

Meeting	International Testing Agency ("ITA") – Foundation Board
Place	ITA Headquarters, Lausanne, Switzerland
Date	11 December 2024

AGENDA

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

The Chair opened the 15th meeting of the Foundation Board, the last meeting of the year, with all members present, and with Mrs Emma Terho who attended the meeting remotely. The meeting was exceptionally held at the Olympic House in recognition of the contributions of Prof. Erdener, who is completing his fourth and final term as a member representing the International Olympic Committee on the ITA Foundation Board.

In her welcome statement, the Chair highlighted the success of the Paris Olympic Games, which showcased the core values of the Olympic Movement and attracted over 20 million ticket sales and 5 billion viewers. The ITA contributed to the success of these Games through the promotion of clean sport. Looking ahead, significant governance developments are expected in 2025 within the Olympic Movement.

The Chair thanked all Board members for their contributions and participation and underlined the importance of their role in supporting the ITA's mission and governance.

Item 1b): Roll call

Chair of the Board:

Dr Valérie Fourneyron – Independent ITA Board Member

Members of the Board:

Mrs Chantal Brunner – Independent ITA Board Member

Prof. Peijie Chen – Independent ITA Board Member

Prof. Dr Uğur Erdener – Board Member representing the IOC

Dr Roger Jackson – Independent ITA Board Member

Mr Francesco Ricci Bitti – ITA Board Member representing the International Federations

Mrs Emma Terho – ITA Board Member representing the Athletes (attending remotely)

Ex-officio non-voting Observer:

Ms Laetitia Zumbrunnen – WADA Senior Manager, Sport Movement Relations

ITA Management:

Mr Benjamin Cohen – ITA Director General

Persons invited:

Mr Olivier Banuls – Head of Testing (joined for Item 8 of the Agenda)

Mr Rafael Saya – Finance Senior Manager (joined for Item 9 of the Agenda)

Start of the meeting: 11 December 2024 at 09:30

End of the meeting: 11 December 2024 at 13:00

Item 2: Approval of the minutes of the previous Foundation Board meeting, 11 June 2024

The minutes of the last ITA Foundation Board meeting held on 11 June 2024 were circulated to all members of the Foundation Board for review and comments prior to the meeting. No comments were received before or during the meeting.

DECISION: The Foundation Board Members unanimously and formally approved the minutes of the meeting held on 11 June 2024.

Item 3: Appointment and Re-appointment of Board Members

In line with the ITA Statutes, the term of office of Emma Terho, the Athlete Representative on the Foundation Board, was due to expire in January 2025. In accordance with Article 7 of the ITA Statutes and the Reappointment Policy for the ITA Foundation Board, Ms Terho could be reappointed for a further two-year term.

Ms Terho has expressed her wish to be reappointed as the Athlete Representative on the ITA Board for a further two-year term. Her reappointment is supported by the Olympic Movement. Ms Terho was also recently re-elected as Chair of the IOC Athletes' Commission, underlining her leadership and importance in promoting the work and educational activities of the ITA.

According to the ITA Statutes, Professor Ugur Erdener's term as IOC Representative on the ITA Board also ends this year, which represents his fourth and last term of office. He has been supporting the ITA since its inception in 2018.

The IOC has nominated Mrs Dagmawit Girmay Berhane to replace Professor Erdener as the IOC Representative on the ITA Board from 1 January 2025 onwards. Her nomination was reviewed and supported by the WADA Nominations Committee which submitted a non-binding recommendation to WADA's Executive Committee. The WADA Executive Committee approved her appointment at its meeting of September 2024.

Mrs Berhane will formally join the ITA Board at its next meeting in June 2025.

The Chair paid special tribute to Professor Erdener, who has been involved since the very first discussions about the ITA in 2015, following the Olympic Summit and driven by the IOC's vision to establish an independent global anti-doping organisation to avoid conflicts of interests and promote athlete and public confidence in the fight against doping. She expressed her sincere gratitude to him for his commitment. His support to the ITA within the Olympic Movement has been very important. On behalf of the Board and the entire ITA administration, she expressed her sincere thanks to Professor Erdener for his commitment to clean sport and the missions of the ITA.

DECISION: The Foundation Board unanimously and formally approved the reappointment of Ms Emma Terho as the Athlete representative on the ITA Foundation Board and the appointment of Mrs Berhane as the IOC representative on the ITA Foundation Board. As Board Member, Mrs Dagmawit Girmay Berhane will be granted joint signature of two powers however not with Chantal Brunner, Peijie Chen, Emma Terho, Charles Roger Jackson and Francesco Ricci Bitti.

Item 4: Report by the Chair of the Board

The Chair presented some of the activities and projects undertaken since the last Board Meeting, including the following:

- ✓ The anti-doping program at the Paris 2024 Olympic Games, which was the most comprehensive in Olympic history, with a record 90% of athletes tested in the Pre-Games phase. Improvements are still needed regarding the distribution of responsibilities between the Organizing Committee, the local NADO and the ITA, the accessibility of ADAMS to run a programme of this scale and the level of testing in certain countries or disciplines. The Chair congratulated the whole team for their efforts, as the upstream work was sometimes complex.
- ✓ The ITA is dedicated to advancing clean sport globally and is preparing for key events such as the Asian Winter Games, Milano Cortina 2026, 2028 Games in Los Angeles, and the 2026 Youth Olympic Games.
- ✓ Many international interactions took place over the last 5 months, including the ANOC General Assembly, which focused on education programmes and testing support for National Olympic Committees (NOCs). The expansion of anti-doping initiatives for the International Canoe Federation was presented at their Congress in Turkey, with the ICF President highlighting the benefits ITA brought to their sport.
- ✓ At the WADA Foundation Board meeting in Saudi Arabia, the Chair presented the program ITA delivered at Paris 2024 Olympic Games, ITA's education efforts at the Youth Olympic Games in South Korea and ITA's activities towards strengthening the compliance of ITA partner federations and major event organizers with the World Anti-doping Code.
- ✓ The Chair also noted the ongoing work of two working groups (WADA and World Aquatics) focused on addressing the concerns expressed by the international athlete community regarding the testing by National Anti-Doping Organizations (NADOs) of their own international-level athletes prior to major international competitions. These groups have suggested the ITA could take on a more active role in safeguarding the independence of the anti-doping system, in particular through the testing of international elite athletes prior to major Games.
- ✓ The Chair's attendance at the Olympic Summit was important considering that it marked President Bach's last Summit. The IOC President recognised the ITA's contribution to the advancement of clean sport. The Summit also invited a review of responsibility for the independent testing of International Athletes.

The Chair also provided an overview of other key focus areas:

- ✓ The Chair expressed satisfaction with the progress made in establishing new agreement with International Federations. Notably, this includes successful engagements with the many Federations that are members of the ARISF (Association of Recognized International Sport Federations) and AIMS (Alliance of Independent Members of Sport), both umbrella organisations dedicated to promoting cooperation and unity in the fight against doping.
- ✓ The ITA Budapest office is in the process of obtaining the appropriate legal framework for registration.
- ✓ The 2025 budget was discussed and reviewed prior to the meeting and 2025 will mark the first year of a new 4-year financial support agreement reached earlier this year with the IOC on behalf of the Olympic Movement.

- ✓ In alignment with the ITA 2023-26 Strategic Plan, the organisation has moved forward with the establishment of an Ethics Panel. In addition to taking decisions on alleged violations of the ITA Code of Ethics, this panel may also serve as an advisory body, providing independent guidance on ethical matters. The Board will appoint the members of the Ethics Panel later during the meeting.
- ✓ The Chair notes with satisfaction the work done by the administration on improving its internal operations, particularly in the areas of human resources. Enhanced HR practices, including initiatives for talent retention and succession planning are being implemented to ensure the organization continues to be fit for purpose and solid as it continues to grow.
- ✓ The ITA has contributed to the ongoing revision of the World Anti-Doping Code, which is expected to enter into force on 1 January 2027.
- ✓ The ITA has also made significant progress in ensuring that it is equipped with state-of-the-art advisory capabilities in the health, medical and clinical fields to support the implementation of its anti-doping activities. In this regard, the Chair highlighted the establishment of the ITA Health and Clinical Expert Advisory Group, chaired by Dr Margot Mountjoy, a leading expert in sports medicine.
- ✓ The ITA organised its first ever Scientific Workshop focused on the relationship between anti-doping organisations and the laboratory Athlete Passport Management Units (APMUs). The event brought together over 60 experts from around the world to discuss the progress and challenges associated with the Athlete Biological Passport. This event was fully funded by private sponsors.
- ✓ ITA has successfully renewed its ISO certifications (9001 for Quality Management and 27001 for Information Security), demonstrating its commitment to maintaining high standards of governance, ethics, and compliance.
- ✓ The Chair's term is set to conclude in December 2025. In anticipation of this transition, a process to select the next Chair will begin in early 2025. The aim is to ensure a seamless transition of leadership, to ensure continuity in the ITA's mission and to ensure that the organisation remains on track with its strategic objectives. The process will be carefully designed to identify the most suitable candidate to lead the Foundation Board of the ITA through its next phase of development and to continue supporting ITA's work for the protection of clean athletes and the global sports community.

The Chair passed the floor to the ITA Director General, Mr Benjamin Cohen to provide his report.

Item 5: Report by the Director General

The Director General thanked the Chair and members of the Foundation Board for their presence at the meeting and for their support throughout the year. The ITA has made significant progress in 2024, in particular with the successful implementation of the anti-doping programme at the Paris 2024 Olympic Games. The organisation continues to face challenges which are natural at this stage of the organisation's lifecycle (end of startup phase, start of consolidation phase), particularly in terms of financial sustainability and staff workload. A number of strategic initiatives and internal restructuring are underway to address these challenges and ensure the continued growth and effectiveness of the ITA.

He reminded the members that his written report was part of the working documents and took the opportunity to highlight the following key operational activities on which the ITA had focused on since the last Foundation Board meeting in June 2024:

- ✓ Progress on the 2023-2026 Strategic Plan with 20% of projects completed and 62% ongoing.
- ✓ The largest and most complete Pre-Olympic Games monitoring program led by the ITA in close collaboration with all Summer Olympic IFs and NADOs/RADOs worldwide that saw 90% of participants to the Games tested at least once in the lead up to the Olympic Games in Paris.
- ✓ The successful delivery of the anti-doping program for the Paris 2024 Olympic Games, with more than 6,000 samples collected over 2 and a half weeks of competitions. The program was delivered under budget and the most comprehensive ever implemented.
- ✓ The Director General highlighted the technological innovations in the anti-doping system, notably through the digitalisation of the doping control process from test planning to the long-term storage of samples after analysis, the creation of an athlete performance passport, the monitoring of performance data, the implementation of a new endocrine module to monitor the use of growth hormones, etc.
- ✓ The support received from both the ARISF General Assembly and the AIMS General Assembly at the recent October 2024 IF Forum, which endorsed the full delegation of anti-doping activities by all 60 AIMS and ARISF International Federations to the ITA.
- ✓ The financial results stronger than planned with revenues up 22% from 2023 and over 20% higher than originally budgeted. In parallel, the expected operating loss is 78% lower than the original budget with a loss of CHF 1.0mio vs a projected loss of CHF 4.6mio.
- ✓ The agreement reached with the International Olympic Committee providing for a financial support to the ITA with an envelope of 10mio USD allocated on behalf of the Olympic Movement to help sustain ITA's operations over the next Olympiad (2025-2028).
- ✓ The successful development of ITA's Testing Force, ITA's own dedicated pool of Doping Control Officers (DCOs) to complement the testing capabilities of NADOs and Private Sample collection agencies.
- ✓ The support by the Hungarian authorities for the official registration of the ITA office in Budapest. The necessary legislative changes are pending at the parliamentary level.
- ✓ The management of the "Chinese Aquatics Affair" on behalf of World Aquatics and the IOC took a lot of resources and time from the ITA staff. Moreover, the ITA has dedicated significant resources to cooperate with WADA and attend to their numerous information requests following their decision to investigate the publication of the Chinese athletes' identity in the media. The ITA has reiterated its full commitment to cooperate with the investigation while ensuring that it complies with legal requirements and ITA's staff personal rights.
- ✓ ITA's digital operating systems PASS and ComPASS are now being made available to NADOs to leverage synergies between national and international level programs. Discussions are currently underway with several NADOs.
- ✓ The development of the ITA Academic Centre in collaboration with the Shanghai University of Sport and the launch of new certification programs (International Blood Control Officer Training Program, Anti-Doping in Sport Foundation Course).

In addition, the Director General informed the Board that the ITA has been selected as the 2024 Winner of the NAVEX Excellence in Ethics and Compliance Award. This award recognizes organizations demonstrating exceptional commitment to corporate governance, risk mitigation and ethical practices. The ITA has also been shortlisted as

finalist for the 2024 International Sport Awards in two categories: the International Sport Integrity Award and the International Sport Education Award. The winners will be announced shortly. The International Sports Awards commend excellence and innovation in the global sports industry and acknowledge outstanding contributions shaping the future of the Business of sports worldwide.

The ITA has commissioned an independent review of ITA's governance using the ASOIF Good governance principles. The overall findings noted a very good performance all-round with few significant gaps. The review noted that "ITA compares with the best IFs on important governance areas ranging from representation of stakeholders in decision-making bodies to term limits and gender balance on the Foundation Board, financial transparency, and sophisticated risk management and IT security". The review highlighted several areas for further consideration related among others to environment sustainability and public reporting. A full report will be made available to the Board in due course.

Mr Cohen highlighted the organisation's efforts to improve its internal organizational structure and operations management. The aim is to comply with best practices and prepare the organization for future growth and challenges, including:

- ✓ Organisational Structure: the current horizontal structure is creating a number of inefficiencies as the organization has grown to over 100 employees. A more vertical structure has been proposed to better manage operations and ensure effective oversight, including the creation of sub-units to help support the Director General. In addition, an Operations Manager has been recruited to act as a liaison between the various units and management, ensuring the activation and coordination of projects.
- ✓ The importance of succession planning has been emphasised to mitigate the risks associated with changes in key personnel. Each department head has been tasked with developing a succession plan to ensure continuity and reduce dependency on individuals.
- ✓ The recruitment of additional staff to support strategic initiatives is necessary. However, budget constraints require further discussion.

In addition, Mr Cohen has addressed the following topics:

- ✓ ITA Headquarters: Technical issues concerning the Lausanne office have been resolved. The ITA secured a financial compensation from the owner thus, avoiding legal action.
- ✓ International Federations Partnerships:
 - New partnerships were established with FISAV (Savate), World Boxing, and FIGG (Footgolf).
 - The partnership with the FIA (Automobile) was extended to include more services such as in-competition testing.
 - Several partnerships with international federations are under negotiation for renewal, including Gymnastics, Hockey, Judo, Surfing, Table Tennis, Weightlifting, Wrestling and Rowing.
- ✓ A partnership with "ON Running" for athlete testing was secured.
- ✓ International Olympic Committee (IOC):
 - ITA has successfully delivered several IOC projects, including programs for the Paris 2024 Olympic Games and Gangwon 2024 Games.
 - Ongoing work includes programs for Milano Cortina 2026 and the 2026 Youth Olympic Games. Discussions are also underway for the 2028 Games in Los Angeles.

- ✓ Major Event Organizers:
 - The ITA is in discussions to implement anti-doping activities for several major events, including the 2025 Asian Winter Games, the 2025 World Games, the 2025 European Youth Olympic Festivals and the 2027 Asian Games.
- ✓ National and Regional Anti-Doping Organisations (NADOs/RADOs):
 - ITA has strengthened partnerships with 38 NADOs/RADOs. New agreements include Montenegro, and agreements with Portugal, Luxembourg and Ukraine are in final stages.
 - ITA has supported several NADOs with testing, education, and results management, including handling cases involving Swiss NADO employees.
 - ITA co-hosted CHINADA's annual international symposium in Guangzhou, China, focusing on anti-doping education.
 - ITA continues to train over 40 NADOs/RADOs with its Foundation and International Doping Control Officer Training and Certification programs as well as its International Clean Sport Educator Training program.

DECISION: The Foundation Board Members unanimously and formally approved the ITA Chair's and ITA Director General's reports.

Item 6: ITA Strategic Plan 2023-2026

The Director General presented the progress and achievements of the ITA Strategic Plan 2023-2026. The Strategic Plan aims to guide the ITA's activities and initiatives over the next few years, with a focus on achieving excellence in anti-doping, enhancing athlete confidence, and promoting clean sport worldwide.

To date, the ITA has completed 20% of the projects outlined in the Strategic Plan, with 62% of the projects currently underway. Significant progress has been made in several strategic objectives, including positioning, operations, compliance, and innovation.

Some projects are ongoing and may not have a definitive end date. In addition, some projects require significant financial investment, which may need to be adjusted depending on the financial position of the organisation.

Mr Cohen emphasised the need to continue to build the ITA's global reputation and strengthen relationships with key stakeholders. It is important to promote the ITA's role in ensuring fair and clean sport through targeted outreach and communication efforts. Expanding the ITA Testing Force, improving the efficiency of sample collection and testing processes, implementing advanced technology and digital tools to streamline operations and enhance data management would strengthen the operational process.

Conducting regular audits and reviews to maintain a high level of compliance and working with WADA and other organisations to address compliance issues and implement best practices is key for the ITA.

The development and delivery of comprehensive education programmes for athletes, as well as engagement with the athlete community to promote the ITA's mission and initiatives, also play a vital role within the ITA. Investing in research and development to stay at the forefront of anti-doping science and explore new methods and technologies to detect and prevent doping.

Finally, the ITA is committed to addressing these challenges by implementing succession planning and talent retention strategies to support ITA's growth and fostering a positive and inclusive work environment through employee engagement and development programmes, prioritising projects, seeking additional funding, and continually evaluating progress.

The ITA will continue to monitor progress, adjust priorities as necessary and report regularly to the Board on the implementation of the Strategic Plan.

Item 7: Appointment of the Ethics Panel

The Chair gave the floor to the ITA Director General to present the proposal for the introductory ITA Ethics Panel. The establishment of the Ethics Panel follows the adoption of the ITA Code of Ethics in December 2023.

Mr Cohen outlined the selection process, which included a public call for applications, resulting in more than 40 applications and a shortlist of 10 candidates, followed by interviews with some members of the management team. The proposed composition of the Ethics Committee is 4 members:

- ✓ Chair: Professor Margareta Baddeley from the University of Geneva, a renowned sports lawyer and professor of law.
- ✓ Members:
 - Mr Ennio Bovolenta from Italy, head of integrity at UEFA with experience in resolving integrity matters.
 - Mr Darren Charles Kane from Australia, a sports lawyer with experience in various sports federations.
 - Ms Angela Peco from Canada, an adjudicator and lawyer working with tribunals in Ontario.

The selection aimed to ensure gender parity, diversity, and representation from different continents. The panel members bring a wide range of expertise in sports law, integrity, and adjudication.

The Ethics Panel will deal with allegations of ethical breaches and conflicts of interest within the ITA. The panel will not deal with employment issues or matters that can be directly managed by the ITA. The focus will be on maintaining the integrity and independence of ITA's operations.

The establishment of the Ethics Panel is a key step in ensuring the integrity and transparency of ITA's operations by providing an independent mechanism to address ethical issues and conflicts of interest.

Amendments to the ITA Code of Ethics have been proposed to clarify the scope and responsibilities of the Ethics Panel. The amendments aim to focus the Panel's scope to ethical and conflict of interest issues, thereby avoiding unclarity, duplication or unnecessary work.

DECISION: The Board members unanimously approved the appointment of the proposed Chair and Members of the Ethics Panel. The Board also approved the proposed amendments to the ITA Code of Ethics.

Item 8: Presentation on the ITA Testing Force

The report was presented by Mr Olivier Banuls, the ITA's Head of Testing. The ITA Testing Force represents a major step forward in ensuring the integrity and effectiveness of the anti-doping effort by providing a reliable and independent mechanism for sample collection and testing. The main points of the ITA Testing Force were presented:

- ✓ Introduction and Purpose:
 - The ITA Testing Force was established to ensure the independence and integrity of the anti-doping system.
 - It serves as a third pillar alongside national anti-doping organizations (NADOs) and private sample collection agencies.
- ✓ Structure and Operations:
 - The Testing Force supports the operational unit of ITA's Testing Department, delivering both in-competition and out-of-competition testing.
 - The Testing Force allows for further efficiencies as it relies on ITA's own systems like PASS and ComPASS.
- ✓ Achievements in 2024:
 - The Testing Force successfully conducted around 1,300 out-of-competition tests, exceeding the initial goal of 1,000 tests.
 - It maintained a very low nonconformity percentage (below 2%) and a low unsuccessful attempt rate (below 4%).
 - Conducted several sensitive missions ahead of the Paris 2024 Olympic Games.
- ✓ Network Expansion:
 - The Testing Force's strategy is not to expand its workforce at all costs but to provide the ITA with a safe and efficient addition to the existing workforce among the NADOs and Private sample collection agencies
 - The Testing Force will recruit new sample collection personnel in areas where problems exist and where efficiencies can be made.
- ✓ Challenges:
 - Logistics and stock management.
 - Ensuring high standards of behaviour and compliance among sample collection personnel.
- ✓ Future Objectives:
 - Strengthen training, auditing, and management of sample collection personnel.
 - Recruit additional staff to support the growth and development of the Testing Force.
- ✓ Collaboration with NADOs:
 - ITA works closely with NADOs, sharing resources and ensuring complementary efforts in anti-doping.
 - Proactive communication and strategic alignment are key to a successful collaboration.
- ✓ Strategic Importance:
 - The Testing Force is crucial for maintaining the independence of the anti-doping system, especially in countries with integrity concerns or logistical challenges. exist
 - It also aligns with recommendations from WADA and other stakeholders to ensure independent testing for international athletes.

Item 9: Financial matters

ITA Investment Strategy & Policy

The Investment Strategy and Policy was presented by Mr Rafael Saya, the ITA Finance Senior Manager. The ITA's approach to managing its investments focuses on a balanced and conservative strategy to ensure financial stability and growth.

ITA plans to optimise its financial resources by establishing an investment framework, an investment strategy, a short-term treasury, and a long-term reserve.

The ITA's investment policy includes an ESG (Environmental, Social, and Governance) component to avoid investments in sectors such as tobacco and weapons.

The ITA Board will set the investment framework and monitor performance, but the actual investment decisions will be made by ITA's bank operating strictly within the agreed framework.

DECISION: The Board members unanimously approved the Investment Strategy and Policy, including the asset allocation targets and the engagement with ITA's bank for advisory services. The board emphasized the importance of maintaining a low-risk profile and ensuring that the ITA does not become directly involved in investment decisions beyond setting the framework and monitoring performance. The approved Investment Strategy and Policy aim to ensure that the ITA's reserves are managed prudently, generating returns while maintaining financial stability and adhering to ethical investment principles.

Report by the Chair of the Remuneration Committee

The Chair of the ITA Remuneration Committee, Dr Roger Jackson, gave his report on the ITA Remuneration Committee meeting held prior to the ITA Foundation Board meeting, which included the following items and decisions:

1. The Remuneration Committee discussed expanding the process timeline for evaluating staff, developing the budget, and other related activities. They decided to start the process in October and November, leading into December, to avoid cramming everything into the month of December.
2. 2024 Bonus Pool:
 - ✓ A general bonus pool of 5% of total wages was created for the staff, to be allocated by the ITA Director General based on individual performance reviews.
 - ✓ An additional 2% of total wages would be allocated as a one-time special bonus to the staff who contributed extensively to the delivery of the Paris 2024 Olympic Games' program over the last 2 years (2023-24).
 - ✓ The Chair of the Board recommended awarding the Director General his contractual performance bonus due to a successful year both financially and operationally.
3. Salary Increases:
 - ✓ A pool of funding was identified for salary increases to account for inflation and outstanding performances.
 - ✓ The pool includes a 2% increase for inflation, up to 1% for outstanding performances, and up to 1% for realignment of salaries, totalling a maximum of 4% increase.
4. Salary and Contractual Review for the ITA Director General:
 - ✓ In line with the request made by the Foundation Board and Remuneration Committee at the June 2024 meeting, a thorough review of the ITA Director General's remuneration was made by the Remuneration Committee supported by the HR Department to align the Director General's remuneration with comparable positions in the international sport community. The decision was made to increase his annual base salary remuneration all the while reducing the contractual variable part (bonus) to provide for a more stable remuneration framework. In addition, the

Director General will receive a 13th-month salary similar to all other ITA Staff, a common practice in Switzerland.

- ✓ In parallel, key performance indicators (KPIs) were established for the annual evaluation of the Director General.
- ✓ Finally, the fringe benefits package for the Director General was adjusted (transportation and health contribution) and the HR Department was asked to review the Director General's pension plan to suggest improvements as of 1 January 2026. This review shall include proposals as well for possible improvements across the senior management and staff.

DECISION: The Board members unanimously approved the report of the Remuneration Committee.

Furthermore, Mr Saya presented the latest 2024 forecast against the original budget approved by the Board Members last year as well as the 2025 Budget.

2024 Latest Forecast

The 2024 latest forecast was presented during the meeting, highlighting the financial performance of the ITA for the year. The 2024 latest forecast expects an operating loss of approximately CHF 1.0 million which is significantly lower than the CHF 4.6 million loss initially budgeted in the original budget.

Key points include:

- ✓ The ITA recorded higher income than budgeted. This increase was primarily due to revenues from major events, including the Paris 2024 Olympic Games, new federations joining during the year and additional services delivered to partners.
- ✓ The ITA was able to make savings in a number of areas, particularly in strategic initiatives that were not fully implemented due to the busy year and the focus on the Paris Games. Savings were also made in recruitment costs, particularly for IT profiles that were difficult to find on the market.
- ✓ The ITA expects a Net Profit of approximately CHF 1.8 million for 2024. This positive result is due to the Olympic Movement Contribution of CHF 3.0 million, which offsets the operating loss.
- ✓ The positive net result will increase the ITA's reserve to around CHF 14 million, compared to the current reserve of just over CHF 12 million.

Overall, the ITA had a very positive financial year in 2024, with higher-than-expected revenues and significant cost savings resulting in a much smaller operating loss and a positive net income.

It must be noted however that many of the cost savings related to expenditures that were planned for 2024 but did not materialize. Several of these expenditures will need to be made in 2025 thus impacting more heavily the 2025 budget.

Approval of the budget 2025

- ✓ The ITA expects a significant decrease in revenue in 2025 compared to 2024, mainly due to the absence of the Olympic Games. This is a common trend at the start of a new Olympic cycle.
- ✓ The budget includes an increase in costs, in particular personnel costs. This increase is due to the annualization of costs for staff hired in 2024, who will now have a full year's

salary in 2025. There are also plans to hire new staff, particularly in IT, to support strategic initiatives. These positions were planned for 2024 already.

- ✓ The final budget projects an operating loss of CHF 4.9 million in 2025, an improvement from the CHF 6.1 million loss originally projected in the provisional budget.
- ✓ The ITA plans to request an Olympic Movement contribution of CHF 3.5 million (in line with the 4-year agreement) and to draw on its reserves to cover for the operating loss in 2025.
- ✓ The Final Budget for 2025, with an Operating Loss of CHF 4.9 million and a Net Loss of almost CHF 2 million, was presented for approval. The budget includes the necessary adjustments to income and costs and reflects a more accurate financial outlook for the year.

Contribution from the Olympic Movement

- ✓ The budget includes a proposed contribution of CHF 3.5 million from the Olympic Movement, in line with previous years' contributions. This is part of a new USD 10 million agreement with the IOC over the next four years, averaging USD 2.5 million per year.

DECISION: The Board members reviewed and approved the revised budget for 2025, with the understanding that the ITA would draw from its reserves to cover the net income deficit.

In addition, the reappointment of the external financial auditors was approved, ensuring continuity in financial oversight.

Item 10: Other matters / Miscellaneous

Update by the Athlete Representative

During the meeting, Ms Emma Terho, the Athlete Representative, provided an update on several key topics relevant to the Athlete Community. The update provided valuable insights into the current concerns and priorities of the Athlete Community, emphasizing the importance of education, fair play, and consistent anti-doping efforts across all sports and events. The following items were included in the report:

- ✓ The positive reception of the Pre-Games testing, and overall testing related to the Paris 2024 Olympic Games. She mentioned that 95% of athletes had a positive experience during the games, and 91% viewed their biggest motivation as competing in the largest multi-sport event in the world. The full stadia and opportunities for fan interaction were particularly appreciated.
- ✓ The importance of ongoing education and the updating of the anti-doping code. There are discussions around how to oversee conflicts of interest and the need for public support to ensure the possibility of sanctions in case of ethical breaches.
- ✓ The digitalization of the doping control process was positively received, and Emma emphasized its importance for the athlete community.
- ✓ The follow-up calls with the IOC Athlete Commission focusing on the transition of athletes to life after their sports careers and the period following the Olympic Games.

- ✓ Two significant Athlete Forums were held in Oceania and Pan America, where anti-doping was a major topic. These forums provided valuable education and updates for athletes.
- ✓ The topic of how to manage doping in Esports has been raised in several discussions, indicating growing interest and concern in this area.
- ✓ There were discussions among Para athletes about the differences in anti-doping programs between the Olympics and Paralympics, particularly regarding Pre-Games testing.

Update by the WADA Representative

Ms Laetitia Zumbrennen, representing WADA, provided an update on the latest activities and developments within the organization:

- ✓ WADA held its Executive Committee and Foundation Board meetings in Riyadh, Saudi Arabia, where several key decisions and updates were made.
- ✓ The Foundation Board unanimously approved the recommendations of the working group set up to implement the observations made by the Independent Prosecutor, Eric Cottier, and the committee established by World Aquatics concerning the handling of no food contamination cases of Chinese swimmers. WADA's administration will implement these recommendations to further strengthen its processes and policies.
- ✓ The Board approved WADA's latest strategic plan for 2025 to 2029 under the theme "Going Further Together." This plan builds on recent achievements and addresses challenges faced since 2020. The plan will be published early next year.
- ✓ The Board was updated on the 2027 anti-doping code and international standards update process, which will culminate in the approval of updated documents at the World Conference on Doping in Sport at the end of next year. A new draft version will be available in February 2025 for the second phase of stakeholder consultation.
- ✓ The Board approved two versions of the 2025 WADA budget. One version includes contributions from the government of the Russian Federation, while the other accounts for a potential shortfall of 2.8 million USD. The ExCo and Foundation Board also discussed the potential impact if the United States Government decides to withhold its annual contribution for 2024.
- ✓ WADA conducted 11 audits in 2024 (8 on NADOs and 3 on IFs) and plans to conduct 10 audits in 2025 (7 on NADOs and 3 on IFs). Since May 2022, WADA issued compliance questionnaires to 306 International Federations and NADOs, with 244 corrective action reports sent to date. 4 Code Signatories are currently declared noncompliant: the Cameroon NADO, the Russian NADO, the International Fitness and Bodybuilding Federation, and the International Federation of Basque Pelota. The Spanish NADO was placed on the compliance watch list, with an additional four months to correct outstanding issues.
- ✓ Upcoming Meetings and Events:
 - WADA Symposium in Lausanne on 18-19 March 2025.
 - Virtual ExCo meeting on 27 March 2025.
 - Extraordinary Foundation Board meeting on 29 May 2025 to elect the President and Vice President for terms starting on 1 January 2026.
 - ExCo meeting in Prague in September 2025.
 - World Conference on Doping in Sport, including ExCo and Foundation Board meetings, from 1-5 December 2025 in Busan, Republic of Korea.

- ✓ WADA reiterated its willingness to work on a more structured approach to address strategic issues together and to develop closer ties with the ITA.

Item 11: Closing of the meeting

The Chair thanked all members for their support and contributions during the meeting, emphasizing the fruitful discussions and decisions made. She also thanked Emma who joined the meeting remotely for her time and contributions to the meeting, acknowledging her valuable input.

The Chair extended warm wishes for the holiday season and the upcoming year to all members, wishing them a joyful time with their close ones and a successful start to the New Year in 2025.

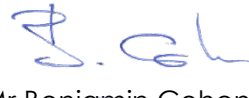
Mr Francesco Ricci Bitti mentioned the possibility that this meeting might in fact be his last meeting due to his potential new role as an Honorary Member of the IOC, which may not be compatible with his role as a Foundation Board member of the ITA. He expressed his pride in being a Founding Member of the ITA and indicated that he would inform the Chair with his decision.

The date and location of the next Foundation Board meeting would be communicated in due course.

These minutes are made in one original copy and signed in accordance with Article 9 of the ITA Statutes on 11 December 2024.



Dr Valérie Fourneyron
Chair of the Board



Mr Benjamin Cohen
Director General



Executive Office Coordinator, Minutes taker