budget by 1.8 million Swiss Francs;
- ✓ In terms of HR needs, a number of areas required special attention to ensure the ITA was in a position to satisfactorily operate and support its partners. Several recruitments were planned for 2022;
- ✓ The absence of framework that allowed the ITA to operate efficiently as a standalone organisation in ADAMS, the central database through which all anti-doping operations must be conducted, continued to create a very heavy burden on ITA's work and human resources. A meeting had been scheduled with WADA to further discuss and cooperate on this topic;
- ✓ The International Doping Control Officer (IDCO) Training Program had exceeded all expectations in the first year of launch, especially given the challenges the Covid pandemic had brought in terms of face to face events. The entire program was moved into a virtual format, which has enabled to deliver a high volume of events to a far reaching global audience, with overwhelmingly positive feedback. Through this program all the Doping Control Station Managers of Tokyo 2020 were trained, and by the end of this year over 100 Chinese DCOs who would be delivering the testing program for Beijing 2022 will be trained.
- ✓ Two new International Training & Certification Programs will be launched by the ITA in 2022: Educator training and Foundation DCO training.

- The Director General was pleased to inform the Board Members that the Shanghai University of Sport had shown interest in sponsoring the above-mentioned programs;
  - Given Prof. Peijie Chen's position with the Shanghai University of Sport, he was asked to leave the meeting for a short period of time in order for the Board to discuss this sponsorship and ensure that any such agreement would not create a risk of conflict of interest for the ITA;
  - The Board Members thoroughly discussed this matter and unanimously approved for the Shanghai University of Sport to become an Academic Partner of the two programs insofar as the partnership is limited to education initiatives and does not create a dependency of the ITA as a Foundation on funds received by the University. The Chair sincerely thanked the Shanghai University of Sport for their valuable support.
- ✓ The ITA had also duly followed-up on the concerns expressed by some ITA Board members regarding the potential for duplication of resources between WADA and the ITA, in particular in the area of Education and I&I. As a result, discussions were held between WADA and the ITA after the Tokyo 2020 Olympic Games and both parties agreed to produce clear documents outlining the roles and responsibilities of each organisation with respect to Education and I&I.
  - ✓ 25 cooperation agreements had been signed with NADOs and the ITA has, until now, prioritized the NADOs where it has most of its activities. An ITA International Relations Senior Manager has been hired, Mr Michael Ask, who was the former Chair of iNADO and CEO of Anti-Doping Denmark. NADOs have also been onboarded to ITA's digital platform PASS to provide for increased efficiencies on anti-doping operations.
  - ✓ A joint IOC-WADA-ITA letter was sent ahead of the Tokyo 2020 Olympic Games to all NADOs informing them that they could store samples of Tokyo 2020 Athletes free of charge for 10 years in ITA's Long Term Storage facility. The same communication will be sent for the Beijing 2022 Olympic Games.

**QUESTIONS/COMMENTS:**

Prof. Dr Uğur Erdener

- ✓ Prof. Dr Erdener thanked the Chair and the Director General for their detailed reports. He agreed that the ITA was progressing well and congratulated the Chair, the Director General and the ITA team.

Mr Francesco Ricci Bitti

- ✓ Mr Ricci Bitti supported the comment from Prof. Dr Erdener and mentioned that ITA's accomplishments during the past three years have been notable. The ITA has established itself as an important and qualified player.

Prof. Dr Uğur Erdener

- ✓ Prof. Dr Erdener highlighted the importance of a good coordination and cooperation between the IOC, WADA and the ITA.

Mr Sébastien Gillot

- ✓ Mr Gillot congratulated the ITA, on behalf of WADA, for the growth and achievements in the past three years. WADA fully supported ITA's development and was similarly fully

committed to finding synergies with the ITA to use resources in the anti-doping community in the best possible way.

Dr Roger Jackson

- ✓ Dr Jackson raised the two following items:
  - Relationship between NADOs and private collection agencies: private collection agencies hired trained NADO DCOs and under-priced their services which created challenging situations for NADOs;
  - Onboarding and partnerships with multisport organisations.

Mrs Chantal Brunner

- ✓ Mrs Brunner highlighted the challenge of participating to Board meetings remotely and she was very much looking forward to meeting the Board Members in persons. She was pleased to hear that WADA and the ITA would cooperate to find solutions in regard to ADAMS and congratulated the Chair, the Director General and the ITA team for the enormous amount of work that had been conducted. She asked if changes would be made to the service delivery plans for the Beijing 2022 Olympic Games based on the Tokyo 2020 experience.

The ITA Director General thanked the Members for their comments.

He mentioned that the relationship between NADOs and private collection agencies was a current topic of discussion. ITA's vision was to increase cooperation with NADOs, however, the service offered by private collection agencies was cost-effective and of good quality reason why many NADOs also rely on private collection agencies.

He explained that the Commonwealth Games Federation had initially started a tender process for the Commonwealth Games. This process was stopped and thus the ITA was unable to apply. The UK Government had requested for UK Anti-Doping to oversee anti-doping activities. The ITA remains available to support the Commonwealth Games Federation. The ITA Director General confirmed that this topic would be added to the agenda of the Strategic meeting in 2022.

He mentioned that several constructive learnings were taken from the Tokyo 2020 Olympic Games. Debrief sessions took place internally and with the IOC. Due to the short period of time between Tokyo 2020 and Beijing 2022, the ITA would unfortunately not be able to implement all recommendations and improvements for Beijing 2022.

The Chair concluded by thanking the Members for their comments and asked the Director General to warmly congratulate the entire ITA team for their hard work. She reminded the Board Members that all promotions had been suspended for the past two years due to the pandemic and confirmed to the ITA Director General that he had the full support from the Board in making the necessary arrangements to ensure that the staff members felt supported.

Mr Francesco Ricci Bitti suggested to set up a Remuneration Commission who would review prior to the end of year's Board meeting the overall proposed staff salary increase and other general remuneration matters.

#### **DECISION:**

- ✓ The Foundation Board Members unanimously approved the ITA Chair's and ITA Director General's reports.



- ✓ The Foundation Board Members unanimously approved to grant the ITA Director General his contractual annual bonus for satisfactory performance and an increase of his annual salary to be applied as of January 2022.
- ✓ The Director General will submit for review and approval by the Board a Remuneration Committee policy.

#### **Item 6: Olympic Games Tokyo 2020 and Beijing 2022**

The ITA Head of Testing, Mr Matteo Vallini, joined the meeting to give a presentation to the Board Members on the Beijing 2022 Olympic Games' anti-doping program.

- ✓ Further details about the Beijing 2022 Olympic Games' anti-doping program can be found in *annex 6.2* in the working documents.
- ✓ ITA's anti-doping activities report on the Tokyo 2020 Olympic Games can be found in *annex 6.1* in the working documents.

Dr Roger Jackson asked if the ITA team would have more time to implement improvements and resolve major issues for the Paris 2024 Olympic Games. The ITA Head of Testing confirmed that a strategic plan would be set up right after the Beijing 2022 Olympic Games to work on improvements/issues from Tokyo 2020 and Beijing 2022.

Mr Francesco Ricci Bitti explained that he had regular meetings with Paris 2024 and he would highlight anti-doping activities at the next meeting.

The Board Members congratulated the ITA Head of Testing and thanked him for the presentation.

#### **Item 7: Financial matters**

The ITA Finance Manager Mr Rafael Saya joined the meeting to present key financial activities and reminded the Members that the financial documents were part of the working documents. The following items were highlighted:

##### **2021 actuals**

- ✓ The new forecasted revenues are planned to be 7% higher than the original budget (CHF 8.2 mio vs. 7.7 mio), mainly due to higher revenues from International Federations and Major Events;
- ✓ Operating Expenses are foreseen to decrease by 15% (CHF 10.5 mio vs. 12.4 mio) mainly due to constant efforts by the administration to spend cautiously as well as a lower number of FTE compared to the original budget;
- ✓ Personnel costs will be lower than planned as the number of Full Time Employee (FTE) at the end of 2021 will be 65 compared to 74 in the original budget. These hirings have been postponed to 2022;
- ✓ Overall compared to the initial budget, we estimate the total shortfall for the year to decrease from an expected CHF 5.5 mio to 3.0 mio as a result of higher revenues and lower operating expenses;
- ✓ The ITA started the year with CHF 6.7 mio cash balance, received CHF 3.5 mio Olympic Movement Contribution, foresees a CHF 3.0 mio loss in operations including Capital Expenditures which would end the year with a cash balance of CHF 5.3 mio;
- ✓ Revenues are growing and do cover the personnel costs, but the ITA is still not able to fully cover all its operating costs hence the need of the Olympic Movement Contribution. It must be noted however, that the revenues cover personnel costs this year but not all positions could be hired this year and the team operated understaffed

with significant uncompensated over-time and overload. This additional support will come in 2022 and will necessarily impact the revenues/costs ratio.

## 2022 budget

- ✓ The 2022 OB (original budget) revenues are planned to be 9% (CHF 0.7 mio) lower than prior year (CHF 7.5 mio vs. 8.2 mio) mainly due to reduced revenues from the Olympic Games and reanalysis program. This is partly offset by the increase in the number of International Federation (IF) and the higher number of delegated services;
- ✓ Personnel costs will increase by 24% (+ CHF 1.9 mio) versus last year as a significant number of required personnel were not recruited in 2021 as planned and the number of Full Time Employee (FTE) required to support the operations will be 82 compared to 65;
- ✓ Operating Expenses are foreseen to increase by 32% (CHF 13.8 mio vs. 10.5 mio) versus last year mainly due to the increase of the number of employees. Other operating expenses are expected to increase following the growth of the ITA and more specifically due to:
  - Bigger office space triggering a rent increase;
  - Lower travel restrictions translating into possible higher travel fees;
  - The setup and scope of new required services and activities which lead to a number of associated costs (eg. Consultant fees, tools, etc.).
- ✓ Capital Expenditures will increase compared to last year (CHF 1.0 vs. 0.7 mio) due to the investments associated to the new office;
- ✓ Considering the operations, the ITA is still generating an operational loss of CHF 6.3 mio (see EBIDA line) and needs CHF 1.0 mio for capital expenditures which implies a support from the Olympic Movement Contribution to cover that shortfall. Considering the ITA's reserves, a CHF 5.0 mio Olympic Movement Contribution is needed to cover part of the loss.

## 5 Years Comparison

- ✓ The first years have seen a significant increase in revenues as a growing number of IFs delegated their services to the ITA and with the Tokyo summer Olympic Games in 2021. Taking a conservative approach to new IFs onboarding, it seems that a certain limit or plateau has been reached for the revenues as it will be challenging in the future to attract big IFs. Hence we would anticipate a slight decrease in revenues during non-Olympic years and a pick up during Summer Olympic years;
- ✓ Total costs grew linearly linked to the FTE increase. A higher complexity in the Anti-Doping landscape coupled with a higher number of services that must be delivered as well as a heavy administrative burden (in particular ADAMS issues) contribute to the need for a continuous increase in ITA employees. Several positions budgeted in 2020 and 2021 did not materialize and start impacting 2022;
- ✓ As revenues will stabilize and internal processes improve through the important IT investments, the number of ITA headcounts should stabilize as well. Hence, without additional revenues from services and keeping costs stable, the shortfall of CHF 7.4 mio planned in 2022 would be the new level of cash flow need for the future.

## Olympic Movement Contribution

- ✓ The Olympic Movement (OM) Contribution remained stable at CHF 3.5 mio over the last three years despite the fast development of the ITA. This was possible thanks to the important growth in revenues which could partly offset the increase in costs;
- ✓ In accordance with the proposed 2022 budget, the 2022 OM Contribution is set at CHF 5.0 mio and is presented to the ITA Board for approval. Considering a CHF 5.0 mio OM contribution for 2022, the ITA would have received a cumulative amount of CHF 20.3 mio. In line with PricewaterhouseCoopers' initial ITA business plan presented to the IOC



Executive Board, the IOC had approved a 30mio USD fund to the ITA allowing for its establishment and operations until 2022 (5-year plan). The ITA was recently informed that the exchange rate into Swiss francs (the currency in which ITA operates) would in fact amount to approx. 23-24 mio CHF after deduction of certain expenses the IOC had incurred prior to ITA's establishment. This would mean that 3-4mio Swiss francs are left from IOC's initial budget allocation until 2022. The ITA Board members thus recommend holding discussions with the IOC to discuss the next 5-year period (2023-2027) as it is clear that initial business projections were significantly different from reality.

- ✓ Certain important factors were not taken into account by PwC's initial projections foreseeing a potential breakeven after 2022 (without however mentioning a specific year in their business plan). These factors impact ITA's ability to possibly be 100% financially sustainable in the long run (eg. New World anti-doping code obligations, inability to operate as a standalone organisation in ADAMS from a technical and operational perspective, ITA's initial pricing model, etc).
- ✓ While the ITA was able to attract more partners and spend less than anticipated over the 2018-22 period, certain important factors impact ITA's ability to possibly be 100% financially sustainable in the long run.

#### QUESTIONS/COMMENTS:

Mrs Chantal Brunner asked if the IOC would continue to support the ITA until it could reach its break even. She also asked if the ITA was able to track how much it costs to serve each partner and if certain partners were returning more than others.

The Chair mentioned that a high-level meeting took place between the IOC and the ITA, with also two Board Members being present, Prof. Dr Uğur Erdener and Mr Francesco Ricci Bitti, where ITA's business plan and finances were discussed.

The Director General confirmed that a time management tool, called Clockify, had been implemented at the ITA which allows staff members to record the time they spend on projects and tasks. The ITA encourages IFs to delegate their entire anti-doping program to be able to work in an efficient and cost-effective way. The current model will not be financially self-sustainable. This topic would be added to the agenda of the Strategic seminar.

Mr Ricci Bitti confirmed that the IOC was very satisfied with ITA's work and progress. From a financial point of view, the IOC would like to see a business model that is not necessarily breakeven but that becomes stable.

#### DECISION: 2022 Budget

- ✓ Mrs Chantal Brunner gave a conditional approval: as long as the Olympic Movement's financial contribution was secured she approves the 2022 budget but without such security from the IOC that an Olympic movement contribution will be paid, approving a budget with a significant loss is putting the foundation and the board members' liability at risk;
- ✓ The Board Members approved the 2022 budget.
- ✓ The Board reappointed Ernst & Young as external auditors for the year 2022

#### Item 10: Other matters / Miscellaneous

- ✓ Presentation – ITA Education department:  
The ITA Education Manager, Mrs Olya Abasolo, joined the meeting to give a presentation to the Board Members on Education activities. Further details on Education activities can be found in *annex 8.1c*).
  - Dr Roger Jackson asked if NADOs could play a role in delivering the educational programs or could support the ITA Education department. The ITA Education Manager confirmed that they were working with active NADOs who were supporting the ITA as consultants, the ITA team was also connecting with

NADOs during events and ahead of the Beijing 2022 Olympic Games the ITA introduced NADOs to each other to share experiences.

- ✓ Mr Sébastien Gillot gave the following update from WADA:
  - WADA's Executive Committee and Foundation Board met in Paris at the end of November 2021;
  - The WADA Executive Committee and Foundation Board approved the main following governance reforms: the creation of a reformed and renamed WADA Athletes' Council, changes to the composition of the Board to include four additional seats (two athletes representatives from the WADA Athletes' Council and two NAOs representatives), changes to the composition of the Executive Committee to include two additional seats (WADA Athletes' Council Chair and Independent member);
  - Mr Sébastien Gillot thanked the ITA for its work and for the good cooperation. He expressed WADA's full commitment to support and collaborate with the ITA.

### **Item 11: Closing of the meeting**

The Chair sincerely thanked all the Board Members for their presence and contribution.

The date and location of the next Foundation Board meeting and Strategic seminar will be confirmed in due course.

These minutes are made in one original copy and signed in accordance with Article 9 of the ITA Statutes on \_\_\_\_\_.

Dr Valérie Fourneyron  
Chair of the Board

Mr Benjamin Cohen  
Director General

*Ms Jessica Hellman*  
*Senior Office Coordinator*  
*Minutes taker*