

Meeting	International Testing Agency ("ITA") – Foundation Board
Place	Video conference
Date	30 June 2025

AGENDA

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

The Chair opened the first ITA Foundation Board meeting of the year by welcoming the attendees and acknowledging the effort they had made to join the video conference from different time zones. Special recognition and a warm welcome were given to Mrs Daghawit Berhane, who was attending her first meeting as the new IOC representative, succeeding Professor Uğur Erdener.

This meeting was held online in anticipation of the final board meeting of the year, which will be held in person during the World Anti-Doping Conference in Busan, South Korea, in December. The revised World Anti-Doping Code will be finalised at this conference. December will also mark the end of the Chair's eight-year tenure on the board as well as that of Mr Francesco Ricci-Bitti (representing the International sport Federations in the Board), and Professor Peijie Chen (independent member in the Board).

The Chair highlighted ITA's participation in the 144th IOC Session, noting and congratulating Mrs Kirsty Coventry for her election as new IOC President. She also congratulated Mr Witold Banka and Mrs Yang Yang on their re-election as WADA President and Vice-President, respectively.

Mr Francesco Ricci Bitti confirmed that he will continue to serve as the ITA Foundation Board Member representing the International Federation until the end of his current mandate at the end of this year, before handing over the role to his successor.

The Chair thanked all the board members for their contributions and participation, emphasising 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

Dr Roger Jackson – Independent ITA Board Member

Mrs Daghawit Berhane –Board Member representing the IOC

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

Mrs Emma Terho – ITA Board Member representing the Athletes

Ex-officio non-voting Observer:

Mr Sébastien Gillot – WADA Director, European Office and Sport Movement Relations

ITA Management:

Mr Benjamin Cohen – ITA Director General

Persons invited:

Mrs Jessica Hellman – Operations Manager (joined for Item 5 and 6 of the Agenda)
Mr Rafael Saya – Head of Finance & Administration (joined for Item 8 of the Agenda)

Start of the meeting: 30 June 2025 at 12:30 CEST

End of the meeting: 30 June 2025 at 14:30 CEST

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

The minutes of the last ITA Foundation Board meeting held on 11 December 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 December 2024.

Item 3: Report by the Chair of the Board

The Chair presented a comprehensive report on the International Testing Agency's (ITA) recent developments, achievements, and future priorities since the last Board meeting. A key highlight was the expansion of the ITA's collaborative network, as evidenced by new agreements and the renewal or extension of existing partnerships.

Since December, the ITA has made considerable progress in several strategic areas. Several new partnerships have been signed, others expanded, and agreements that were due to conclude in 2024 have been successfully renewed. Preparations for the 2025 World Games, which are due to take place in Chengdu at the beginning of August, are well underway. Considerable effort has been dedicated to collaborating with the umbrella associations ARISF and AIMS to establish collective, multidisciplinary agreements to provide harmonised, efficient, and code-compliant programs for all non-Olympic federations.

In terms of financial performance, 2024 was a significant year for the ITA as it achieved a balanced budget for the first time in its history. While the organisation continues to receive support from its founding body, achieving a balanced budget indicates that the ITA is operating at the right cost and making progress towards achieving sustainable financial independence. Furthermore, the ITA has implemented the Board's directives regarding the management of its cash assets through the newly approved ITA Investment Policy.

The implementation of the 2023–2026 Strategic Plan is progressing effectively. The plan is structured around six strategic pillars and numerous operational projects.

As mentioned in the welcome address, the IOC Session in Olympia (Greece) last March provided an opportunity to present a detailed report on ITA's recent activities. This session was especially significant, as it was the last one presided over by IOC President Thomas Bach. It provided an opportunity to reflect on the progress made since 2015, when the Olympic Summit called for anti-doping to become fully independent. This ultimately led to the establishment of the ITA in 2018.

The occasion also served to express gratitude to President Bach for his unwavering support to the ITA and the fight against doping. As both a leader and a former athlete, his support and vision were instrumental. The Chair further emphasised that the IOC was the first organisation to take the bold step of fully delegating its anti-doping responsibilities to the ITA. Eight years later, the climate of suspicion and allegations of corruption within the world

of sport's anti-doping efforts has been largely addressed, thanks to the existence and ongoing work of the ITA. It is now hoped that public authorities will strive to meet the same standards of independence and good governance that they once advocated.

On a personal note, the Chair also found the session meaningful, as she had the honour of receiving the Olympic Order. During her speech, she made sure to share this recognition with her fellow Board Members, the ITA Director General, the entire ITA team, and her family. The session also recognised two esteemed colleagues from the ITA Foundation Board: Mr Francesco Ricci Bitti and Professor Uğur Erdener, who were granted the award of Member of Honour and Honorary Member of the International Olympic Committee, respectively.

Several upcoming changes to the future composition of the ITA Board were discussed. Similar to Mrs Chantal Brunner, Dr Roger Jackson and Professor Chen, the current Chair is an independent member. While Mrs Brunner and Dr Jackson had their terms renewed last year, Professor Chen and Dr Fourneyron will both have completed their mandates by the end of 2025. Consequently, two new independent members will need to be appointed to replace them. These candidates must be approved by the IOC, the International sport Federations, and the athletes, and then vetted by the WADA Nominations Committee before ratification by WADA's Executive Committee.

It is proposed that Professor Peijie Chen be succeeded by Professor Mao Lijuan, from China. Professor Mao is a renowned Academic and an expert in sports medicine. She currently serves as President of the Shanghai University of Sport. Discussions regarding the Chair's replacement are ongoing in close coordination with ITA's Statutory stakeholders. Once the new independent members have been vetted by the WADA Nominations Committee and ratified by the WADA Executive Committee, the Board will be able to appoint a new Chair from among the four independent members, effective from January 2026.

Additionally, Mr Francesco Ricci Bitti, who represents the International Federations on the ITA Board, will conclude his eight-year term at the end of the year. While final decisions are pending, it is anticipated that he will be succeeded by Mr Ingmar de Vos, the current president of the International Equestrian Federation and the newly elected president of ASOIF.

The ITA is also encouraged by the growing strength and efficiency of collaborations with National and Regional Anti-Doping Organisations (NADOs/RADOs). The bilateral and multilateral agreements established under the Director General's leadership with various NADOs/RADOs, and NADO umbrella organisations have significantly enhanced the sharing of intelligence, testing plans, workforces, IT tools and other resources. This cooperative model also promotes the athletes' calls for greater independence and good governance among NADOs and their respective international federations.

WADA has recently established a working group dedicated to strengthening the operational independence of NADOs. The Chair fully supports this initiative and welcomes the appointment of an ITA representative to participate in the group. Furthermore, the ITA has been actively contributing to WADA's efforts to revise the World Anti-Doping Code and International Standards, expected to be adopted later this year. The ITA's practical experience in implementing anti-doping programs continues to provide valuable insights into effective practices and policy making.

Engaging more closely with smaller federations, particularly those affiliated with ARISF and AIMS, remains a high priority. Despite their limited resources, these federations are subject to the same standards as all other Code signatories. The ITA's objective is to establish a cooperative framework that facilitates synergies, resource sharing and enhances compliance support. The ITA would like to express its gratitude to WADA for its ongoing

support in promoting their compliance through ITA programs. The ITA team's proactive efforts in this area are also worthy of praise.

Following the December board meeting, the ITA received the Sport Integrity Award at the International Sports Convention in London. This award recognises the ITA's ongoing dedication to promoting transparency and fairness in sport. The Board congratulated the entire team on this outstanding achievement, which follows the NAVEX Award for Ethics and Compliance received earlier in 2024.

Progress is also continuing in establishing the ITA's European branch office in Budapest (Hungary). An amendment to Hungarian law is required for the office to be registered, and this matter is currently under review by the Hungarian Parliament. Completion is expected by year end at the latest. Meanwhile, discussions are advancing regarding the creation of an Asian regional office. The city of Shanghai has formally expressed interest in hosting this office, and further updates will be shared with the board in due time.

Finally, given some recent media reports regarding a new sporting event called the Enhanced Games that would accept or worse encourage doping among athletes, the Chair firmly condemned such initiative considering the negative impact this may have on athletes' health as well as on the spirit and integrity of sport.

With these key developments outlined, the Chair handed over the floor to the ITA Director General, Mr Benjamin Cohen who presented his activity report and provided further operational insights.

Item 4: Report by the Director General

The Director General thanked the Chair and the members of the Foundation Board for attending the meeting and for their continued support. Following a busy Olympic year, the ITA has focused on the implementation of anti-doping programmes for its partners, contract renewals and strategic planning for 2025.

He reminded the members that his written report was included among the working documents and took the opportunity to highlight the key operational activities which the ITA had focused on since the last Foundation Board meeting in December 2024.

✓ International Federations Partnerships

Over the first half of 2025, the ITA signed new important agreements with International Federations (IFs), notably the International Federation of American Football (IAF), which will make its Olympic debut at the LA 2028 Olympic Games, and the International Skating Union (ISU), a major Olympic Winter IF.

The ITA successfully renewed contracts with many Summer Olympic Federations, several of which dated back from 2018 and required structural changes and fee adjustments.

Contracts with 24 IFs are being negotiated for renewal in 2025, including major Olympic federations.

✓ AIMS and ARISF Umbrella Association Projects

The ITA has initiated a project to manage anti-doping programs for the 60 federations under the AIMS and ARISF umbrella that lack the resources to implement compliant programs. The program will be subsidised by financial contributions from AIMS and ARISF, provided that all federations join to achieve economies of scale. While the ARISF project currently focuses on anti-doping education, the AIMS project focuses on comprehensive programs for its membership.

✓ International Olympic Committee & Major Event Organizers

The ITA successfully implemented the anti-doping program for the Winter Asian Games in Harbin, China, with the cooperation of the OCA, the LOC and CHINADA running smoothly.

The ITA is currently discussing anti-doping activities for several major events, including the Games of the Small States of Europe, the European Youth Olympic Festival, the World Games, the Youth Asian Games, the Islamic Solidarity Games, the Mediterranean Games, the Asian Games, and the European Games.

Extensive work has been conducted in preparation for the 2026 Milano-Cortina Winter Olympics. The team has been fully focused on the preparations for the event, which presents logistical challenges due to the six athlete villages, 16 venues and 24 doping control stations being scattered across mountainous regions. Around 3,000 samples are planned to be collected, approximately half the number collected in Paris. Due to budgetary adjustments by the IOC, a revised Pre-Games anti-doping program has been launched to address gaps in athlete testing, with ITA experts leading the program. The program will conclude with the opening of the Olympic Village on 30 January 2026.

Preparations for the Los Angeles 2028 Olympics are ongoing in collaboration with the LA organising committee, the USADA and two US laboratories. Challenges include financial and political issues, delays to the work of the local organising committee, and US legislation that impacted the ITA's ability to recruit staff onsite.

The Dakar Youth Olympic Games (2026), the French Alps (2030) and Brisbane (2032) are underway, with the organisers addressing challenges relating to operations, budgets, and laboratories.

✓ National and Regional Anti-Doping Organizations

ITA has signed a Memorandum of Understanding with iNADOs to promote cooperation and to foster alignment between national-level and international-level anti-doping programs.

The ITA has expanded its network to include 39 bilateral partnerships, with new agreements in place with Luxembourg and ongoing discussions with Bulgaria, Spain, Portugal, and Tunisia.

Agreements with CHINADA and USADA were renewed, and preparations for LA2028 were specifically discussed with the latter.

The ITA has delivered training to over 40 NADOs/RADOs as part of ITA's workforce training and certification programs for doping control officers and educators.

Renewal of the agreement with UNESCO is underway, with the aim of endorsing each other's efforts towards the advancement of the global anti-doping program.

✓ ITA Headquarters

ITA has yet to receive funds from Allianz regarding damages sustained in its headquarters. Legal action may be initiated if amicable resolution fails.

✓ European Branch Office Establishment & ITA Academic Centre

ITA is in the final stages of registering its branch office in Hungary, pending legislative changes and financial agreements with the Hungarian authorities.

The registration will address the current situation in which 37 members of staff are employed through a temporary work agency, rather than having direct employment contracts with the ITA.

Meanwhile, collaboration with the ITA Academic Centre in Shanghai continues to deliver workforce training across Asia, with a particular focus on training for doping control officers.

Having this opportunity, Mr Cohen expressed his gratitude to Professor Chen and Doctor Xin for their support in delivering the doping control officer training in Shanghai, and for their continued collaboration as part of the Shanghai ITA Academic Centre.

✓ Human Resources & Organizational Restructuring and ITA

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. 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.

A new organisational chart has been presented, emphasising a less horizontal structure with among other initiatives the establishment of Senior and Operational Management teams to enhance governance and risk management.

Competency-based frameworks have been developed to identify core skills such as ethical judgement, teamwork, and operational excellence, and these will be integrated into job descriptions and recruitment processes.

The number of direct reports to the Director General will have been reduced and there are plans to further streamline management.

Other Highlights:

- ✓ Financial audits for 2024 were completed successfully. ITA operated sustainably in 2024 for the first time since its inception, with revenues covering costs. The 2024 Olympic Movement contribution will cover some expenditures that did not materialize in 2024 as well as the 2025 deficit.
- ✓ ITA successfully passed ISO certification audits for 9001 (Quality Management) and 27001 (Information Security Management), ensuring compliance with international standards.
- ✓ The implementation of ITA's Strategic Plan was pursued, particularly in the Human Resources area, with several key meetings and projects dedicated to ITA's organisational structure.
- ✓ ITA conducted an independent governance assessment to further promote best practices, transparency, and good governance within the organization.
- ✓ ITA renewed its partnership with sponsor Berlinger, enabling training for doping control officers and supporting ITA Academy programs.
- ✓ Extensive feedback was provided to WADA on revisions to the 2027 World Anti-Doping Code and International Standards.
- ✓ Inaugural meeting of the ITA Ethics Panel.
- ✓ ITA won the 2024 International Sport Award in the Sport Integrity category and the NAVEX Excellence in Ethics and Compliance Award. These two awards recognise ITA's commitment to integrity, corporate governance, risk mitigation, and ethical practices.

The Board Members took note of both reports and noted their great satisfaction with ITA's development and achievements in 2024.

Mr Ricci Bitti noted the importance to address the perception among International Federations that the costs of anti-doping are too high. He also reiterated the importance of working with National Agencies.

Mrs Berhane noted that ITA's costs should continue to be dealt with as a priority considering its impact on IOC's financial subsidy. She also noted that in the aftermath of the Chinese Aquatics case and WADA's decision to investigate the ITA to review whether the media had received confidential information from the ITA, it was important to maintain a good relationship with WADA. She also underlined that ITA's new international forum (Clean in Sport in Action) should not duplicate WADA's Annual Symposium.

Both the Chair and the Director General took note of these remarks and recommendations. They clarified that ITA's Clean Sport in Action Forum is organized jointly with the Institute of National Anti-Doping Organisations (iNADO) and the World Association of Anti-Doping Scientists (WAADS) to discuss concrete challenges around the implementation of anti-doping programs as per the World Anti-Doping Code. It fosters exchanges for operational staff and thus complements WADA's annual symposium which gathers WADA, public authorities, and decision-makers from anti-doping organisations to discuss WADA's updates and other important policy aspects.

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

Item 5: ITA Strategic Plan 2023-2026

The Operations Manager, Mrs Jessica Hellman presented an update on the implementation of ITA's 2023-2026 Strategic Plan, highlighting progress and adjustments.

The Strategic Plan is built around six strategic objectives that guide the organization's work. These objectives serve as the foundation for ongoing initiatives and assessments.

A high-level review was conducted during an Operations Management Team Workshop in April, where the progress and relevance of all strategic objectives were assessed. The workshop clarified areas needing adjustment and emphasised the importance of coordination, alignment on shared priorities, efficiency, and financial resources needed to achieve the strategic objectives. The following outcomes were identified:

- ✓ Resources are partially available, with internal capabilities strong but funding constraints noted.
- ✓ Overall progress is on track, with some projects adjusted as needed.
- ✓ Collaboration is generally positive, though some coordination challenges exist.
- ✓ There is high confidence in successfully completing the initiatives.

To date, 64 projects have been completed, 74 are ongoing and 14 have yet to start. Eight projects were merged to streamline efforts. Eleven projects have been paused for reflection or re-scoping. Three projects were stopped due to a lack of justification for their continuation.

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 6: ITA Governance Review Report – summary & outcomes

The Chair gave the floor to the Operations Manager, who presented the summary and outcomes of the governance assessment conducted by "I Trust Sport".

The ITA has commissioned an independent review of its governance using the ASOIF Good Governance Principles. The overall findings noted particularly good performance across the board, with only a few significant gaps. The review stated that the ITA compares favourably with the best International Federations (IFs) in important governance areas, including stakeholder representation in decision-making bodies, term limits, gender balance on the Foundation Board, financial transparency, and sophisticated risk management and IT security.

The review highlighted several areas for further consideration, including environmental sustainability and public reporting.

In conclusion, the review confirmed the strength of the ITA's governance foundation while identifying opportunities for improvement.

DECISION: As part of the areas for improvement identified, the Board unanimously approved a proposal to disclose all payments made by the ITA (e.g. per diem) to its Foundation Board members in the financial reports, in an effort to further increase transparency.

Item 7: Financial matters

Mr Rafael Saya, the ITA Head of Finance and Administration presented key financial information, including the 2024 audited accounts for approval by the Members of the Board and the 2025 latest forecast.

- ✓ Comprehensive report, executive summary

The external financial auditors confirmed that the financial statements comply with Swiss law and identified no material findings. The existence of the internal control system was validated. The auditor recommended that the Board approves the 2024 financial statements.

- ✓ Financial Performance of 2024

2024 was a milestone year for the ITA, marking the first time in the organization's history that revenues fully covered operational costs. This positive result was driven by strong income from the Summer Olympic IFs and the IOC in relation to the Paris Olympic Games, the onboarding of new partners and the expansion of existing agreements.

Earnings before interest, depreciation, and amortisation (EBIDA) reached CHF 0.8 million, underscoring both the robustness of revenue streams and disciplined cost management. Operating costs increased, primarily due to strategic staff expansion to support growing operations. It was noted that due to the extremely busy Olympic year, some recruitments, investments, and activities did not materialize. These have had to be reported to 2025/26.

- ✓ Balance Sheet Overview

ITA's balance sheet remains solid, with total assets amounting to CHF 23 million out of which CHF 20 million in cash. The ITA maintains a debt-free position.

The Board proposed allocating the entire net income of CHF 3.9 million to its provisions for upcoming costs, in line with ITA's financial management practices.

✓ 2024 Actuals Performance Against Original Budget

The original budget deficit of CHF 4.6 million turned into a surplus of CHF 0.8 million, reflecting higher than expected revenues. This positive variance was driven by revenue shifts from 2023 to 2024 from the Paris Olympic Games, the acquisition of new partners and expansion of existing partnerships.

On the cost side, expenditures came in below budget, primarily due to a shift of priorities with the postponement of certain strategic expenditures and the recruitment of staff.

The Board discussed the importance to strengthen alignment between budget forecasts and actual results noting the difficulties in achieving such alignment due to the unpredictable nature of ITA's operations. The importance of leveraging historical data to enhance the accuracy and reliability of future financial planning was underlined.

✓ 2025 Financial Outlook and Forecast

The most recent forecast for 2025 has reduced the projected loss from CHF 5 million to CHF 3.2 million, supported by improved revenue projections through the addition of new partnerships.

A contribution of CHF 3.5 million from the Olympic Movement is anticipated to offset the shortfall.

The Board underscored the need for continued prudence in budgeting, balancing conservative assumptions with efforts to enhance accuracy and reliability in financial planning.

✓ ITA Investment Strategy

ITA's investment portfolio, launched in April, delivered an (unrealized) return of 1.91% as of 12 June. Although performance had slightly declined by the time of the meeting due to global market fluctuations, the results remained positive.

Equity investments, representing 36% of the portfolio, were the primary driver of returns, aligning with ITA's strategic objective of achieving an annual return of 2–3%.

The Board acknowledged the current volatility in international financial markets and reaffirmed the importance of maintaining a stable, risk-conscious investment approach.

✓ Strategic Financial Planning and IOC Contributions

The Board acknowledged the cyclical nature of ITA's financial performance, noting that stronger results are typically expected during and in the lead-up to Olympic Games, with a positive outlook anticipated as the Los Angeles 2028 Games approach.

The CHF 3.5 million contribution from the IOC is disbursed in instalments and adjusted according to actual financial needs, ensuring that ITA requests only what is necessary to maintain operational breakeven.

The Board reiterated the importance of managing losses during non-Olympic years with a prudent use of reserves, underscoring a commitment to financial discipline and long-term strategic planning.

DECISION: The Board Members unanimously approved the 2024 audited accounts.

Item 8: 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, mainly athlete engagement in anti-doping efforts, the condemnation of enhanced games, and the importance of education:

- ✓ Active engagement of athletes in anti-doping and their contribution to updating the World Anti-Doping Code through the Athletes Commission. A considerable number of responses were as part of the WADA platform. Joint meetings with the IOC Athletes' Commission facilitated discussions on the review of the code and testing.
- ✓ Athlete representatives have condemned the enhanced games for ethical and health reasons. A strong stance against the enhanced games was set out in a press release. The IOC and WADA Athletes Commissions jointly emphasised the moral implications of such games.
- ✓ At the International Athletes Forum in Lausanne, anti-doping sessions were led by members of the WADA Athletes Council. The ITA stand aimed to educate athletes about anti-doping policies and procedures.

Update by the WADA Representative

Mr Sebastien Gillot, representing WADA, provided an update on the latest activities and developments within the organization:

- ✓ WADA is currently finalising ongoing updates to the 2027 World Anti-Doping Code, which will be finalised at the World Anti-Doping Conference in Busan, South Korea, in December this year. Collaboration with the ITA and the Olympic movement has been crucial in providing these updates. A key focus has been on the operational independence for NADOs.
- ✓ The current relationship with the United States Anti-Doping Agency (USADA) remains challenging, with concerns arising from the withholding of financial contributions and the proposal of conditions tied to future payments, including securing representation on the Executive Board, an arrangement that is considered unacceptable. At present, there is little optimism regarding the prospect of improved relations.
- ✓ The IOC has announced that the first Olympic Esports Games will take place in 2027. Collaboration with the ITA is ongoing to address anti-doping in e-sports. The first edition of the Olympic Esports Games has been postponed from 2025 to 2027. However, several questions remain unanswered regarding the sports program and responsibilities for anti-doping in e-sports.

WADA has reaffirmed its commitment to working with the ITA to take a more structured approach to addressing strategic issues and strengthening ties.

Item 10: Closing of the meeting

The Chair extended her sincere appreciation to all members for their active engagement and continued support, emphasizing the value of constructive dialogue and key decisions achieved during the meeting.

As mentioned at the outset, the next meeting of the Foundation Board is scheduled for 30 November 2025 and will be held in Busan, South Korea.

In closing, the Chair wished all attendees an enjoyable summer and a well-deserved, restful holiday season.

These minutes are made in one original copy and signed in accordance with Article 9 of the ITA Statutes on 30 June 2025.



Dr Valérie Fourneyron

Chair of the Board



Mr Benjamin Cohen

Director General



Ms Monika Lacna

Executive Office Coordinator, Minutes taker