

# THE GLOBAL ANTI-DOPING WORKFORCE: characteristics, realities, challenges and tendencies

August 2024



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# Executive Summary

## About this report

Doping continues to pose a fundamental threat to the integrity, values and credibility of sport and presents significant, sometimes fatal harm to the athletes who engage in doping. Efforts to promote and protect clean sport have evolved rapidly in terms of their global coverage, harmonisation and sophistication. All of these have implications for the anti-doping workforce and the competences, skills and knowledge practitioners need for athletes to truly compete in a doping-free environment.

This report is the first ever attempt to map the global anti-doping workforce and has been produced by *GLDF4CleanSport*, a major three-year collaborative partnership, co-funded by the European Union's Erasmus+ sport programme. The project partnership is jointly led by the European Observatoire of Sport and Employment (EOSE) and the World Anti-Doping Agency (WADA) and consists of national anti-doping organisations from five European countries and two international sport federations.

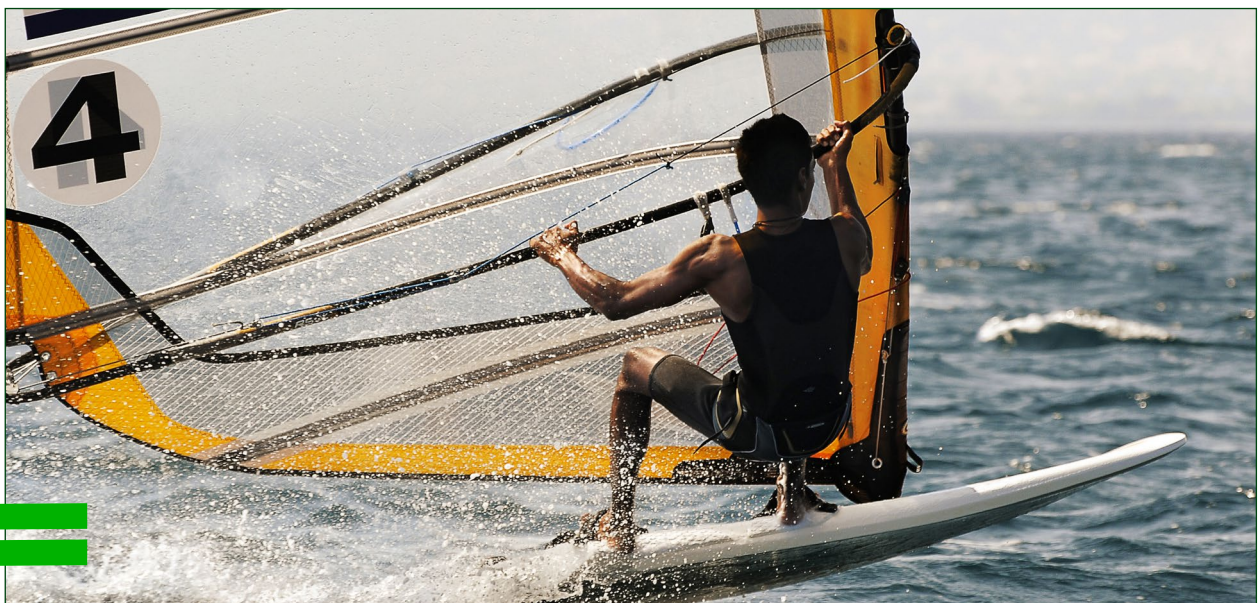
The full title and principal theme of *GLDF4CleanSport* is *Innovating and harmonising the global approach to learning and development to enhance the skills and competencies of anti-*

*doping practitioners and the effectiveness of anti-doping organisations.* The intention of this report is to gather and present relevant information about the global workforce, its characteristics and the challenges it faces particularly in relation to the competences and skills and other related human resource issues such as recruitment and retention. The partners strongly believe this analysis will be vital in developing the project's later products which will focus strongly on workforce development.

### This report draws on the following sources:

1. Desk research and literature review by the partners.
2. Interviews with 20 anti-doping organisation leaders and government representatives.
3. A global online survey which attracted 145 responses from anti-doping organisations, sport federations and other industry stakeholders.

More information on *GLDF4CleanSport*, the methodology used to develop this report and the project's other planned products is given in Section 1.



# Main findings and conclusions

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## The evolution of the anti-doping industry (Section 2)

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Starting from a low base in the 1960s, efforts to protect clean sport have evolved to the point at which sport now has a global agency in the form of WADA to coordinate, harmonise and enforce anti-doping rules and regulations, a recognised and respected *World Anti-doping Code* and a set of *International Standards* to cover specific technical areas of anti-doping. Through a series of evolutions, there is now a strong network of anti-doping organisations who are signatories to the *Code* and dedicated to promoting and protecting clean sport. This signals the need for a standardised approach to the training and ongoing development of the workforce.

In the early days of anti-doping, there was a strong emphasis on 'catch and punish' which relied heavily on athlete testing, intelligence and investigation, and results management which includes the potential for sanctions. Whilst these functions remain important, in recent years the balance is shifting more in the direction of 'support and prevent' which places greater emphasis on the education and guidance of athletes and their support personnel in regard to doping.

## The structure and characteristics of the anti-doping industry (Section 3)

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The protection of clean sport is now a global collaborative industry involving multiple partners. Aside from WADA, there is a diverse range of contributing organisations and stakeholders. These include public authorities, the sport movement itself, the anti-doping expert community (including national and regional anti-doping organisations and specialist teams within international federations) and other contributors such as laboratories, academia and research. Whereas each of these has their own specific needs and objectives, they are united in their determination to promote and protect clean sport and a common understanding that their effectiveness is greatly influenced by the professionalism and competence of their staff, in particular those who are directly engaged in anti-doping activities. There is both the need and opportunity for a globally harmonised approach to anti-doping training which will meet the needs of such a diverse range of organisations and their personnel.

The global anti-doping industry is relatively young. WADA itself has only existed for 25 years and many NADOs are even younger. Whereas the sport organisations who are also signatories to the *Code* and public authorities have existed for much longer, their teams dedicated to anti-

doping or broader related issues like public health have not. In addition, the rules and regulations associated with anti-doping have evolved very rapidly. There is, therefore, a need for very specific training and education to address the particularities of anti-doping practice.

An added complexity is the tendency for many organisations, particularly those in the sport movement, to delegate anti-doping functions to third parties. The design and delivery of relevant education and training, therefore, also needs to embrace those staff working for these delegated third parties.

Overall, there is a greater need to advance the professionalisation of anti-doping through relevant, standardized and accessible training and development.

Despite these needs, currently there is very little training and professional development available to practitioners. WADA and its partners are now trying to address this gap through the *Global Learning and Development Framework (GLDF)*. A better understanding of the anti-doping workforce, current training opportunities and future trends is vital to creating a strong foundation for *GLDF*.

## The anti-doping workforce, recruitment and retention (Section 4)

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### Organisational size

Given the diversity of the many types of organisations involved in anti-doping, the size of organisations varies greatly. Whereas 20.9% of the respondent organisations in the global survey reported that they employ 20-49 people, almost one half (45.2%) employed less than 10 which would classify them as 'micro-enterprises'. 36.5% had less than five staff. It is notable that 62.9% of IF anti-doping teams employ only 1-4 staff. Small organisations with limited expertise or resources face considerable challenges in terms of training their workforce. The need for external support in workforce development is very great.

### The role of volunteers and externals

The challenges to anti-doping training are compounded by the very high levels of volunteers and externals engaged in the system. The global survey suggests that just over half of all staff (52.4%) fall into these categories. Engaging unpaid volunteers in training is difficult and reaching out to externals and finding ways of promoting and delivering training to them presents additional obstacles. The design of training and the types of training modalities offered must be tailored to address these groups. This particularly applies to Sample Collection, TUE Committee Members, Educators and organisational Board Members. It is also noted that different organisations may need to take lead in training these various roles in line with the *Code* and the *International Standards*.

### Sharing of functions across staff positions

It is also notable that many functions are shared among staff members. This suggests that many practitioners require training in several functions, and this will be particularly relevant to the small organisations where multi-tasking and multi-role responsibilities is a necessity. Considering all types of organisations, this need for multiple function training particularly applies to TUE, Stakeholder Relations, Compliance, Human

Resources and Administration (although smaller organisations may require one or two staff to be trained in more than those).

### Gender profile

The global survey strongly suggests that the workforce is predominantly male and more so in the respondent organisations' senior positions. 24.1% of respondents reported around 25% women in their teams and only 15.5% reported around 75% women. 18.1% reported having no women at all in senior positions. Whereas this may not have any direct implications for training, it may well impact on recruiting and retaining staff. Strategies to improve diversity, gender balance, and reduce bias at a local level may benefit the global anti-doping system.



## Age profile

The workforce would appear to mainly fall into the middle-aged category. 84.5% of respondents reported their workforce was mainly in the 30-55 age bracket. Their initial education through universities is likely to be some years behind them, and the need for continuing professional development during their careers may be heightened. In addition, focusing on integrating anti-doping topics at university level may support the ambition to make anti-doping a career choice and attract younger candidates for positions.

## Recruitment

The global survey suggests that recruitment of relevant expertise is a challenge. Relevant academic background and professional experience are rated highly as desirable characteristics, yet the opportunities to gain education and experience directly related to anti-doping are few. This reinforces the requirement not just for in-career continuing professional development but also for academic courses and opportunities to gain early career experiences. This would particularly apply to areas such as Results Management, Education Programme Management and TUE, all of which may require a broad knowledge of anti-doping and testing in particular.

This is also highlighted by the fact that 42.6% of the respondents reported having experienced recruitment difficulties over the previous five years with the principal reasons given as *lack of availability of expertise* and *low number of applicants with the required specific skills*. This suggests that few opportunities are available through higher education or relevant work experience to prepare applicants for anti-doping roles.

It is also notable that the majority of organisations, especially the larger ones, fill positions through internal recruitment, suggesting that gaining the required expertise can only happen while working in anti-doping. Smaller organisations may lack this facility and are more dependent on external recruitment.

It should also be noted that *complicated legal requirements* are an issue, particularly for smaller organisations who may benefit from specialist HR support. This highlights the need for capacity

building in the smaller organisations perhaps through more interaction with RADOs or larger partner ADOs.

*Unattractive salary compared to the requirements of the role* may also indicate that for some positions, the only existing appropriate academic background and professional experience may be in disciplines such as law and medicine where well-qualified job candidates could gain posts in other industries which offer more attractive reward packages. Once again, having educational programmes which directly address anti-doping may help to overcome this barrier.

The fact that the majority of the survey respondents recruit from the sport sector suggests that there is a high interest in anti-doping in sport more widely and that there may be a strong potential student body for such specialist anti-doping education.

## Awareness and use of the core competency framework and professional standards

On the positive side, there is clear evidence from the global survey that the *GLDF Core Competency Framework* and the *Professional Standards* (a limited number of which were developed by WADA before the current project) are penetrating the market very quickly and the fact that nearly 90% of respondents are using them to support their recruitment processes demonstrates that they have a role to play and are welcomed by the industry. This should reinforce the resolve of WADA and its partners to continue and strengthen the GLDF journey towards a harmonised approach to training at the global level.

## Retention of personnel

Despite evidence that the anti-doping workforce has grown over the last five years, some ADOs clearly have some issues with staff retention (mentioned by 32% of respondents). When asked to identify specific retention difficulties, the main ones suggest, once again, that some ADOs are not sufficiently competitive in terms of salaries and benefits and that they lack many of the resources they need for staff to carry out their work.

## Workforce growth tendencies

As might be expected from the earlier description of the evolution of anti-doping, the global survey suggests that the workforce has grown over the last five years (63.5% reported growth) and that the respondents did not find this unusual, indicating that growth has been a long-term experience. Respondents were also optimistic about future growth (59.5%).

Rapid growth of this kind, particularly in a 'niche' area such as anti-doping, indicates once again the need for relevant education and training to keep up with these developments, especially when the main reported reasons for past growth were *increase in Code compliance requirements* (which require quite specific and detailed knowledge on the part of staff) and *increase in organisational activities and responsibilities* (which involves new and innovative ways of working).

## Training and professional development (Section 5)

### Educational levels and the potential market for training

Anti-doping is a complex area of work and staff need to be well educated to perform their roles to a high standard. Despite the lack of directly relevant education courses, the global survey suggests the workforce on the whole has high academic achievements with 89% holding a bachelor's degree and 60% being qualified at postgraduate level. Generally, this would suggest that they are well prepared for further education and training and would probably welcome additional qualifications if these were available in anti-doping.

Previous skills surveys undertaken by WADA confirm this with more than 90% of respondents agreeing that anti-doping practitioners *want to feel better equipped with knowledge, skills and competencies to achieve their role*. Thus, the potential market for training would seem to be promising.

### Current training provision

Whilst the need for training and the potential market seems clear, there is evidence that this potential is not being fully addressed. From the global survey, we can see that 68% of respondents say that the percentage of their overall anti-doping budget devoted to training lies between 0-10%. Only 10.7% of respondents reported it was 11-25% and the reported percentage budget on training above that proportion is negligible.

On the other hand, 55.1% reported that they

provide induction training for all their roles and a further 34.7% said they did so for some roles. This possibly reflects the lack of relevant education and training prior to joining the organisation. Although the survey did not ask a similar question about ongoing training, this finding on induction training might suggest that, with comparatively low training budgets, not many resources may be left for continuing professional development once the practitioner has been onboarded.

Responses to further questions suggest that the most offered types of training are eLearning and attendance at professional development events. It is important to note that previous WADA skills surveys indicate that these are *not* the training modalities favoured by anti-doping practitioners, 70% of whom chose blended learning as the preferred format. This is, in fact, the method adopted by GLDF which would appear to align with market needs.

### Barriers to training

As might be expected from the findings in Section 4, the most frequently mentioned barrier to training is lack of a training budget, chosen by more than half (51.7%) of respondents to the global survey. Taken together with the low proportion of anti-doping resources devoted to training, this would strongly suggest that ADOs should consider increasing their training budget or find alternative and better value methods of accessing training. Indeed, there are other responses to the same question which suggest that the external provision of training is needed. Thus, 38.8% identified the lack of relevant training locally and 37.1% identified lack



of appropriate training available in the subject areas we need. Both of these findings suggest that the GLDF approach of designing and making available blended learning opportunities which

are directly related to the anti-doping functions is addressing a real need and has a real potential to provide solutions.

## Emerging trends and challenges (Section 6)

### Current and future trends

In considering current and future trends (drawn from the desk research and stakeholder interviews), the following themes emerge:

- Broadening the scope of the anti-doping activities to recreational physical activity/sport and engaging with other sport professionals.
- Encompassing broader sport integrity issues.
- Strengthening national and international cooperation.
- Shifting more to online training and resources for the education of athletes and their support personnel.

There is also evidence that:

- The profile of human rights issues is on the rise.
- Anti-doping is of wider significance to public health in general.
- E-sports may become part of the anti-doping scope of practice.

- Artificial intelligence may be helpful in areas such as understanding doping trends.
- More research is needed into the psychological issues related to doping.

All of these have implications either for new training in the future or the adaptation of existing training to address these emerging trends.

### Challenges

The challenge most relevant to training and development is:

- The overall complexity of the World Anti-doping Code, standards and associated bureaucracy coupled with the acceleration of change in the industry which makes it difficult for some organisations to keep pace.

This finding highlights once again the need for more effective and relevant training within the anti-doping industry.



# 1. Introduction

## 1.1 Background

Doping poses a fundamental threat to the integrity of sport. At the heart of the global efforts contributing to keep sport clean are the people working hard across a range of organisations. To successfully lead and implement their anti-doping programmes and initiatives these practitioners need to be equipped with the right competencies and skills. However, the development of practitioner

capabilities across the world is currently not standardised nor harmonised. As the global leading authority in anti-doping, World Anti-doping Agency (WADA's) strategic initiative is to design and implement a *Global Learning and Development Framework* (GLDF) for the anti-doping workforce, to improve professionalism and enhance their capabilities.

## 1.2 The GLDF4CleanSport project

The *GLDF4CleanSport* project, full title "*Innovating and harmonising the global approach to learning and development to enhance the skills and competencies of anti-doping practitioners and the effectiveness of anti-doping organisations*" is funded through the Erasmus+ Sport programme, in support of the EU priority to promote integrity and values in sport with a specific focus on protecting clean sport. It runs from October 2022 to September 2025, and is led in partnership with key stakeholders, supporting the further development of the *GLDF*.

The *GLDF4CleanSport* partnership is a unique combination of nine organisations with recognised authority and expertise in anti-doping in sport from eight countries, including leading organisations in the anti-doping industry at the national and international level:

- World Anti-doping Agency (WADA).
- European Observatoire of Sport and Employment (EOSE).
- Agence Française de Lutte contre le Dopage (AFLD).
- Anti-doping Danmark (ADD).
- Polska Agencja Antydopingowa (POLADA).
- Nationale Anti-Doping Agentur Austria GmbH (NADA Austria).

- Dopingautoriteit Netherlands.
- World Rugby.
- World Athletics.

*GLDF4CleanSport's* objectives include:

- Researching the size, features and occupations in the anti-doping workforce, the outcomes of which are captured in this report.
- Producing a functional map for the global anti-doping industry.
- Designing Professional Standards for four anti-doping roles:
  1. Testing Officers/Managers.
  2. Compliance Officers/Managers.
  3. Major Event Organiser.
  4. Government Advisors.
- Developing competency-based curricula and blended learning modules for each targeted role, and organising a series of pilot training seminars.
- Designing innovative online tools for anti-doping practitioners to analyse their training needs and for organisations to evaluate the quality of their existing training.

The project will increase the international profile of anti-doping as a recognised profession through:

- A better understanding of the anti-doping workforce's training and development needs.
- The promotion of new and innovative digitally based approaches to workforce development.
- Improved professionalism and enhanced capabilities of a better trained anti-doping workforce.
- A greater impact of anti-doping programmes implemented by a competent anti-doping workforce.
- More compliant anti-doping programmes and activities with the World Anti-doping Code and International Standards' requirements.
- Provision of a better anti-doping service for athletes.

## 1.3 Overview of this report and research methodology

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As one of the main outputs of the *GLDF4CleanSport* project, this report describes the main features and characteristics of the anti-doping industry, and in so doing, contributes to the project's overarching objective to understand the global anti-doping workforce and improve the performance of anti-doping practitioners and organisations.

It provides a broad picture of the structure and components of the anti-doping industry, with a particular focus on the workforce and the roles being carried out: analysing statistics, trends and challenges, education and training practices and the role of the organisations and entities involved. It also provides a brief overview of the background, history and purpose of the anti-doping system.

This report significantly contributes to mapping the context and background for the development of global *Professional Standards* for key roles within the anti-doping industry, as well as competency-based curricula for its workforce.

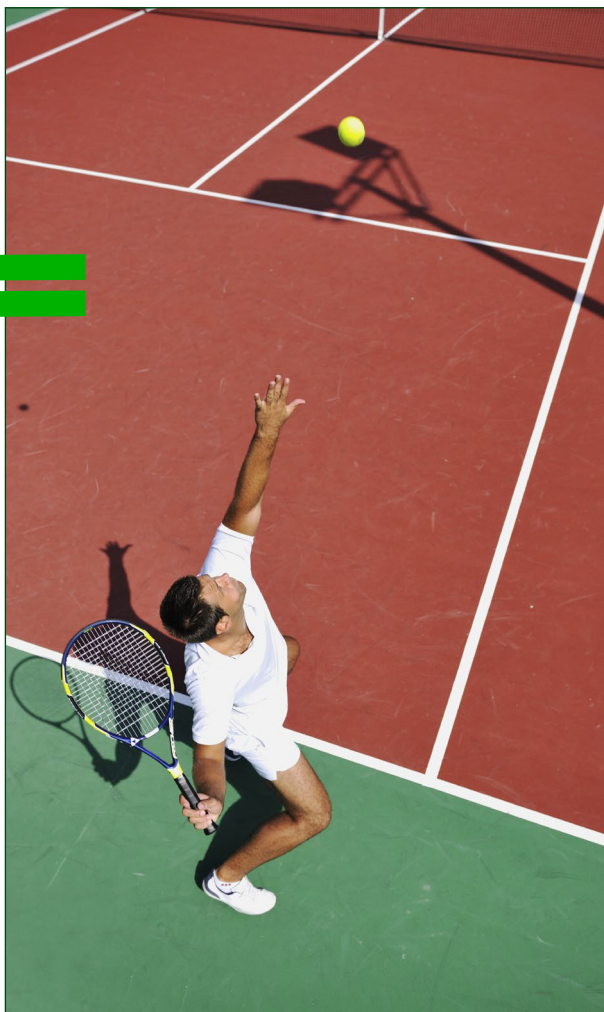
This work was achieved through a combination of various sources and methods, including:

- Reports analysing the data collected via several global skills surveys carried by WADA before *GLDF4CleanSport* ([2021](#), [2022](#), [2023](#)).
- Desk-based research completed by the *GLDF4CleanSport* partners.
- 20 stakeholder interviews of Anti-doping Organisation (ADO) leaders held at the 2023 WADA Symposium. These included 4 government representatives, 1 international federation, 11 NADOs and 4 RADOs, all drawn from Africa, Americas, Asia, Europe and Oceania and ITA.
- A *GLDF4CleanSport* online global survey of anti-doping workforce, conducted in November 2023 - January 2024, gathering the responses from 145 ADOs.



## 1.4 The global survey of the anti-doping industry

The desk-based research, earlier GLDF surveys and the interviews with ADO leaders revealed that the global anti-doping industry is significant, but it is complex and lacks comprehensive, detailed, valid and reliable information about its workforce. In order to address this knowledge gap, the partners agreed to design and launch a global online survey of anti-doping organisations to gather and analyse data about the workforce. In addition to supporting the drafting of a comprehensive mapping of the anti-doping workforce's size, distinctive features and range of occupations, the findings will be used to influence the development of professional standards, training opportunities and other products to ensure that anti-doping practitioners have the support they need to succeed in their roles.



All *GLDF4CleanSport* partners were engaged in the design of the online survey questionnaire, using the SurveyMonkey platform and took part in a limited pilot of the questions before it was officially launched by WADA on 20 November 2023. The survey questionnaire was open for a period of 10 weeks and was available in English, French and Spanish. Respondents could choose whether to complete the questionnaire anonymously or to provide their organisation's name. WADA publicised the survey widely through its networks. The main target organisations were:

- National Anti-Doping Organisations (NADOs).
- Regional Anti-Doping Organisations (RADOs).
- International Sport Federations (IFs).
- National Olympic Committees (NOCs) acting as the National Anti-Doping Organisation.
- Major Event Organisations (MEOs).
- Public Authorities: e.g., Ministries/ Departments of State/Agencies responsible for sport and/or anti-doping at a national level (other than a NADO).

The questionnaire was divided into four main sections:

- Section 1. About the organisation.
- Section 2. About the workforce.
- Section 3. About recruitment and retention.
- Section 4. About training, learning and workforce development.

The graphs reporting on the findings from the global survey show the number of respondents for each question (n=). It is important to note that not all questions were answered by all respondents. In some cases, the questions were filtered, i.e., respondents were only asked to answer if they had responded in a particular way to a previous question. In other cases, the respondents may not have had the relevant data or information available to them.

# 1.5 The types of organisations who responded to the survey

In total 145 anti-doping organisations responded to the survey. Figure 1 below shows the distribution of respondents according to the different categories of anti-doping organisations.

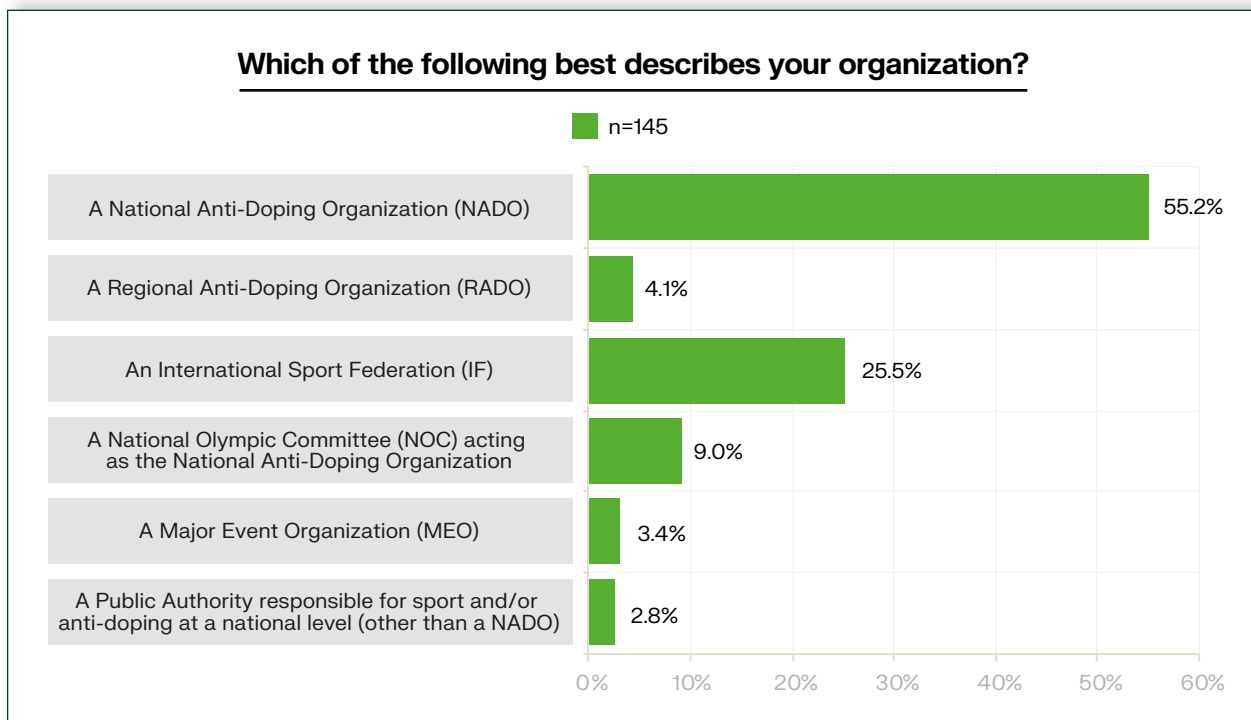


Figure 1: Types of respondent organisations.

Figure 2 shows the geographical location of the respondents.

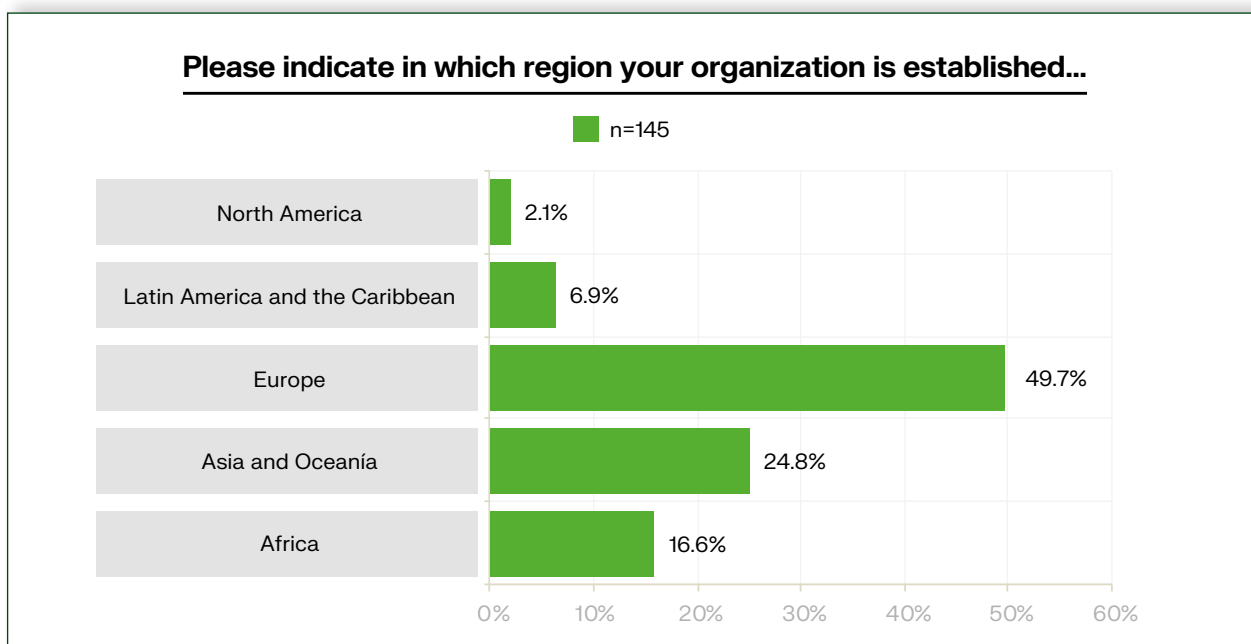


Figure 2: Regions where the respondent organisations were based.

Figure 3 shows the distribution of respondent organisations by private for profit, public and non-profit sectors.

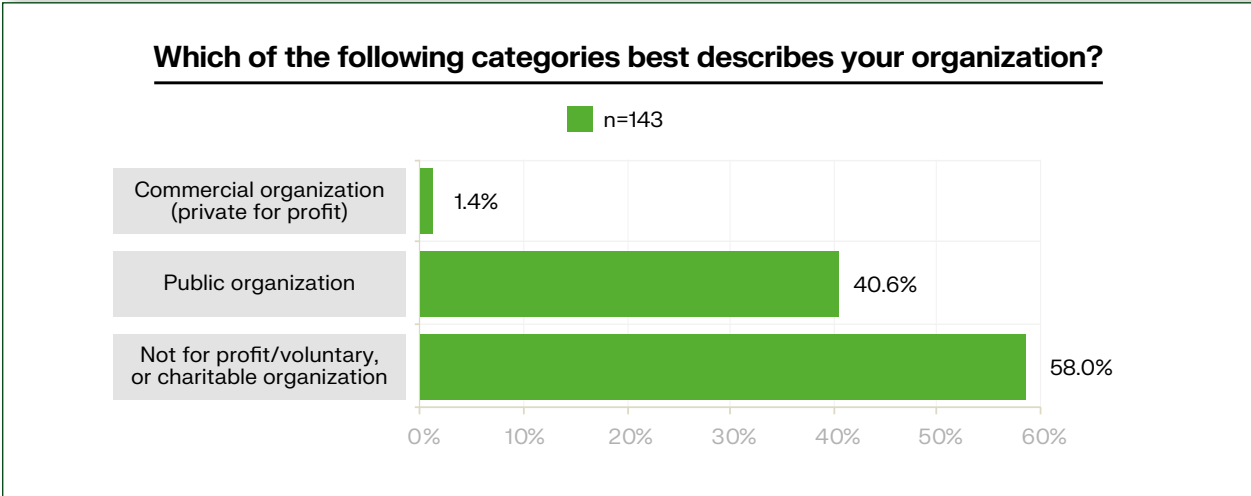


Figure 3: Breakdown of respondent organisations by private, public and non-profit sectors.

The partners' analysis of the types, location and sectors of the respondent organisations suggests the organisational profile is reasonably representative of the anti-doping industry. The higher number of responses from Europe possibly reflects the European nature of the project and the fact that the partners are EU-based, as are most IFs.

Efforts were made to make the survey accessible through translation into French and Spanish; however, language may have been an additional barrier for some organisations. Another possible reason for the low response rate in Latin America is that a majority of countries in that region work through a RADO and may have considered the RADO to be the single respondent for their region.

## 2. Evolution of the Anti-Doping Industry

While doping in sport is defined as breaking one of more of the eleven anti-doping rule violations, it is most commonly manifested through the use of prohibited substances or methods to improve sports performance and has “probably occurred in one form or another since the very beginning of sports competition”<sup>4</sup>. The anti-doping system

as we know it today – a concerted effort of regulation, prevention, deterrence and detection – was only established in the second half of the 20<sup>th</sup> century. It is therefore a ‘young industry’ which currently lacks an established and harmonised approach to developing the skills of its workforce.

**1961:** Medical Commission established by the International Olympic Committee (IOC), “to design a strategy to combat the drug use in Olympic sports.”<sup>5</sup> “The IOC’s Medical Commission submitted its proposal, consisting “of a list of prohibited substances (...) and rules for testing those substances at the Olympic Games”<sup>6</sup>,

**1968:** Beginning of mandatory anti-doping tests.<sup>7</sup>

**1970s:** Most IFs adopt their own doping control systems.<sup>8</sup>

Out-of-competition testing (OOCT) and the related ‘Whereabouts Requirements’ started mainly in Scandinavian countries. Uptake is slow at the international level until the establishment of WADA and mandatory OOCT for ADOs to implement.<sup>9</sup>

**1980s:** Some countries start to establish National Anti-Doping Organisations (NADOs) with a view to coordinate anti-doping activities across sports.<sup>10</sup>

The IAAF’s Medical Council and the IOC run a joint laboratory accreditation system.

TUEs start to be granted at the national level.

**1984:** Court of Arbitration for Sport (CAS).

European Anti-Doping Charter by the Council of Europe.

**1986:** IOC takes over the full responsibility of accreditation with the aim to encourage all IFs to use accredited laboratories only”.<sup>11</sup>

**1988:** International Olympic Charter against Doping in Sport.

**1992:** The implementation of international TUEs.<sup>12</sup>

**1999:** Establishment of the World Anti-Doping Agency (WADA).<sup>13</sup>

**2003:** First World Anti-Doping Code (Code) adopted.

**2004:** Code signed by Olympic IFs.

List of Prohibited Substances and Methods (List) first published.

**2005:** Governments adopt an Anti-Doping Convention under the auspices of UNESCO.<sup>14</sup>

<sup>4</sup> Willick et al. (2016) p. 125 / <sup>5</sup> Ljungqvist, Arne. (2017). p. 2 / <sup>6</sup> Ljungqvist, Arne. (2017). p. 2 / <sup>7</sup> Mottram, David R. (2018). p. 24 / <sup>8</sup> Mottram, David R. (2018). p. 26 / <sup>9</sup> Ljungqvist, Arne. (2017). pp. 4-5 / <sup>10</sup> Mottram, David R. (2018). p. 26 / <sup>11</sup> Ljungqvist, Arne. (2017). p. 4 / <sup>12</sup> Ljungqvist, Arne. (2017). p. 5 / <sup>13</sup> Mottram, David R. (2018). p. 28 / <sup>14</sup> Ljungqvist, Arne. (2017). p. 8

The development of the global anti-doping regulatory framework has continued to evolve under WADA's leadership with revisions to the *Code* and the adoption of *International Standards* that work in conjunction with the *Code* and aim to foster global harmonisation in all areas of anti-doping. To date, these *International Standards* are:

- [The International Standard for Testing and Investigations \(ISTI\)](#)
- [The International Standard for Laboratories \(ISL\)](#)
- [The International Standard for Therapeutic Use Exemptions \(ISTUE\)](#)
- [The International Standard for the Prohibited List \(The List\)](#)
- [The International Standard for the Protection of Privacy and Personal Information \(ISPPPI\)](#)
- [The International Standard for Code Compliance by Signatories \(ISCCS\)](#)
- [The International Standard for Education \(ISE\)](#)
- [The International Standard for Results Management \(ISRM\)](#)

The creation of WADA, beyond providing the much-needed harmonisation, also led to the establishment of many more National Anti-doping Organisations (NADOs), who in turn also became Signatories to the *Code*.

In recent years, WADA has called for a 'rebalancing' of the system. The historical emphasis on a "catch and punish" approach has already been well established; this places a heavy reliance on Doping Control (testing) and intelligence and investigations, leading, when necessary, to a results management process. However, modern anti-doping calls for a shift in this approach, where the model is more balanced. Emphasis is placed on "support and prevent" as much as "catch and punish". This approach, centred on recognising that those participating in sport start clean with no intention to dope and that the majority of athletes remain this way, ensures that the support they need is invested in and provided. Anti-doping education for athletes and their support personnel is increasingly being recognised as a major pillar of



the anti-doping system and has helped to shift the narrative around athletes and doping. Over the last few years, the anti-doping system advanced its collective understanding that the majority of athletes continue to train and compete clean, whilst recognising that the anti-doping system is complex and may be difficult to navigate. Frequent, timely education that supports athletes' efforts to remain clean was acknowledged as critically important.

As Signatories to the *Code* embraced the *2021 International Standard for Education*, WADA too, increased its investment in education. In WADA's *2020-2024 Strategic Plan*, WADA positioned itself as both a regulator and an enabler and restructured accordingly – investing much more in the athletes' ability to understand and navigate the system, as well as, investing in the professional development of anti-doping practitioners so that they could do the same.



# 3. Structure and Characteristics of the Anti-Doping Industry

## 3.1 Main actors involved

The protection of clean sport is a global collaborative industry involving multiple actors. For the purposes of the report, the following considerations influenced who is considered a main actor:

- The historical and present-day anti-doping system heavily relies on the regulatory framework for its foundation to regulate doping in sport. Therefore, this list of actors has been drafted looking at who contributes, directly or indirectly, to developing and/or implementing anti-doping rules, at national, regional and international levels.
- The focus of this report is the global anti-doping workforce. The mapping of main actors therefore specifically looks at actors working in/for anti-doping (as opposed to the athlete community) who would employ or deploy anti-doping practitioners or other professionals/experts to conduct specific roles and functions line with the Code and/or International Standards.

WADA	Public authorities	Sports movement	Anti-doping expert community	Other actors
	<ul style="list-style-type: none"> <li>• Governments (ministries in charge of sports, welfare, health, education, interior, justice)</li> <li>• Law enforcement, state</li> <li>• Law enforcement, state prosecutors</li> <li>• Customs</li> <li>• International organisations (UNESCO, Council of Europe...)</li> <li>• Schools</li> </ul>	<ul style="list-style-type: none"> <li>• IOC</li> <li>• IPC</li> <li>• MEOs</li> <li>• International Federations (IFs) and their umbrella organisations (ASOIF, AIOWF, GAISF, etc)</li> <li>• NOCs and NPCs</li> <li>• NFs</li> </ul>	<ul style="list-style-type: none"> <li>• NADOs and RADOs</li> <li>• Laboratories</li> <li>• Third party providers</li> <li>• Hearing/ Disciplinary Panels</li> <li>• TUE Committees</li> <li>• iNADO</li> </ul>	<ul style="list-style-type: none"> <li>• Academia &amp; Research</li> <li>• Court of arbitration for Sport</li> <li>• Country-specific professional bodies/agencies</li> </ul>

## 3.1.1 WADA

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WADA is an international independent agency that promotes, coordinates and monitors activities towards the prevention, deterrence and detection of doping. The DNA of WADA resides in the ability to promote, develop and enforce harmonised anti-doping rules and regulations across the world, while enabling anti-doping organisations (ADOs) to develop customized and athlete-focused anti-doping programmes.

WADA's key activities include development of anti-doping regulations, monitoring of compliance, athlete engagement and conducting

investigations when needed. WADA also plays a critical role in facilitating research, enabling education, developing capability and capacity building for anti-doping stakeholders. The backbone of the organisation's work is the *World Anti-Doping Programme* which is comprised of the *World Anti-Doping Code (Code)*, *International Standards*, *Technical Documents* and *Guidelines*, which together form the regulatory framework for anti-doping and provide the foundation for harmonisation and good practice.

## 3.1.2 Public authorities

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Public authorities have a keen interest in protecting youth sports and public health. They have powers that complement those of the sport movement, particularly around the improvement of legal frameworks, rules and policies to control trafficking of prohibited substances domestically and across countries.

While governments cannot be signatories of the [World Anti-Doping Code](#) (Code) since it is a non-governmental document, the *Code* still outlines expectations of governments related to their role for anti-doping in sport, including:

- Facilitating doping controls and supporting national testing programmes.
- Encouraging the establishment of “best practice” in the labelling, marketing, and distribution of products that might contain prohibited substances.
- Withholding financial support from those who engage in or support doping.
- Taking measures against manufacturing and trafficking substances.
- Encouraging the establishment of codes of conduct for professions relating to sport and anti-doping.
- Funding and implementing anti-doping education and research.

[The Copenhagen Declaration](#) (2003) was the first step to governments ratifying the

*UNESCO Convention Against Doping in Sport*. Subsequently the [International Convention against Doping in Sport \(2005\)](#) was drafted under the auspices of UNESCO to allow formal acceptance of WADA and the Code.

Law enforcement and other government agencies also possess powers that the sport movement does not have, such as tackling the source and supply of illegal substances and searching and detaining those suspected of crimes. International partnerships between WADA and organisations such as [Interpol](#), [World Customs Organisation](#) and [Europol](#) are of significant importance in this regard. It is noted that doping or sports fraud is not an illegal or criminal activity in all countries. In addition, laws concerning the possession, use, supply, manufacturing, trafficking (as examples) of prohibited substances vary considerably across the world.

At the regional level, in 1967 the Council of Europe produced an international legal instrument covering doping in sport. The organisation adopted an [Anti-Doping Convention](#) in 1989.

At the national level, public authorities' role in anti-doping efforts may vary depending on the mechanisms used to enact the various commitments outlined in the International Conventions and the process by which a NADO is established. At this level it may also involve the

engagement and work of different governmental departments such as: Ministry(ies) responsible for Sport, Health, Public wellbeing, Education or others such as Ministry(ies) of Justice or Interior, and state prosecutors.

Examples of the roles which governments might take in their support for anti-doping are:

- Establishing and financing independent national anti-doping agencies.
- Supporting the establishment of anti-doping laboratories.
- Adopting a national anti-doping regulatory framework.

- Supporting clean sport education efforts in the school or youth sport system.
- Promoting awareness campaigns.
- Providing the legal framework for cooperation between anti-doping organisations (ADOs), public health institutions, customs and law enforcement agencies to: prevent the illegal production and distribution of doping substances; enable the exchange of intelligence; coordinate evidence-gathering and investigations; and to prevent the sale of fake medications online, as examples.

### 3.1.3 The sports movement

The Sports Movement has an inherent interest in maintaining a level playing field in sports and protecting the integrity of sports.

**At the international level,** the Sports movement, from an anti-doping perspective, is composed mainly of the [International Olympic Committee](#) (IOC), the [International Paralympic Committee](#) (IPC), [Major Event Organisations](#) (MEO) and International Federations with some additional support from their umbrella organisations, such as the [Association of Summer Olympic International Federations](#) (ASOIF).

#### International Olympic Committee (IOC)

The IOC promotes Olympism throughout the world and leads the Olympic Movement. It ensures the regular hosting of the Olympic Games. In addition to its anti-doping responsibilities as a MEO, it also has a role in ensuring that National Olympic Committees and International Federations are in compliance with the *World Anti-Doping Code* and the *International Standards*. More broadly, the IOC has a strong role in the protection of clean sport through participation in the governance structure of the WADA and by providing funding. The IOC provides half of WADA's budget, on behalf of the sports movement. Its funding matches that contributed by the public authorities.

#### International Paralympic Committee (IPC)

The IPC leads the Paralympic Movement, oversees the delivery of the Paralympic Games and supports members to enable para athletes to achieve sporting excellence. The IPC has responsibilities around advocacy and expertise in anti-doping for athletes with an impairment. In addition to its anti-doping role as MEO, the IPC serves as the [International Federation](#) (IF) for 10 para sports and is therefore responsible for the anti-doping programmes for these sports. It also has a role in ensuring that National Paralympic Committees (NPCs) and IFs are in compliance with the Code and International Standards.



## Major Event Organisations (MEOs)

MEOs refer to the continental associations of National Olympic Committees (NOCs) and other international multisport organisations that function as the ruling body for any continental, regional or other international event. MEOs are responsible for adopting and implementing Code compliant anti-doping rules for their events and delivering anti-doping programmes. This includes planning, implementing, promoting and evaluating anti-doping education programmes.

In addition, MEOs must do everything possible to award World Championships and major sporting events only to countries where the government has ratified the UNESCO Convention, and where the National Olympic Committee (NOC), the National Paralympic Committee (NPC) and the National Anti-Doping Organisation (NADO) are in compliance with the Code.

## International Federations (IFs)

IFs are responsible globally for a given sport and any affiliated disciplines. Under the Code, IFs act as an Anti-Doping Organisation and largely have the same anti-doping responsibilities and expertise as NADOs (see list in the NADO section below).

The IOC officially recognises sports within the Olympic Movement and their IFs. The sports within the Paralympic Movement are governed either by the IPC serving as the IF, by an IF that also falls under the Olympic Movement (an IF that governs disciplines for both athletes with an impairment and without) or an independent IF that governs the particular sport for athletes with an impairment. The IPC also recognises a number of IFs that are not part of the Paralympic Games but that are Code signatories.

Finally, there are a number of IFs who are Code signatories that have not been formally recognised by the Olympic and Paralympic Movements.

To further promote independence and transparency of their anti-doping activities, several IFs have created anti-doping or integrity units that are governed independently of the IF. Other IFs have opted to have all, or parts of their

anti-doping programmes managed by a third-party organisation or service provider.

**At the national level**, the following actors of the sports movement play a significant role in anti-doping efforts: National Olympic Committees (NOCs), National Paralympic Committees (NPCs), and National Federations (NFs):

## National Olympic Committees (NOCs)

NOCs are responsible for developing, promoting and protecting the Olympic Movement in their respective countries, in accordance with the *Olympic Charter*. The IOC recognises 206 NOCs. NOCs must ensure that anti-doping policies and rules conform with the Code and *International Standards* within their respective countries. In some cases, where a country does not have a NADO, the NOC may act as the NADO for that country.

## National Paralympic Committees (NPCs)

An NPC is the organisation recognised by the International Paralympic Committee (IPC) as the sole representative of the Paralympic Movement in a given country or territory. The IPC recognises 182 NPCs. NPCs must ensure that anti-doping policies and rules in their respective countries are in compliance with the Code and the *International Standards*.

## National Federations (NFs)

NFs are not signatories to the Code and therefore cannot be held accountable under this regulatory framework. Despite this, and in recognition of the important role that NFs play to help protect clean sport, specific responsibilities have been outlined in the Code and some International Standards. In addition, IFs, governments and NADOs often bind their NFs to their anti-doping rules and national anti-doping policy where this exists. In addition, National Federations may be required to support the implementation of anti-doping policies and programmes as mandated by their IF and/or NADO.

## 3.1.4 Anti-doping expert community

The anti-doping expert community refers to actors that help to implement anti-doping programmes globally, including but not limited to National and Regional Anti-doping Organisations (NADOs and RADOs), Laboratories, Third Party Providers, Hearing Panels, Therapeutic Use Exemption (TUE) Committees, networks, and organisations such as iNADO, as examples. It is noted that actors identified for the purposes of this report under the Sports Movement section are also considered part of the anti-doping community.

### National Anti-Doping Organizations (NADOs)

NADOs are organisations established and designated, by their country or government, as the primary authority, at the national level, for the anti-doping programmes in a country. NADOs must be operationally independent as outlined in the *Code*. The role of a NADO includes:

- Adopting and implementing anti-doping rules.
- To cooperate with other ADOs and WADA.
- Planning, implementing, monitoring and evaluating anti-doping education programmes.
- Planning and implementing a testing program, including managing any results.
- Liaison with a WADA accredited laboratory.
- Administering a Therapeutic Use Exemption Programme.
- Conducting investigations.
- Conducting result management at the national level and applying the applicable consequences.
- Promoting anti-doping research.

In countries that do not have a NADO, the NOC assumes the anti-doping responsibilities for the country.

### Regional Anti-Doping Organizations (RADOs)

WADA created the *Regional Anti-Doping Organisation (RADO) Programme* in 2004 to strengthen the protection of clean sport by developing innovative anti-doping strategies for those countries that most needed it. RADOs are regional organisations designated by member countries to coordinate and manage delegated areas of their national anti-doping programmes, which may include:

- Adopting and implementing anti-doping rules.
- Planning and collecting samples.
- Managing results.
- Reviewing Therapeutic Use Exemptions (TUEs).
- Conducting hearings.
- Coordinating education programmes at a regional level.

To date, there are 12 RADOs bringing together 119 countries, across Africa, Asia, the Caribbean, Latin America and Oceania.

### Laboratories

Laboratories that analyse doping control samples must achieve and maintain accreditation from WADA. The [International Standard for Laboratories](#) (ISL) and its related [Technical Documents](#) specify the criteria that must be met for accreditation and re-accreditation, as well as standards that must be met for the production of valid test results and evidentiary data. While only WADA-accredited laboratories can analyse doping control samples, in order to fully serve the development of the [Athlete Biological Passport](#) (ABP), particularly in regions where the current network of WADA-accredited laboratories may be limited, WADA has approved certain laboratories to conduct blood analyses in support of the ABP.

### Third party providers

Many Anti-doping Organisations (ADOs) use anti-doping service providers to assist with fulfilling their anti-doping roles and responsibilities, including education, risk assessment, test distribution planning, sample collection, processing TUEs, intelligence gathering, investigations, and conducting results management.

Sample collection agencies (such as PWC, Clearidium, SDTI, IDTM) for example, are often used by IFs and NADOs to organize the collection and transportation of samples.

The IOC has created the [International Testing Agency](#) (ITA) to help IFs, as well as MEOs, manage and deliver their anti-doping programmes.

## 3.1.5 Other actors

### The Court of Arbitration for Sport (CAS)

CAS is an independent institution, created by the IOC, that provides services to facilitate the settlement of sport-related disputes, through arbitration or mediation, by means of procedural rules adapted to the specific needs of the sport world. WADA has a right of appeal to CAS for doping cases.

In addition to its main mediation role, CAS's Anti-Doping Division (ADD) was created to hear and decide anti-doping cases as a first-instance authority pursuant to a delegation of powers from the IOC, IFs that are part of the Olympic programme, and any other *Code* signatories.

*Code* signatories that have delegated their results management responsibilities to CAS's ADD, give the CAS ADD the power to decide whether or not there has been a violation of their anti-doping rules, as well as to decide any sanction, if applicable, in accordance with the *Code*.

CAS's ADD and their procedural rules have been created in conjunction with the *Code*, applicable *International Standards* and anti-doping rules of the relevant *Code* signatories.

### Academia and research

Innovative research helps address emerging challenges and identify new trends in doping, pharmacology, new technology and new methods of detection (as examples), as well as, increasing understanding of the behaviours in sport that should either be reinforced or prevented.



This contribution by the research community to the anti-doping industry improves the evidence base upon which decisions are made and the ability to develop effective anti-doping policies and practices, aiming to enhance the sporting experience for all.

## 3.1.6 Other stakeholders

A number of other stakeholders have a keen interest in anti-doping activities and/or are impacted by it, without specifically tailoring their activities to contribute to the development and/or implementation of anti-doping programmes, namely:

- Athletes, their entourages, such as the athlete support personnel, and their representative bodies.
- The general public in as far as it is interested in sports.
- Sports fans.
- Media.
- The pharmaceutical industry.
- The discipline of sports science.
- Relevant professional associations/unions.

## 3.2 Financial means

From the global survey we can see on average, the available budget dedicated to anti-doping activities is in the region of 1.3m USD (Figure 4) This figure refers to the budget dedicated to anti-doping /integrity activities only, including staffing costs, support functions such as IT, HR, etc., in cases where an organisation, such as an IF, covers a wider mandate than anti-doping /integrity (i.e. the management of the sport as a whole at international level).

However, it should be noted that whilst this data set produces an average budget of over 1m USD per ADO, the reality is that over half of the ADOs who responded to this survey have an annual budget of much less than this. The variance in budgets across ADOs is therefore an interesting element of this data.

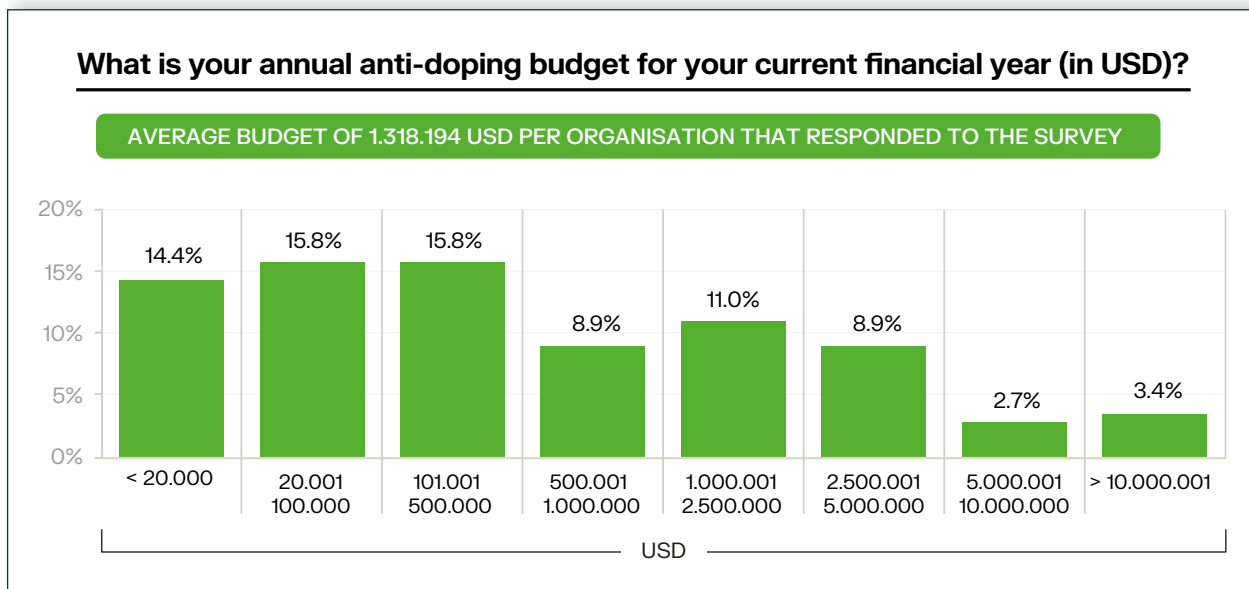


Figure 4: Respondents' annual anti-doping budget.

The proportion of IFs' anti-doping budget compared to the organisation's overall budget is predominantly situated in the 0-19% bracket (Figures 5 and 6). There is no apparent difference related to the size of the IF (more than or less than 5 staff) indicating that the allocation of budget to anti-doping activities is relatively consistent as a percentage of overall budget.

**What is the proportion (in percentage %) of your anti-doping budget compared to your organisation's overall budget for your current financial year?**

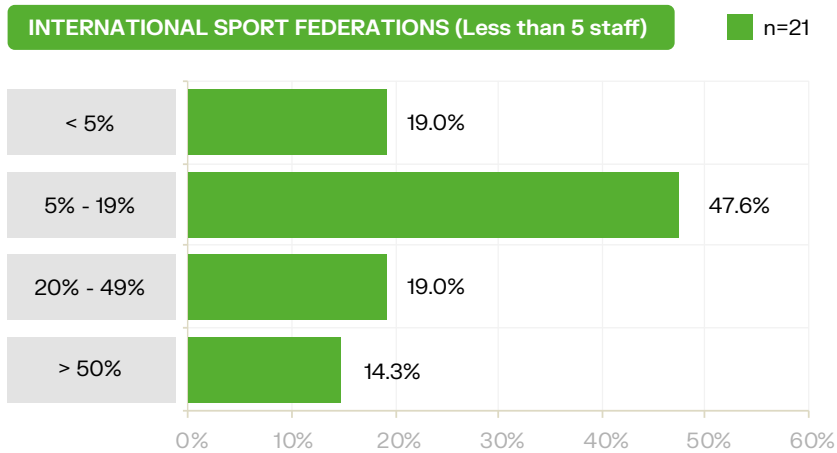


Figure 5: Proportion of international federations' anti-doping budget as % of overall budget (less than five staff).

**What is the proportion (in percentage %) of your anti-doping budget compared to your organisation's overall budget for your current financial year?**

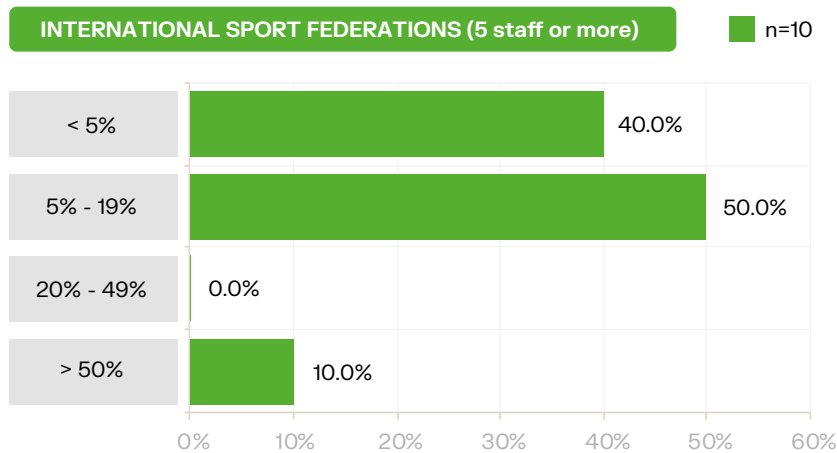


Figure 6: Proportion of international federations' anti-doping budget as % of overall budget (five staff or more).

Across ADOs, the distribution of the budget has remained fairly similar in the past few years, as shown by comparing the data collected respectively via the GLDF4CleanSport survey and via WADA's ADO Programme Assessment Framework (which continuously assesses the health of ADO programmes from compliance and development data, providing a high-level view of individual ADO programmes and the global Anti-Doping landscape by identifying trends and issues).

A noticeable increase, however, is the portion dedicated to education, from 7.72 % to 16.7% in recent years. The introduction of the International Standard for Education in 2021 and its related mandatory requirements around education, as well as the efforts within the movement to rebalance the system from "catch and punish" to "support and prevent" (as described in the history of the industry) help to explain this development.



Figure 7 below shows the percentage of the respondents' annual budget spent on different types of anti-doping activities.

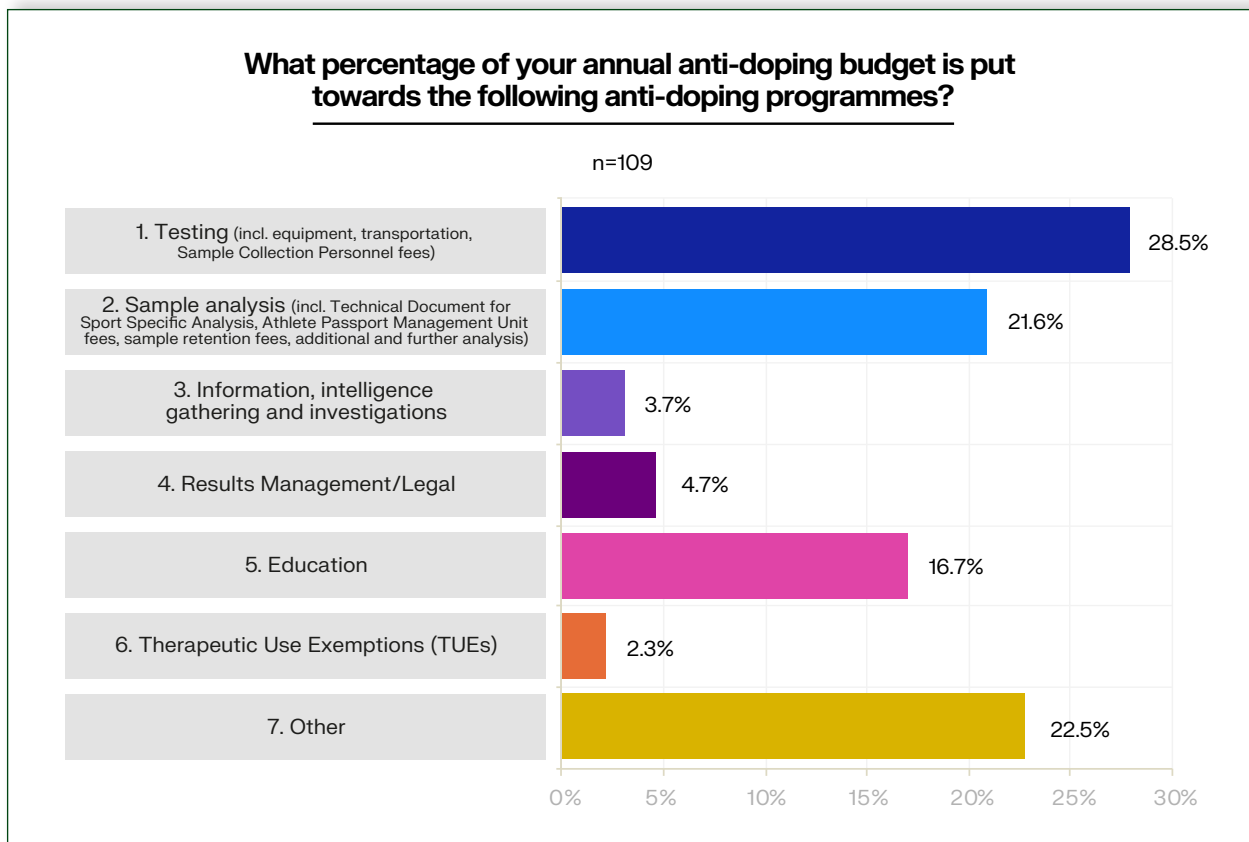


Figure 7: Respondents' % of annual budget spent on different anti-doping programmes.

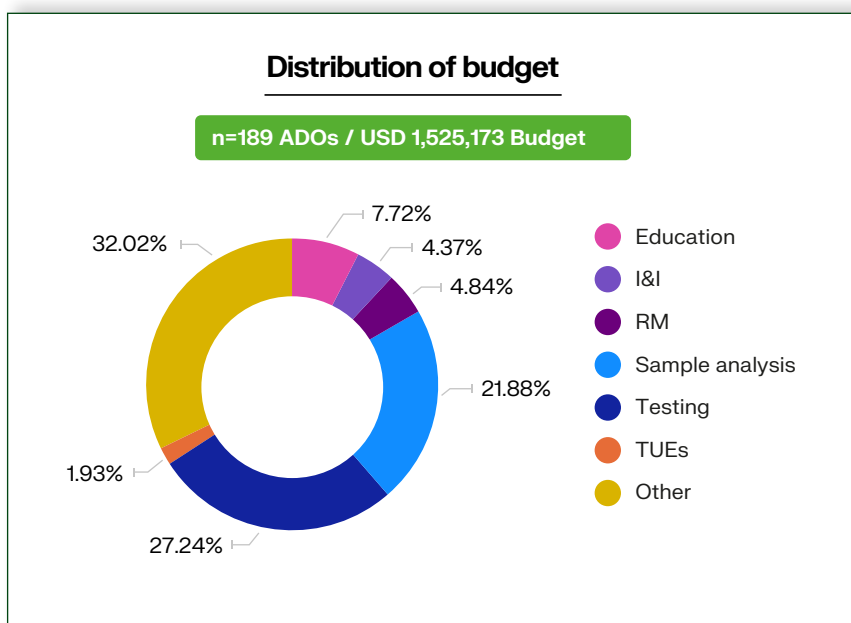


Image provided courtesy of WADA.  
 Source of the data: CCQ.  
 Source of the visualization: ADO Programme Assessment Framework.

- Graph includes only ADOs in tiers 1-3 who have responded to the Code Compliance Questionnaire (CCQ) or for whom information has been collected through an audit. It does not represent the whole ADO landscape.
- This information is self-reported.
- Refers to several years, as the CCQ is collected over a long period.

## 3.3 Partnerships and delegation of programmes

The anti-doping industry is characterized by much collaboration and cooperation. ADO partnerships include a detailed project plan where a developed, more experienced ADO assists and mentors a less developed ADO through training, guidance and mentorship. This type of collaboration amongst anti-doping organisations is critical to developing clean sport globally. To illustrate, some examples of successful NADO-NADO partnerships identified in the research are:

- Azerbaijan – Poland.
- Belarus – United Kingdom.
- Egypt – South Africa.
- Ethiopia – South Africa.
- Georgia – Norway.
- Ghana – Kenya.
- Greece – Austria.
- Jamaica – Canada.
- Kenya – Norway.
- Turkey – Norway.
- Uzbekistan – Korea.

The *World Anti-Doping Code* provides that even though each ADO is ultimately responsible for its anti-doping activities, “any aspect of Doping Control or anti-doping Education may be delegated by an Anti-Doping Organisation to a Delegated Third Party”, provided that “the delegating Anti-doping Organisation shall require the Delegated Third Party to perform

such aspects in compliance with the Code and International Standards”.

These Delegated Third Parties can be other ADOs (another NADO for example), but also private service providers. It is of note that 51.5% of respondents to the *GLDF4CleanSport* survey (Figure 8) indicated delegating part or all of their anti-doping programme to a third party – testifying to a wide-spread practice across the industry, especially amongst IFs (a significant 88.6% as shown in Figure 9).



**Do you delegate any part of your anti-doping programme to a third party?**  
(e.g. National Anti-Doping Organizations (NADOs), National Federations, Private Service Providers such as the International Testing Agency (ITA))

n=134

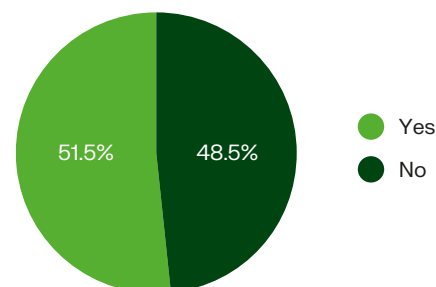
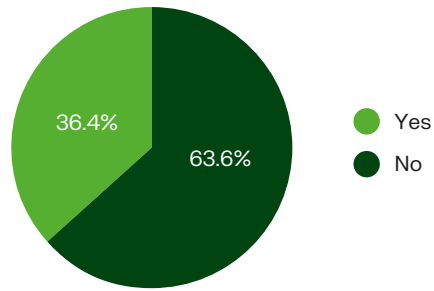


Figure 8: Respondent organisations' delegation of parts of anti-doping programme.

**Do you delegate any part of your anti-doping programme to a third party?**  
(e.g. National Anti-Doping Organisations (NADOs), National Federations)

**RESPONSES FROM NATIONAL ANTI-DOPING ORGANISATIONS (NADO)**

n=77



**Do you delegate any part of your anti-doping program to a third party?**  
(e.g. National Anti-Doping Organisations (NADOs), National Federations)

**RESPONSES FROM INTERNATIONAL SPORT FEDERATIONS**

n=35

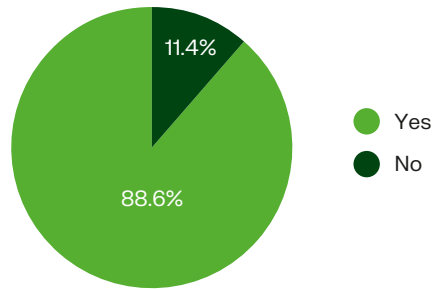


Figure 9: Comparison of delegation between NADOs and IFs.



Where delegation occurs, all areas of an anti-doping programme seem to be candidates for delegation, but the collection and transportation of samples seems, by far, to be the most frequently occurring area for delegation (Figure 10).

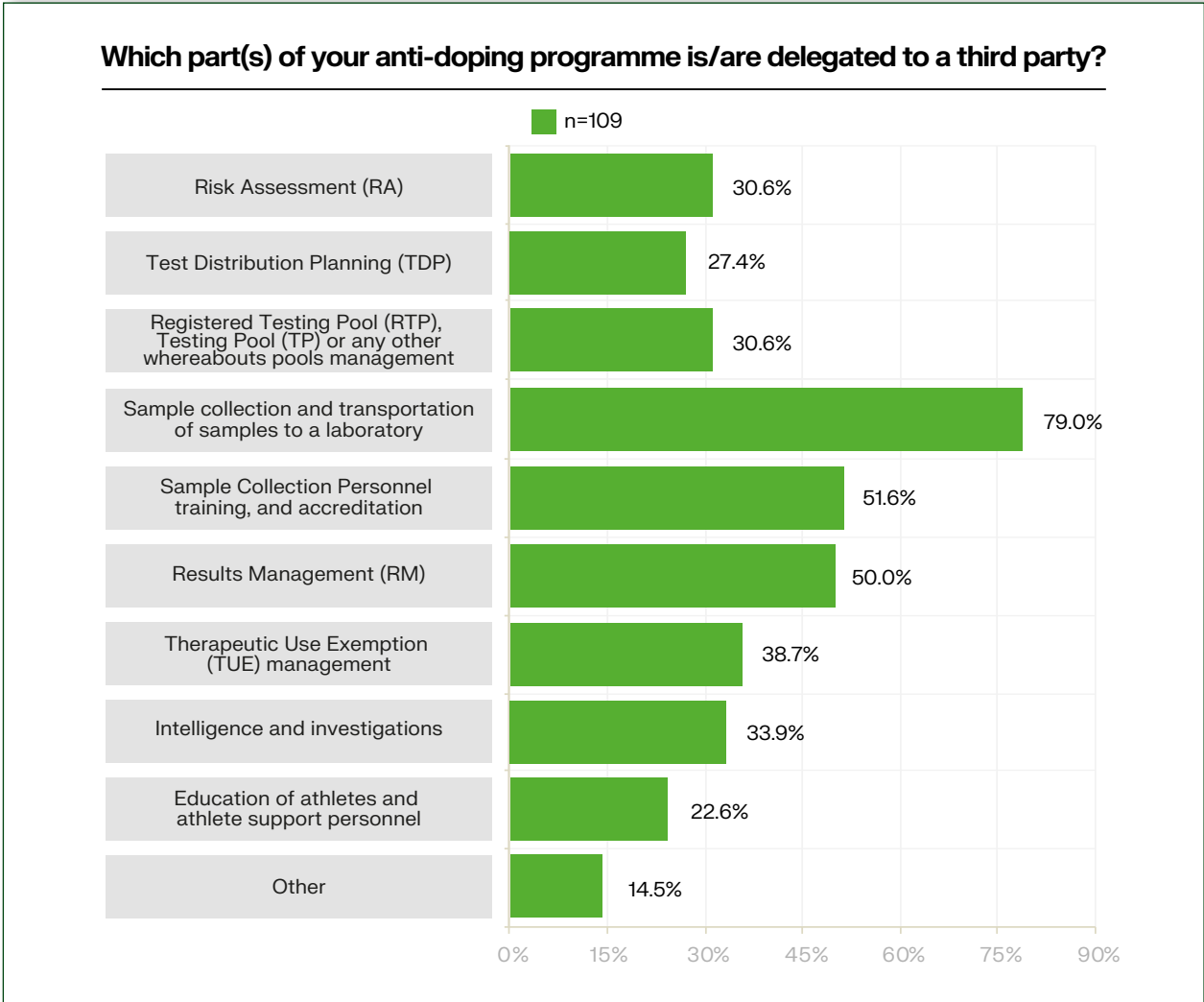


Figure 10: Respondent organisations' delegation of different parts of anti-doping programme.

# 4. The Anti-Doping Workforce, Recruitment and Retention

## 4.1 Size of respondent organisations

It was important for the report to find out more about the size of the respondent organisations according to the number of employees. This may provide a clearer picture of the European and potentially the global typical models.

Figure 11 shows the breakdown of respondent organisations by the total number of staff (including paid staff, volunteers and external contractors).

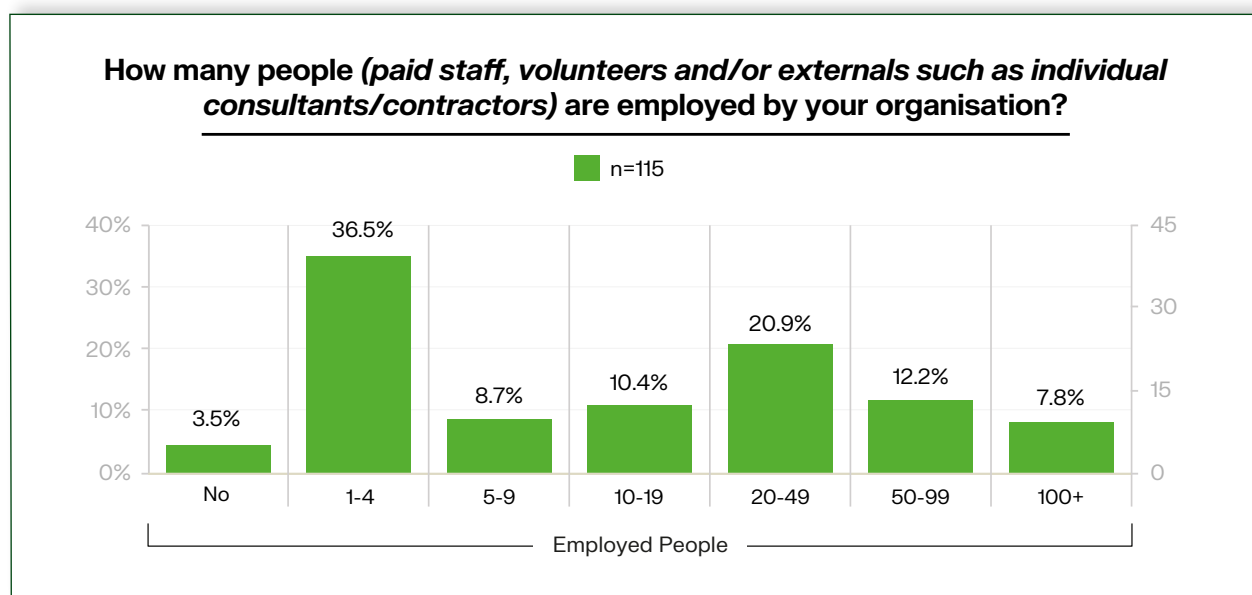


Figure 11: Breakdown of respondent organisations by size.

The findings demonstrate a wide diversity in the size of anti-doping organisations. The largest proportion at 36.5% only employ between 1 and

4 staff, followed by 20.9% who employ 20-49 and 12.2% who employ 50-99.

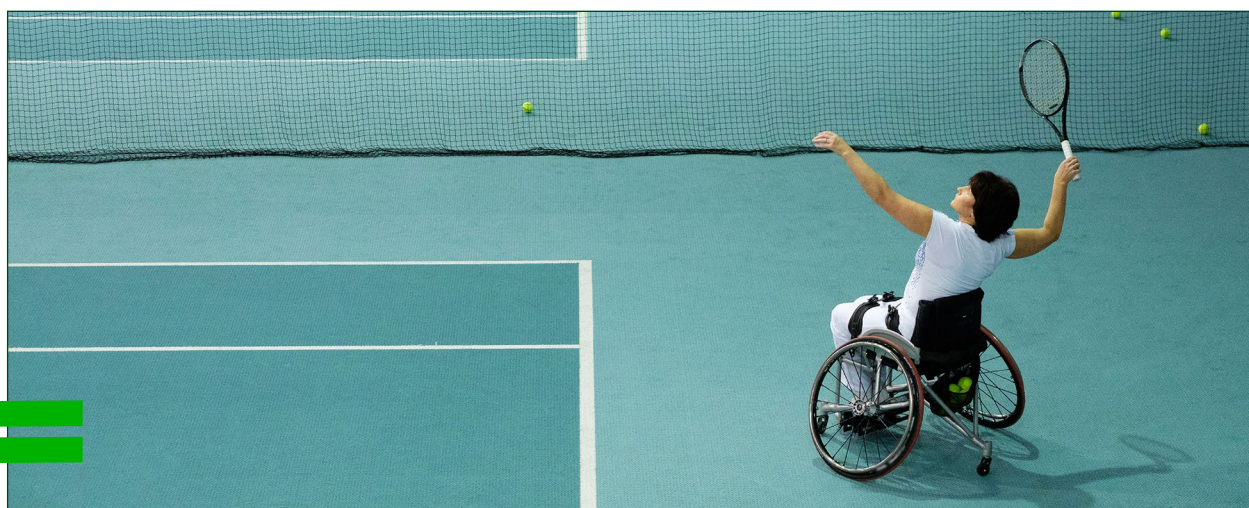


Figure 12 compares the findings for NADOs and IFs.

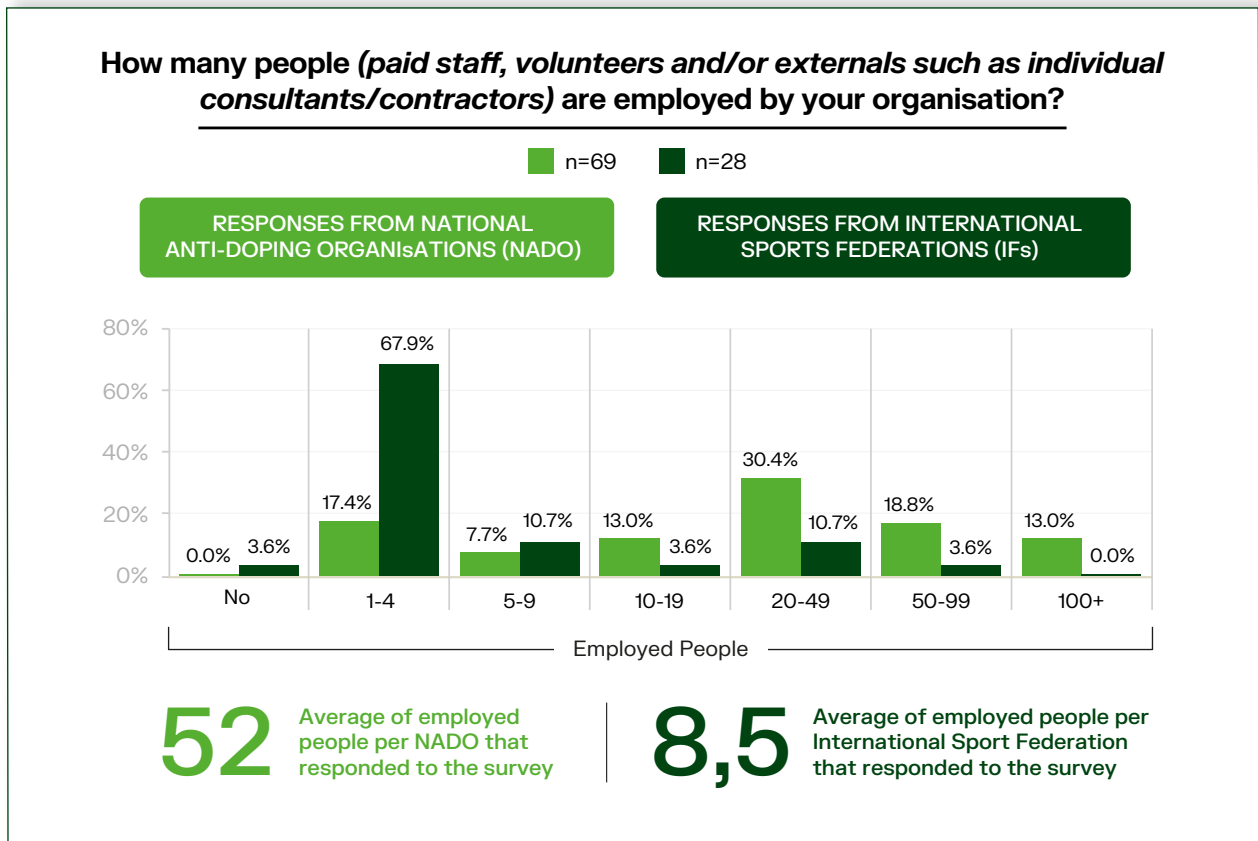


Figure 12: Comparison of NADOs and IFs in terms of size.

The data also highlights that it is highly likely many ADOs, particularly teams based in IFs, are operating anti-doping programmes where one person may have multiple roles and

responsibilities, in different technical areas. This should be explored further and taken into consideration when addressing training and workforce development needs.



## 4.2 Proportions of anti-doping budgets allocated to salaries/benefits

In the global survey, respondents were asked about the allocation of their anti-doping budgets to salaries and benefits (Figure 13).

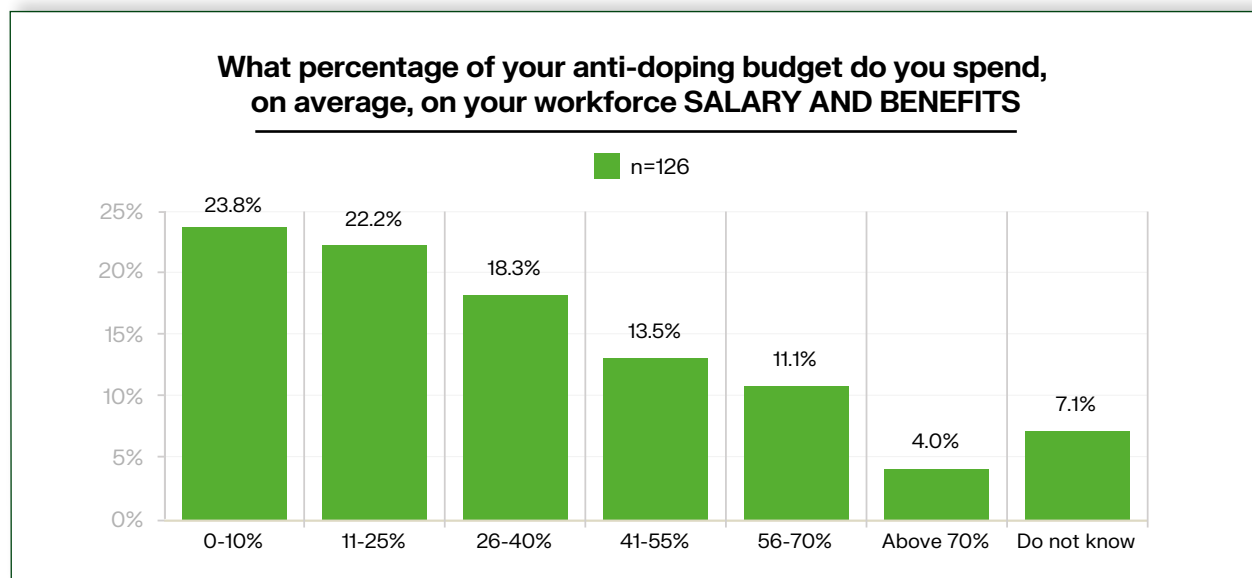


Figure 13: Proportion of respondent organisations' anti-doping budgets spent on salaries and benefits.

This does, however, differ according to size of the respondent organisation. Figures 14 and 15 show the breakdown according to those with less than five staff and those with more.

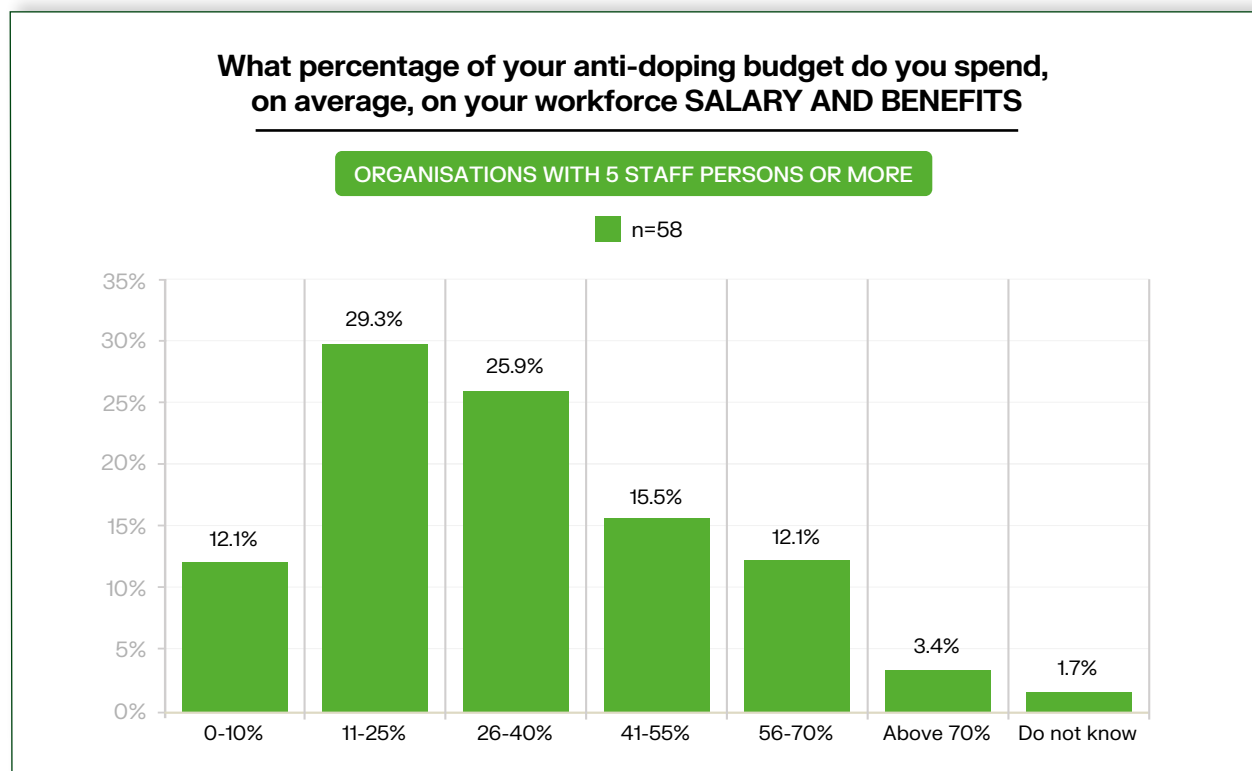


Figure 14: Proportion of respondent organisations' anti-doping budgets spent on salaries and benefits (5 staff or more).

### What percentage of your anti-doping budget do you spend, on average, on your workforce SALARY AND BENEFITS

ORGANISATIONS WITH LESS THAN 5 STAFF PERSONS

n=59

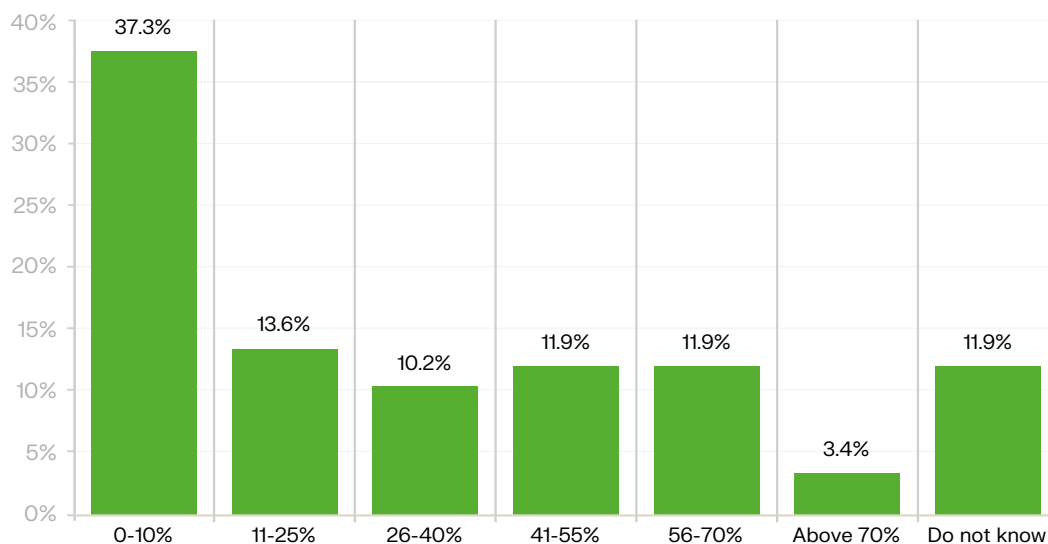
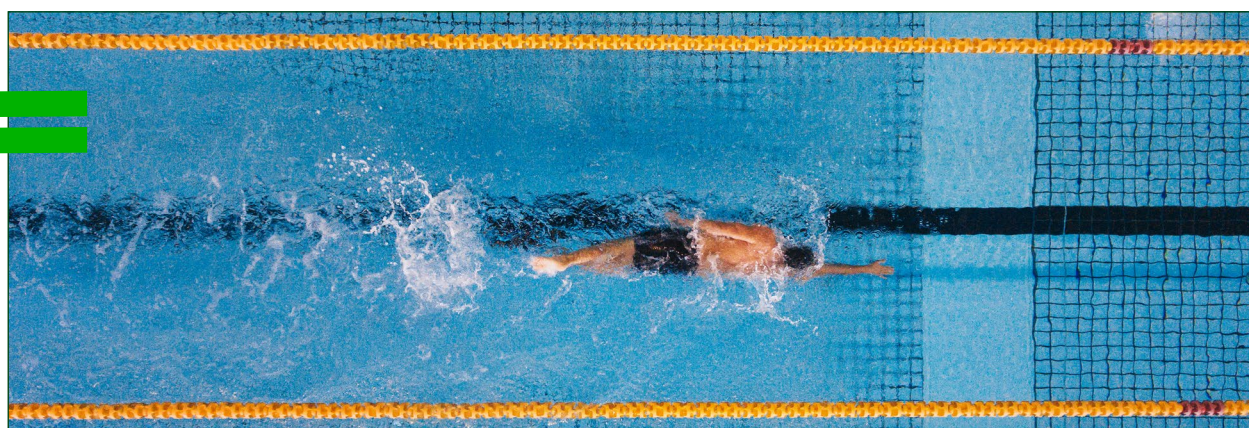


Figure 15: Proportion of respondent organisations' anti-doping budgets spent on salaries and benefits (less than five staff).

Spend on salaries and benefits tends to be a smaller proportion of the overall budget in the smaller organisations.

The largest proportion of identified spend is on activities related to Testing and Sample Analysis

operations (50.1% when combined) followed by Education at 16.7% (although, as noted elsewhere, the proportion spent on Education has more than doubled in recent years).



## 4.3 Anti-doping roles and allocation of personnel to roles

The respondents were asked to estimate the proportions of staff (paid staff, volunteers and externals) were allocated to different types of anti-doping activities (Figure 16).



### Proportion of employed people (paid staff, volunteers and/or externals) per area of anti-doping programme?

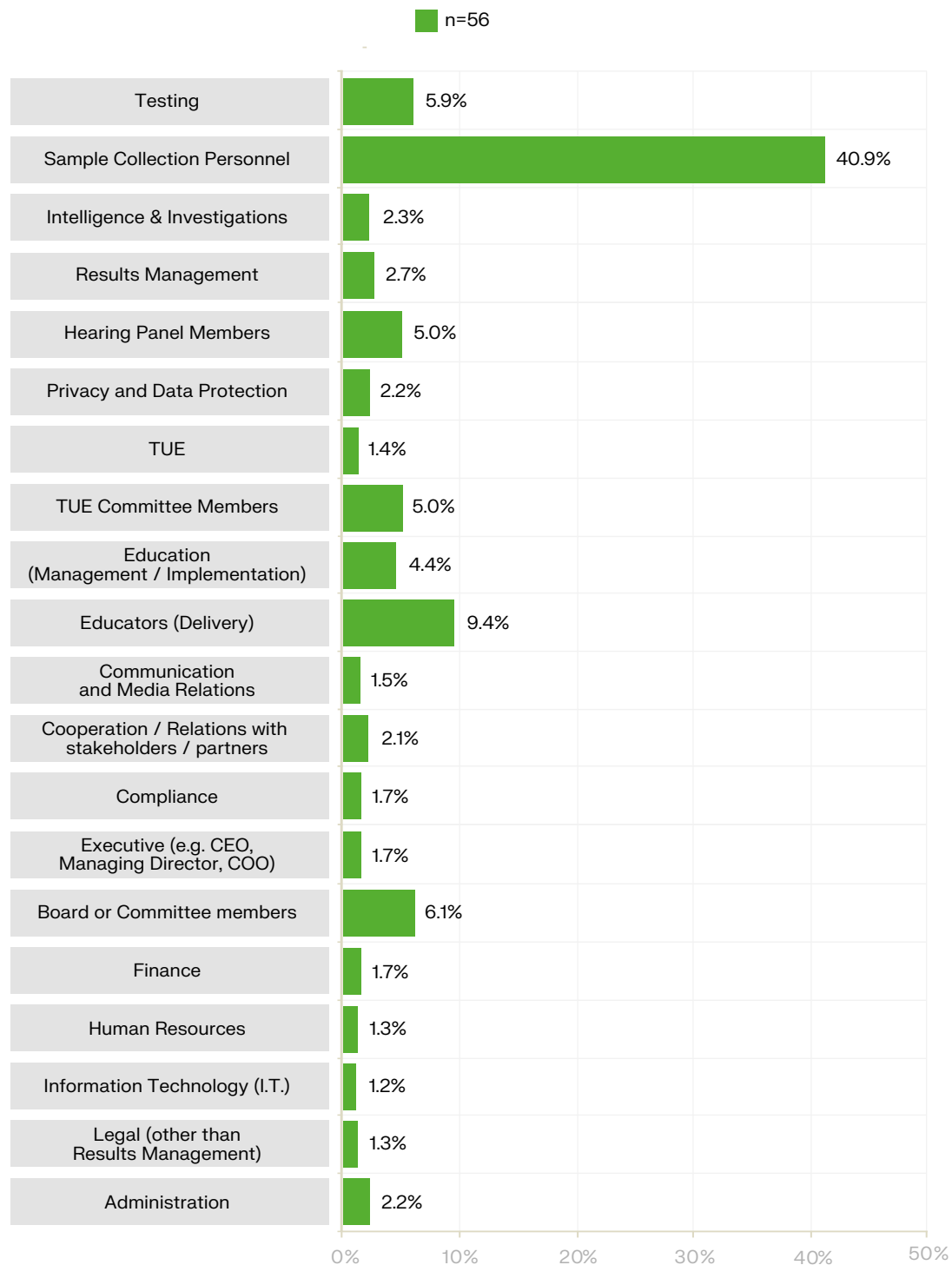


Figure 16: Proportion of respondent organisations' employed people (paid, volunteers and externals) per different anti-doping areas.

The largest proportions of staff were allocated to sample collection (40.9%). This is followed by educators (education deliverers) at 9.4%. Board and committee members stand at 6.1%, testing

at 5.9%, TUE committee members at 5% and hearing panel members at 5% and education management at 4.4%. The other roles are relatively small.

Respondents were also asked to estimate the proportions of different types of staff to the anti-doping programme overall. In the survey, staff were categorised as paid staff, volunteers

(who may have a contract, but receive no payment except for expenses) and externals (paid consultants and contractors etc.) (Figure 17).

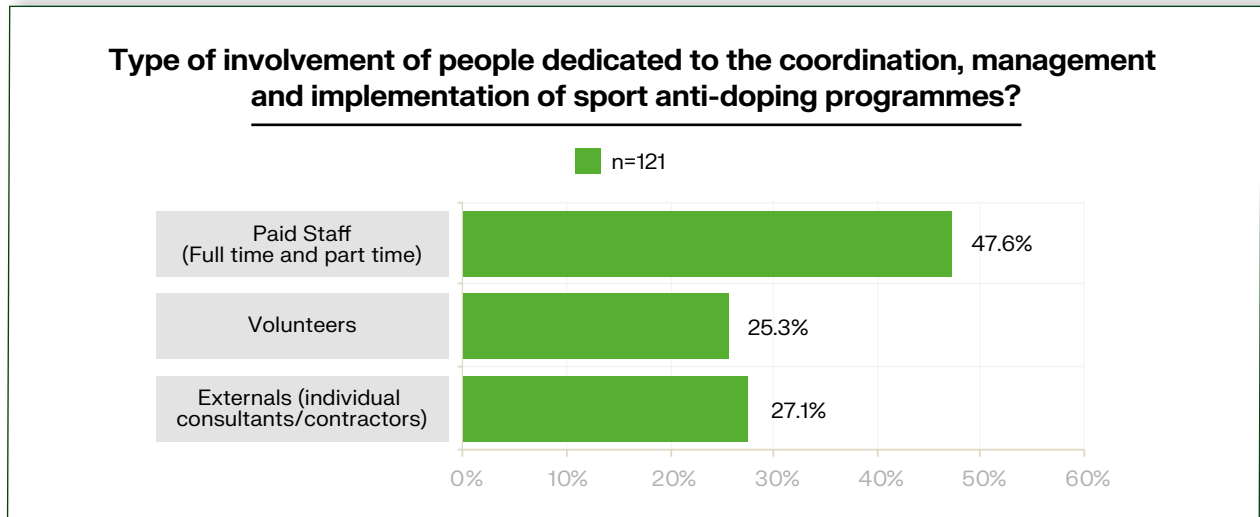


Figure 17: Respondent organisations' allocation of paid staff, volunteers and externals to their anti-doping programmes.

Whereas paid staff represent almost one half of the total workforce, volunteers (25.3%) and externals (27.1%) make up a narrow majority at 52.4%. This is an interesting statistic with implications for planning workforce development programmes as the needs and motivations of paid staff vs volunteers, as one example, can be very different, as well as the ways in which

they need to be managed. Based on the data obtained in this survey, the indications are that anti-doping is still heavily reliant on volunteers and external expertise.

When considering the size of organisations, the proportions do not significantly differ although the smaller organisations tend to make slightly greater use of externals (Figure 18).

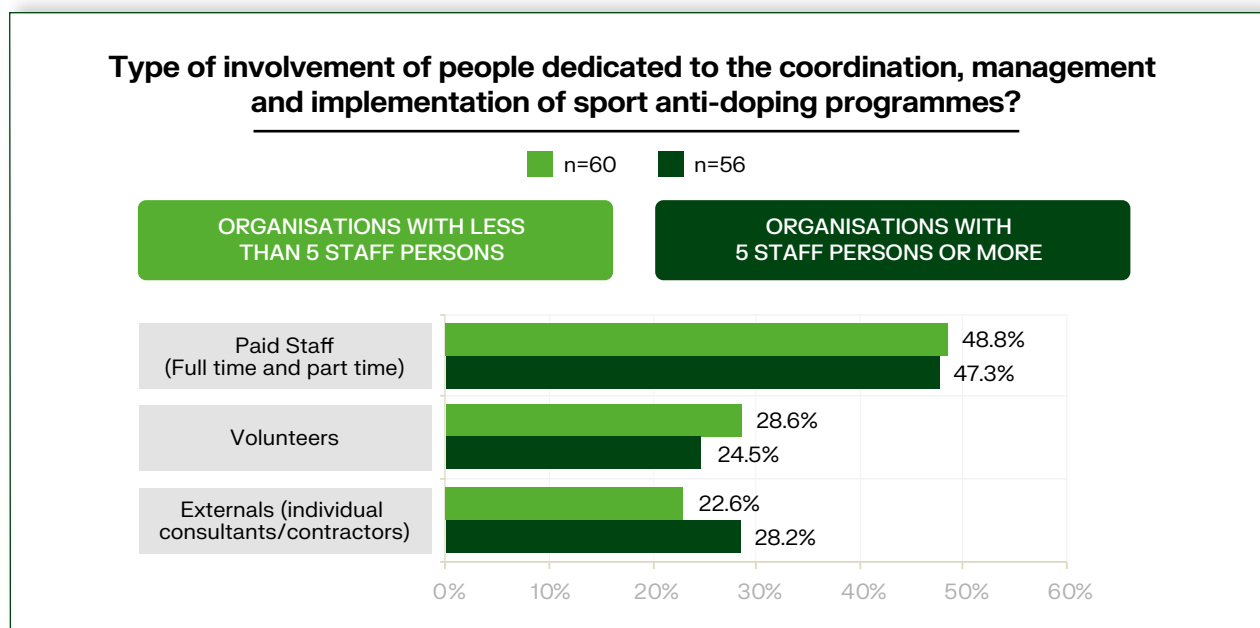


Figure 18: Comparison of allocation of different types of staff to anti-doping activities by organisational size.

However, when considering the different proportions of paid staff working entirely on an area of work, paid staff partly working on an area of work, volunteers and externals the following table summarises some significant differences in the way that functions are allocated to different types of personnel.

*It should be noted that in the case of some of these functions – for example, TUE and Hearing Panels – it is strongly advised or required that they be carried out by externals, not by internal paid staff.*

Table 1 below summarises these findings by area of the respondent organisation's area of work. The table shows which areas are covered by:

- A majority (50%+) of paid staff working entirely on the area.
- A majority (50%+) of paid staff entirely working on the area and paid staff partly working on the area where paid staff working entirely on the area are not 50% or above.
- A majority (50%+) of volunteers and externals.
- Where paid staff partly working on area make a significant contribution (33%+).
- Where volunteers make a significant contribution (33%+).
- Where externals make a significant contribution (33%+).



Area of Work	50%+ Paid Staff Entirely on This Area	50%+ Paid Staff Entirely and Partly on This Area	50%+ Volunteers and Externals	33%+ Paid Staff Partly on This Area	33%+ Volunteers	33%+ Externals
Testing (management)	●					
Sample collection			●			●
Intelligence and investigation		●				
Results management		●				
TUE		●		●		
TUE Committee			●		●	●
Education (management)		●			●	
Educators			●		●	
Comms and media		●				
Stakeholder relations		●		●		
Compliance		●		●		
Executive	●					
Board/ Committee			●		●	
Finance	●					
HR	●			●		
IT		●				
Legal		●				
Admin	●			●		

Table 1: Showing allocation of different types of staff to different anti-doping activities.

Table 1 shows a broad diversity in the distribution of different types of staff to individual areas of work. It is valuable to note that:

- The only anti-doping specific area of work which is mainly (50%+) performed by paid staff working entirely on an area is Testing (Management). The others (Executive, Finance, Legal, HR and Admin) may be considered generic management/admin functions.
- Most of the other anti-doping specific areas (Intelligence and Investigation, Results Management, TUE, Compliance and Education Management) are mainly (50%+) addressed by a combination of paid staff entirely devoted to the area of work and paid staff partly devoted to the area of work. A similar picture emerges for other anti-doping non-specific areas such as stakeholder relations, IT and legal.

- Volunteers and externals are in the majority (50%+) for Sample Collection, TUE Committee and Board members.
- There is a significant contribution (33%+) of paid staff partly working on an area in the case of TUE, Stakeholder Relations, Compliance, HR and Administration.
- Volunteers make a significant contribution (33%+) to TUE Committees, Educators and Board members.
- Externals make a significant contribution (33%+) to Sample Collection and TUE committees (where they have a narrow majority (51.9%).

It is perhaps unsurprising Testing Management is the area which has the majority of paid staff. Looking back at the history of anti-doping, testing was one of the first core functions to be established by ADOs, therefore investment in the workforce has occurred over a longer period. Whilst modern anti-doping is shifting towards the “support and prevent” approach and becoming more balanced, traditionally still we see an emphasis on “catch and punish” where testing is the predominant anti-doping activity. As the industry continues to evolve, we may expect to see more people and resources being channelled into athlete education and support as an example. Future similar surveys may validate this continuing shift.

## 4.4 Workforce profile by gender, age and disability

Respondents were asked about the profile of their workforce by gender, age and disability. Please note that, due to legal constraints in some countries, no questions were asked about

other diversity characteristics such as ethnicity, religion etc.

Figure 19 below shows proportions of women versus men in the workforce as a whole.

**Please indicate the gender balance across your workforce (paid staff, volunteers, externals such as individual consultants/contractors, or equivalent)**

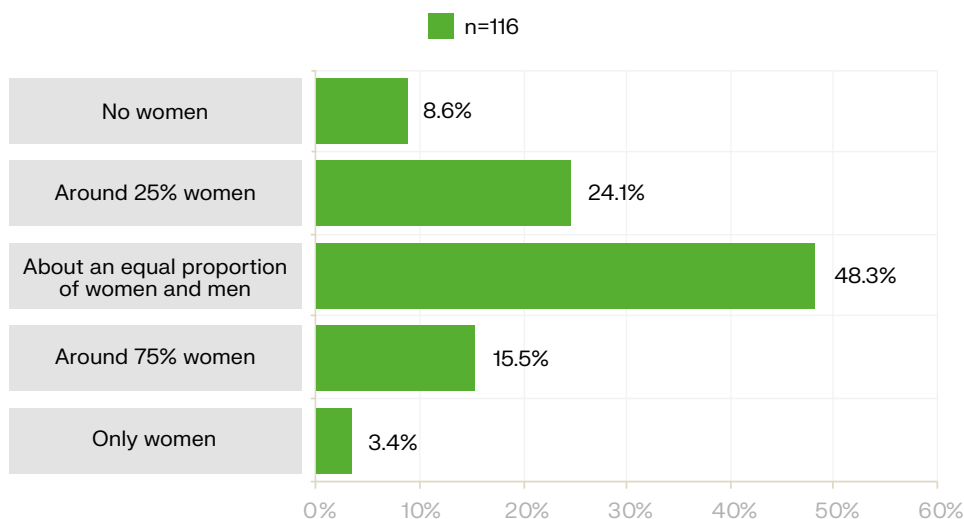


Figure 19: Respondent organisations' workforce profile by gender.

Less than half of the respondents reported an equal gender balance and 24.1% reported around 25% women but only 15.5% reported around 75% women. Nearly one tenth (8.6%) reported no women at all and 3.4% reported only women. This

would suggest that overall, the total workforce is largely male dominated.

This becomes more pronounced when the respondents were asked about senior positions (Figure 20).

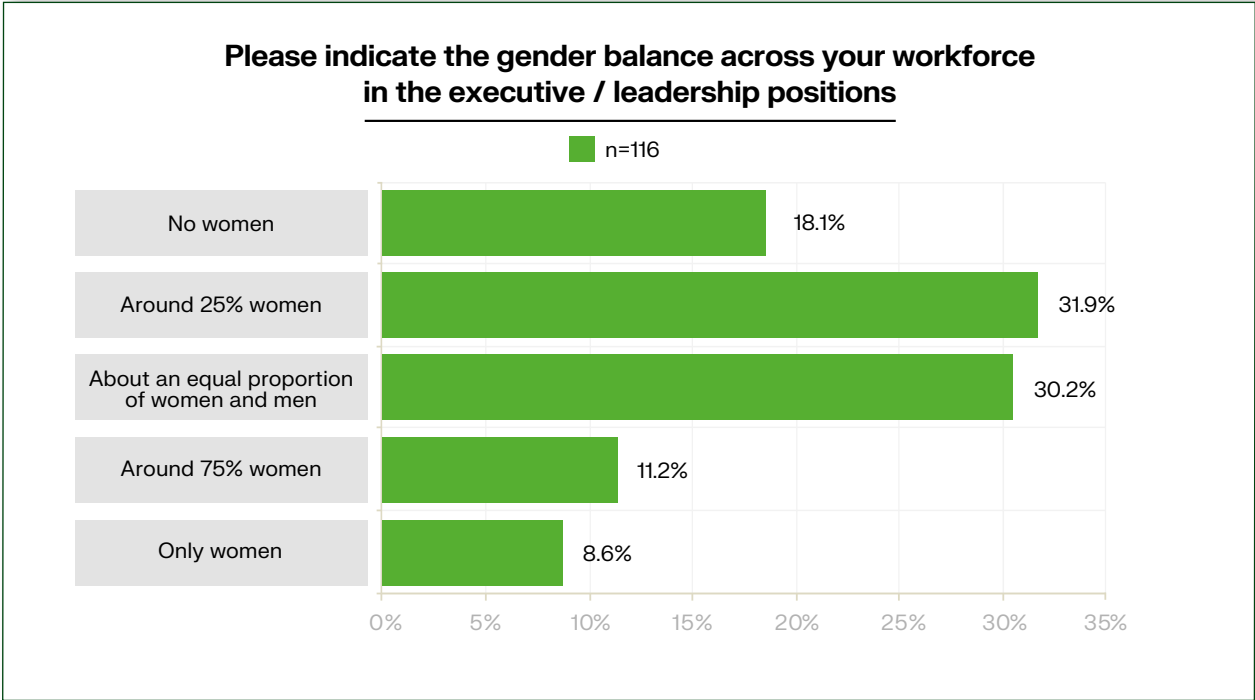
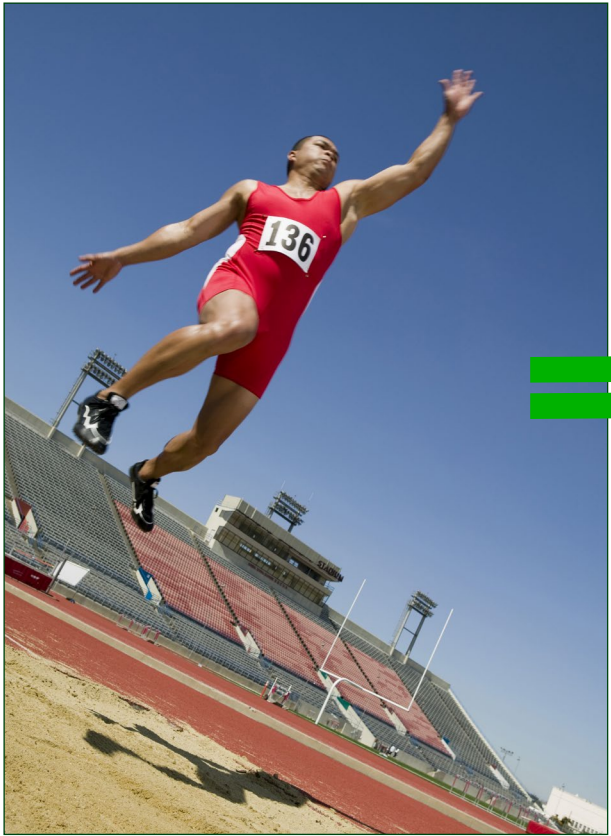


Figure 20: Respondent organisations' gender profile in senior positions.

In this case less than a third (30.2%) reported an equal gender balance, slightly more (31.9%) reporting around 25% women and only just over one tenth (11.2%) reporting around 75% women. Strikingly, nearly one fifth (18.1%) reported no women at all in senior positions.

The workforce would appear to be male dominated as a whole and very male dominated in the senior positions. These insights will perhaps stimulate more creative thinking around recruitment practices (for example, positive action) to enhance the gender diversity within organisations, especially in regard to appointing more women into leadership roles, with the resulting increase in the diversity of thinking.

Respondents were also asked about the age of the workforce (Figure 21).



**Please evaluate the distribution of your workforce (paid staff, volunteers, externals (individual consultants/contractors, or equivalent) across age groups**

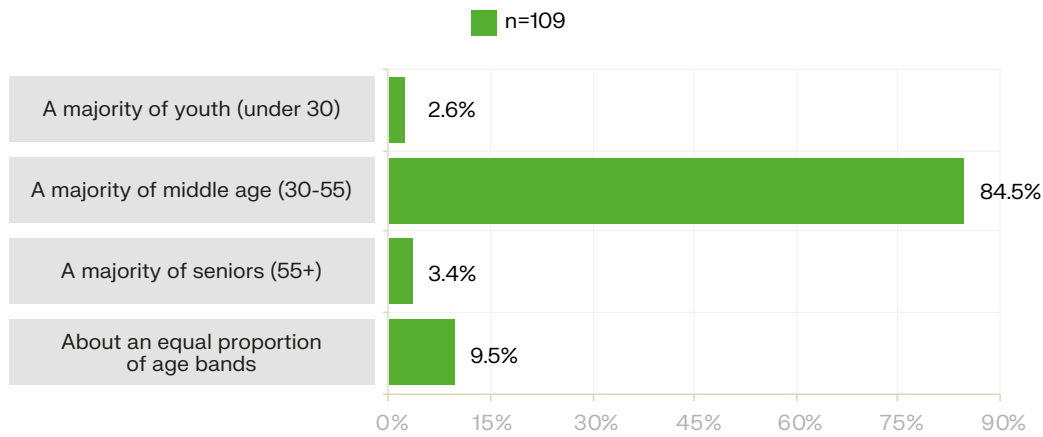


Figure 21: Respondent organisations' workforce profile by age.

From this we can see that the overwhelming majority (84.5%) of the workforce fall into the 30-55 age group.

These statistics suggest that anti-doping may not be a 'first choice' career path but rather a secondary role following employment elsewhere. This would need to be correlated with length of service. It may also suggest that there is limited entry into the anti-doping system by new employees at a younger age, anti-doping being a niche and specialized industry with limited roles/jobs. For example, at a country level there is typically only one NADO which may have less than 5 staff. Therefore, there can be limited

opportunities in some cases. In addition, those who do take up a career in an ADO tend to stay in post and remain in the industry for a long period of time. Further research to gather insight as to why this is the case – what motivates people to stay in anti-doping – could be beneficial. Such factors should be considered at a system level to identify actions that can 'attract' new employees to the anti-doping system to protect its sustainability and dependency on expertise and experience gained in other industries.

Finally, on this topic, respondents were asked about staff with disabilities and mental health issues (Figure 22).

**Please indicate if you employ any paid staff, volunteers, externals (individual consultants/contractors, or equivalent) with the following conditions**

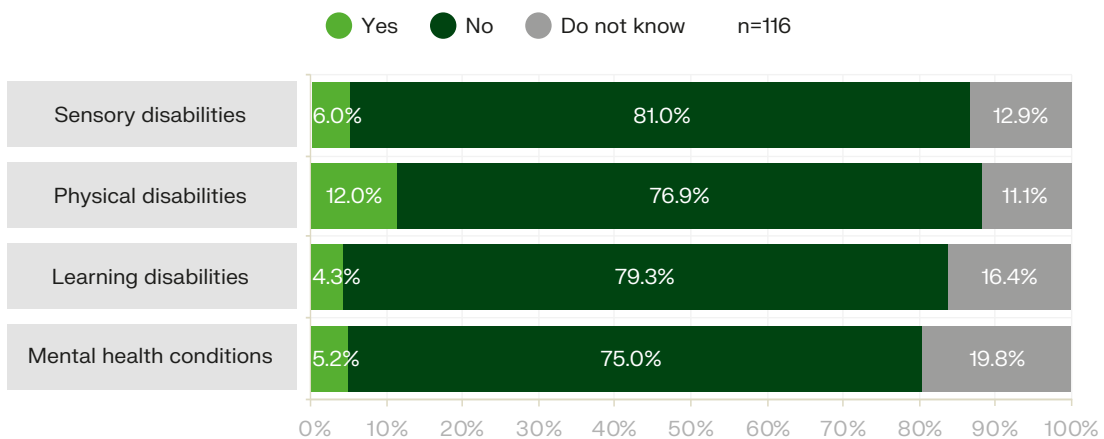


Figure 22: Percentages of respondent organisations who employ staff with disabilities/mental health conditions.

It is important to note that the percentages above do not show the representation of people with disabilities or mental health problems in

the workforce. It shows the percentages of the respondent organisations who employ people with disabilities or mental health problems.

## 4.5 Recruitment of personnel

A number of issues relevant to the recruitment of staff arose from the desk research and interviews with ADO leaders. These included the following.

- Sport is a popular sector for employment, and this attracts candidates. However, in terms of image, an anti-doping organisation may not be so attractive as other organisations in the sector.
- Despite the attraction of sport, it is not easy to find and recruit candidates with the appropriate anti-doping expertise.
- Language competence is an issue. A minimum standard of English is an important requirement.
- Career routes in anti-doping are not clear, especially in the smaller organisations, and this may deter applicants.
- Salaries and working conditions (especially the need for staff in some roles to travel extensively) are unattractive compared to employment in other sectors.

### 4.5.1 Considerations when recruiting staff

Respondents in the global survey were asked about considerations they took into account when recruiting staff (Figure 23).

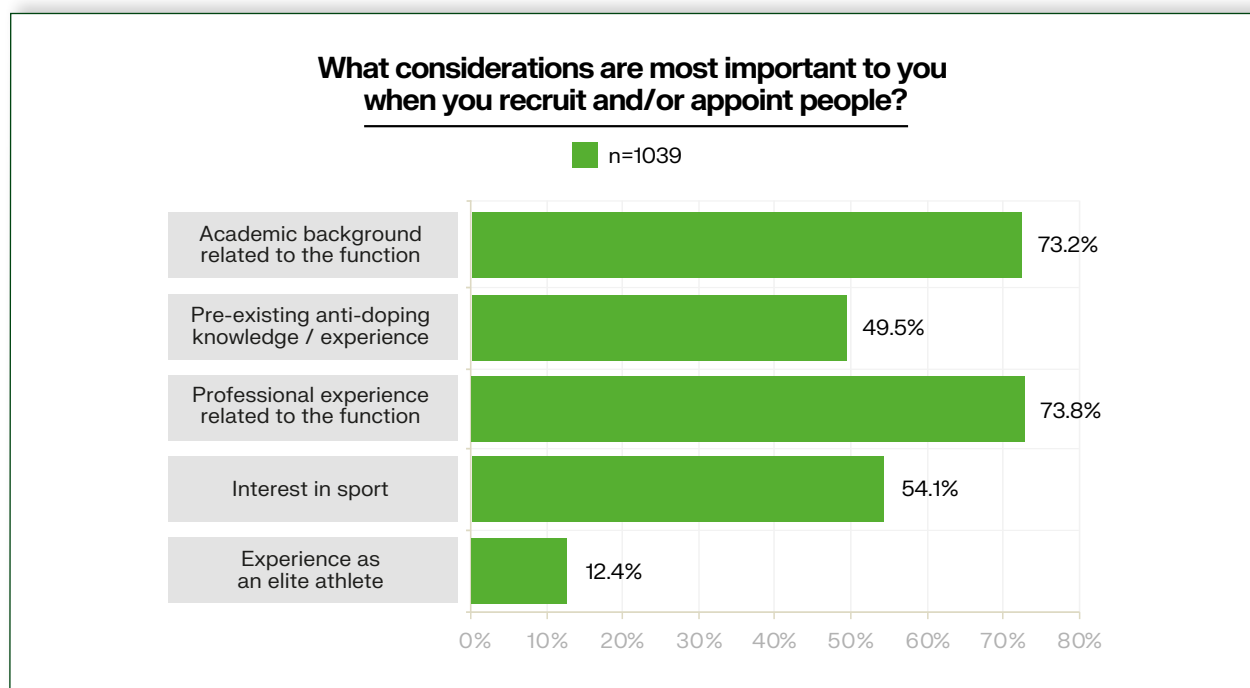


Figure 23: Respondent organisations' considerations when recruiting staff.



This shows a fairly even split between academic background related to the function and professional experience related to the function as being the most important considerations. Interest in sport appears slightly more important

than pre-existing anti-doping knowledge/ experience.

However, when asked about considerations for specific areas of work, there is significant variation.

Table 2 shows the top three considerations for recruiting and/or appointing people for each role in priority order.

Role	Top 3 Considerations in order of selection
1. Testing	1. Interest in sport (74.5%) 2. Professional experience related to the function (72.5%) 3. Academic background related to the function (72.5%)
2. Sample collection Personnel	1. Interest in sport 2. Professional experience related to the function 3. Pre-existing anti-doping knowledge/ experience
3. Intelligence and investigations	1. Professional experience related to the function 2. Academic background related to the function 3. Interest in sport
4. Results management	1. Academic background related to the function 2. Professional experience related to the function 3. Pre-existing anti-doping knowledge/ experience
5. Hearing panel member	1. Academic background related to the function 2. Professional experience related to the function 3. Pre-existing anti-doping knowledge/ experience
6. Privacy and data protection	1. Academic background related to the function 2. Professional experience related to the function 3. Pre-existing anti-doping knowledge/ experience
7. TUE	1. Academic background related to the function 2. Professional experience related to the function 3. Pre-existing anti-doping knowledge/ experience
8. TUE committee member	1. Academic background related to the function 2. Professional experience related to the function 3. Pre-existing anti-doping knowledge/ experience
9. Education programme management	1. Academic background related to the function 2. Interest in sport 3. Professional experience related to the function
10. Education delivery	1. Interest in sport 2. Academic background related to the function 3. Professional experience related to the function
11. Communications and media	1. Professional experience related to the function 2. Interest in sport 3. Academic background related to the function
12. Stakeholder engagement	1. Professional experience related to the function 2. Interest in sport 3. Pre-existing anti-doping knowledge/ experience
13. Compliance	1. Pre-existing anti-doping knowledge/ experience 2. Professional experience related to the function 3. Academic background related to the function

Role	Top 3 Considerations in order of selection
14. Executive	<ol style="list-style-type: none"> <li>1. Academic background related to the function</li> <li>2. Interest in sport</li> <li>3. Professional experience related to the function</li> </ol>
15. Board member	<ol style="list-style-type: none"> <li>1. Professional experience related to the function</li> <li>2. Academic background related to the function</li> <li>3. Interest in sport</li> </ol>
16. Finance	<ol style="list-style-type: none"> <li>1. Academic background related to the function</li> <li>2. Professional experience related to the function</li> <li>3. Interest in sport</li> </ol>
17. Human resources	<ol style="list-style-type: none"> <li>1. Academic background related to the function</li> <li>2. Professional experience related to the function</li> <li>3. Interest in sport</li> </ol>
18. IT	<ol style="list-style-type: none"> <li>1. Academic background related to the function</li> <li>2. Professional experience related to the function</li> <li>3. Interest in sport</li> </ol>
19. Legal	<ol style="list-style-type: none"> <li>1. Academic background related to the function</li> <li>2. Professional experience related to the function</li> <li>3. Interest in sport</li> </ol>
20. Administration	<ol style="list-style-type: none"> <li>1. Professional experience related to the function</li> <li>2. Academic background related to the function</li> <li>3. Interest in sport</li> </ol>

Table 2: Summary of respondent organisations' recruitment considerations by anti-doping role.

*Academic background related to the function* emerges as the top consideration for 11 of the 20 roles.

*Professional experience related to the function* comes top in five of the roles.

*Interest in sport* comes top in three of the roles.

*Pre-existing anti-doping knowledge/experience* comes top in only one of the roles.

In some cases, for example, Privacy and Data protection, Executive, Finance, HR, IT etc. there are many academic courses which would directly support these functions. However, in the case of, for example, Results Management and TUE, few if any directly relevant courses exist. Therefore, the *academic background related to the function* is likely to be broad and indirect, for example, law or management, medical or sports science, education/teaching rather than something specific to anti-doping.

The same may apply to *professional experience related to the function*. This would particularly be the case with Intelligence and Investigation where desk research suggests job candidates

often come from a policing or security background.

It is particularly noteworthy that *pre-existing anti-doping knowledge/experience* comes top in only one of the roles, Compliance. This is likely due to the fact that the compliance function tends to be shared across different anti-doping roles, and these staff are already in place with some knowledge of the industry.

*Interest in sport* is clearly important in areas such as Testing, Sample Collection and Education (delivery) which is understandable since these functions require knowledge of athletes and frequent interaction with them.

Considering all of these findings, we might conclude that employers on the whole are seeking a broader range of job-related knowledge and competence rather than specific anti-doping experience and skills. As we will see in Section 5 on education and training, this may reflect the reality that very few, if any, academic programmes directly related to anti-doping exist and that candidates with pre-existing anti-doping knowledge/experience are scarce.

## 4.5.2 Recruitment difficulties

Respondents were asked a series of questions about recruitment and recruitment difficulties.

Firstly, they were asked if they had attempted to recruit staff in the previous five years (Figure 24).

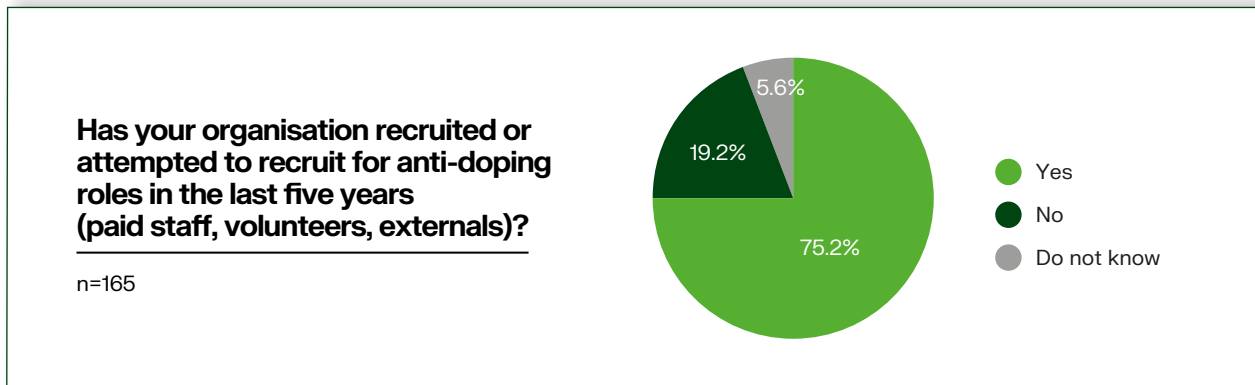


Figure 24: Respondent organisations' recruitment in previous 5 years.

Three quarters of the respondents reported that they had. However, there are differences

according to the size of the organisation (Figure 25).

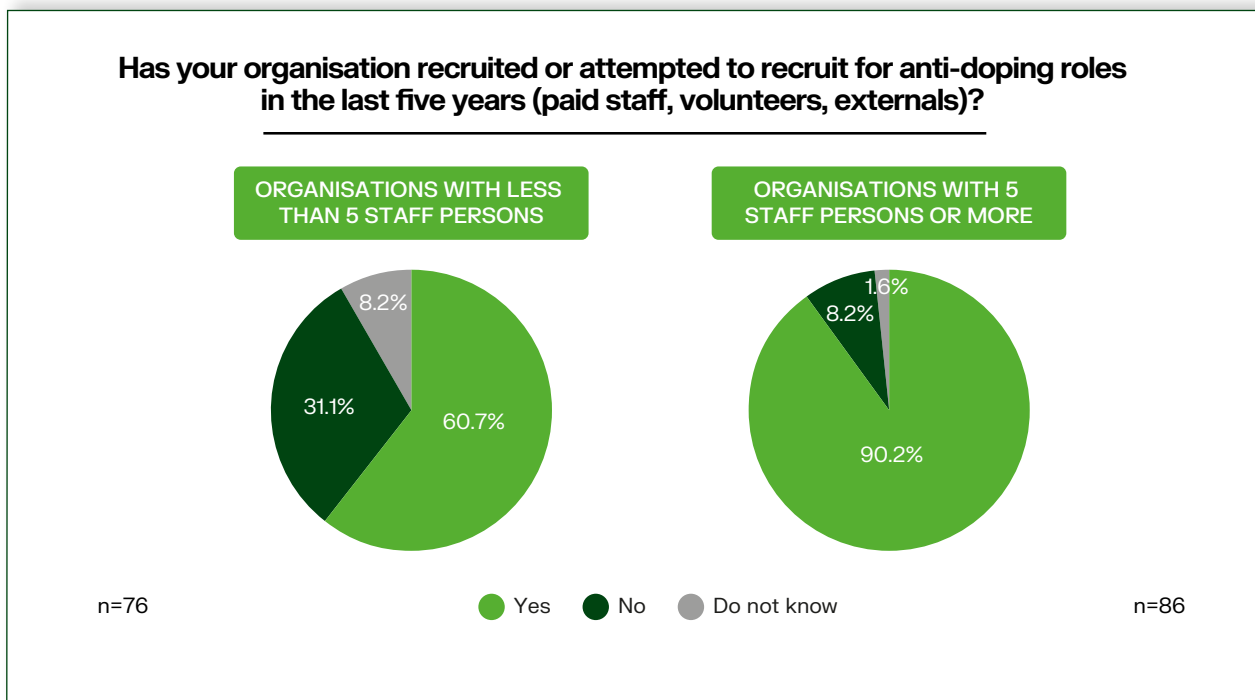


Figure 25: Comparison of respondent organisations' recruitment in previous 5 years by organisational size.

This suggests that the smaller organisations (less than five staff) are likely to recruit staff less frequently and that the larger organisations (five or more staff) have a larger degree of growth and/or turnover in staff positions than the smaller

ones who may be more likely to retain knowledge and expertise in the long term.

Respondents were also asked if they had experienced recruitment difficulties (Figure 26).

**Have you encountered any difficulties filling any of the anti-doping role(s)?**

n=94

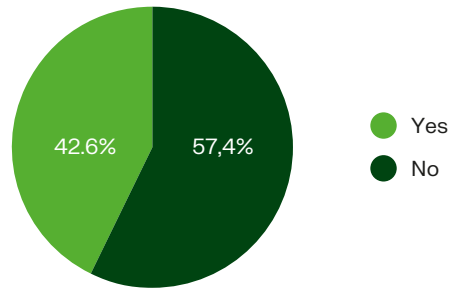


Figure 26: Percentage of respondent organisations who reported recruitment difficulties.

Almost one half (42.6%) reported that they had. Analysis showed that the differences between large and small organisations were not significant.

They were also asked to identify the five main recruitment difficulties they have faced (Figure 27).



### Main difficulties faced by anti-doping organisations when recruiting for anti-doping roles?

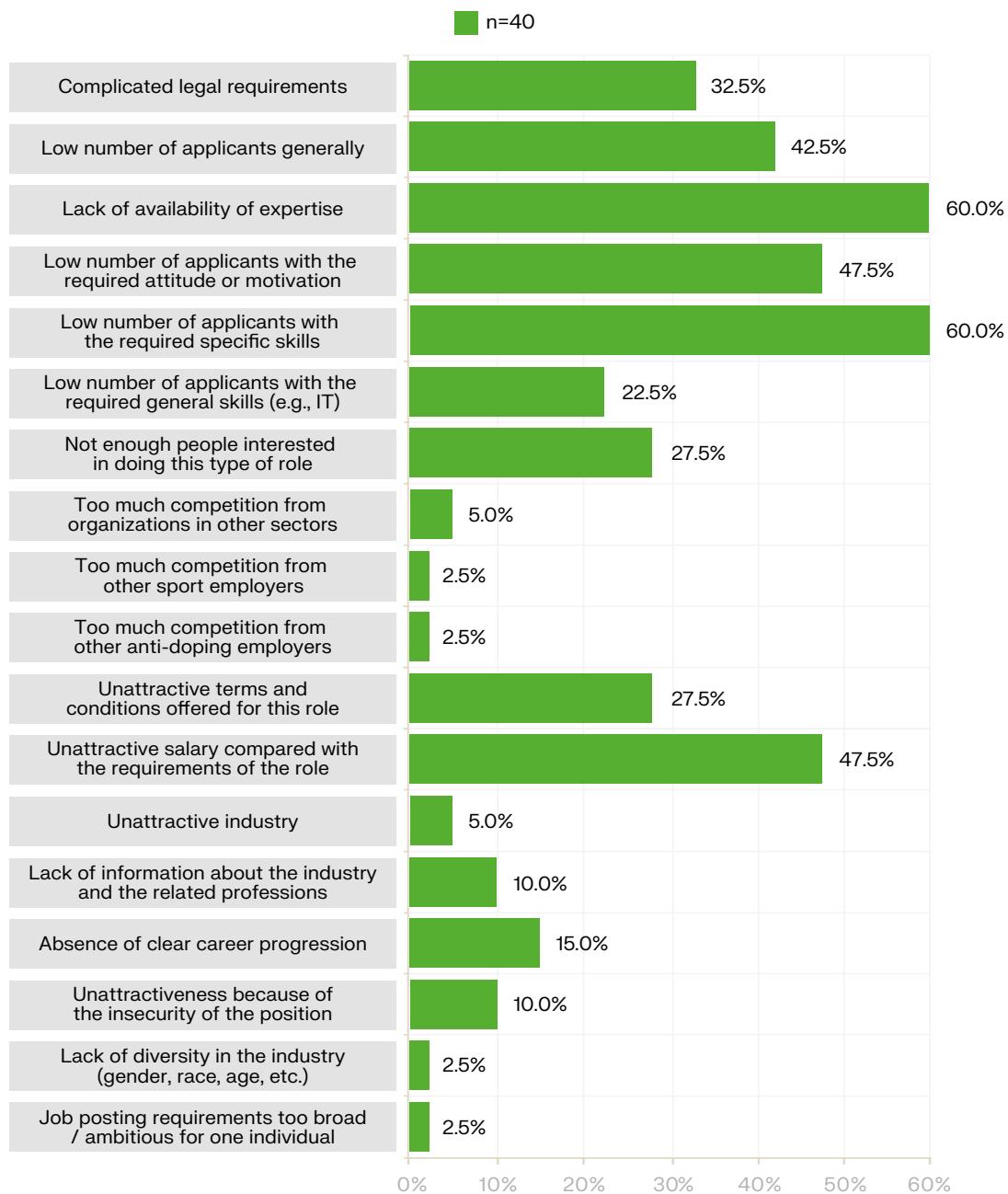


Figure 27: Respondent organisations' difficulties in recruitment.

The two top recruitment difficulties were *lack of availability of expertise* and *low number of applicants with the required specific skills* (both at 60%). This was followed by *low number of applicants with the required attitudes and motivation* and *unattractive salary compared with the requirements of the role* (both at 47.5%). *Low number of applicants generally* was identified by 42.5%.

Taken together, these responses may indicate that anti-doping organisations struggle to find candidates who not only have the needed expertise/skills but also the right attitudes and motivation. There may also be a link between unattractive salaries and low number of applicants generally, i.e., if posts are advertised at comparatively low salaries, it is difficult to generate applications particularly if candidates

have a strong academic background and professional experience in areas such as medicine, law, communications, IT etc. and could possibly obtain better rewarded positions in other industries.

When we compare the recruitment difficulties of smaller organisations (less than five staff) with the larger ones (five or more staff), there are some notable differences (Figure 28).

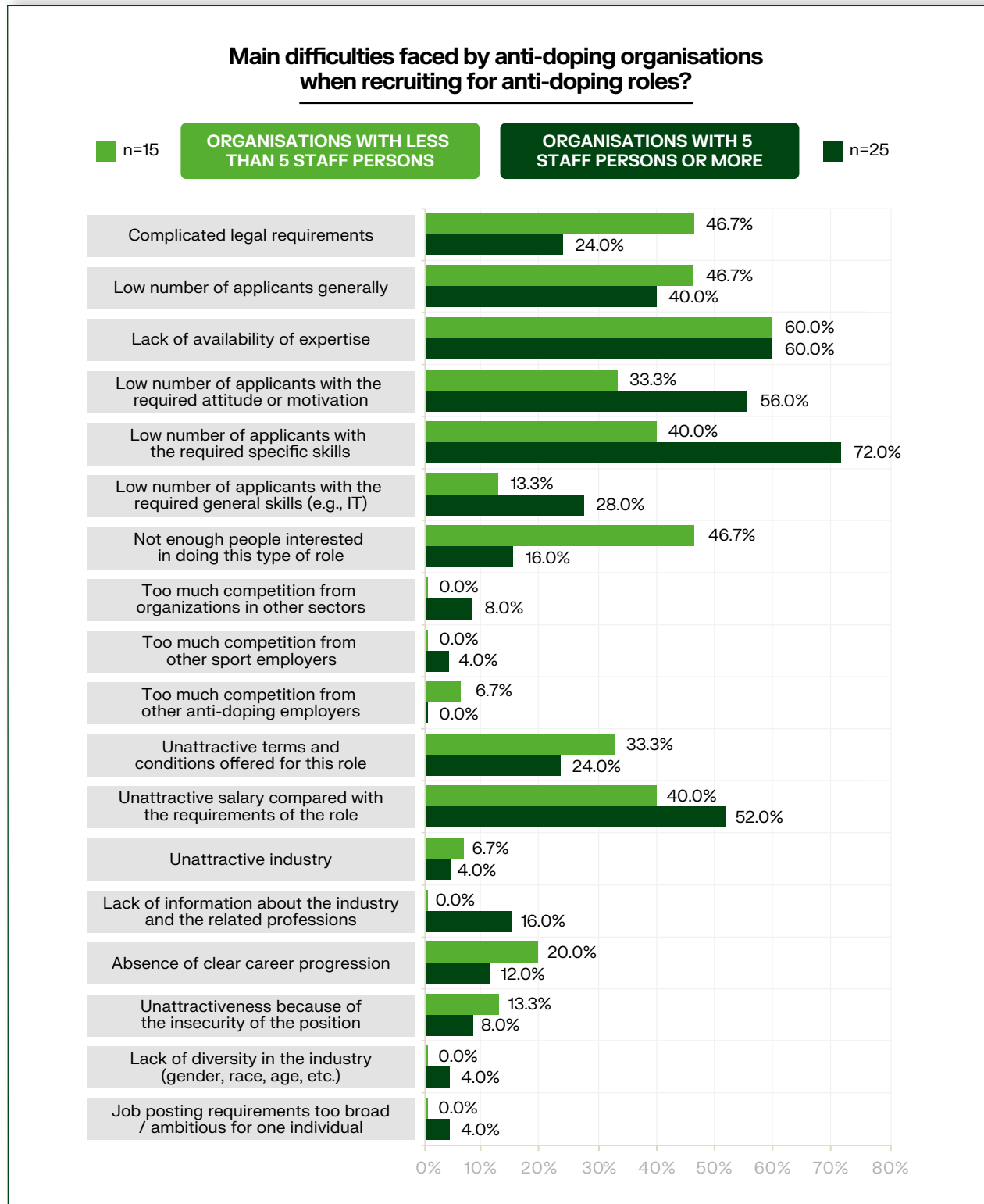


Figure 28: Comparison of respondent organisations' reasons for recruitment difficulties by organisational size.

Whereas the smaller and larger organisations agree on the *lack of availability of expertise* (both at 60%), more of the larger organisations report *low number of applicants with the required specific skills* (72%) than the smaller ones (40%). This may be because in the smaller organisations, staff are expected to cover a range of different anti-doping roles whereas the larger organisations have a greater division of labour, and specific skills are more important (and potentially more expensive to hire). More of the smaller organisations on the other hand reported *complicated legal requirements* (46.7%) than the larger ones (24%), possibly because they are less likely to have a specialist HR department to support recruitment. Fewer of the smaller ones reported *low number of applicants with the required attitude or motivation* (33.3%) than the larger ones (56%).

However, the smaller organisations seem to encounter more difficulties related to *not enough people interested in doing this type of role* (46.7%) than the larger ones (16%), again possibly because of the more multi-tasking nature of the work. There is also a marked difference in the impact of salaries on smaller and larger organisations. Fewer smaller organisations identified *unattractive salary compared to the requirements of the role* (40%) than the larger ones (52%). Again, this could possibly because the larger organisations are seeking to recruit staff with more highly prized specialist skills than the smaller ones and may be expected to pay a premium for their services.

Respondents were also asked about which groups they normally recruit from (Figure 29).

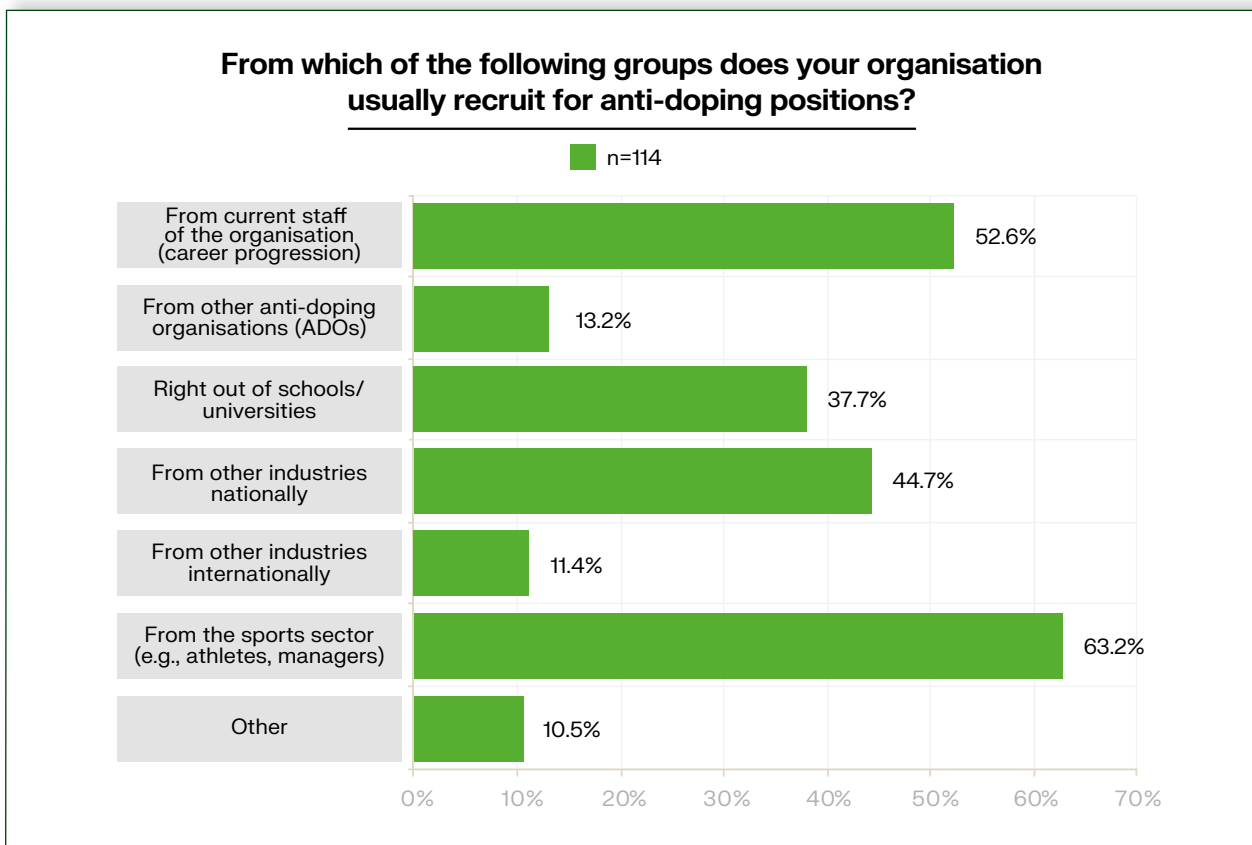


Figure 29: Respondent organisations' sources of recruitment.

Almost two thirds (63.2%) identified *from the sport sector*. This was followed by *from current staff of the organisation* (52.6%) and *from other industries nationally* (44.7%). Only just over one third (37.7%) identified *right out of schools/universities*. Experience of sport, therefore, emerges as an important factor, as does work experience generally, preferably within the organisation itself. Despite the high priority placed on academic background, when respondents were asked about their considerations at the point of recruitment, direct recruitment from an academic institution seems less frequent, suggesting that other factors, such as work experience are significant.

Transference between ADOs seems relatively small with only 13.2% identifying *from other anti-doping organisations*, possibly because the number of ADOs in any one country is likely to be small, and in the case of a NADO, only one. Due to global nature of anti-doping, unwillingness to relocate and potential language barriers could be key factors and possibly obstacles to recruitment.

Once again, there are some differences when we compare the smaller organisations (less than five staff) with those that have five or more staff (Figure 30).

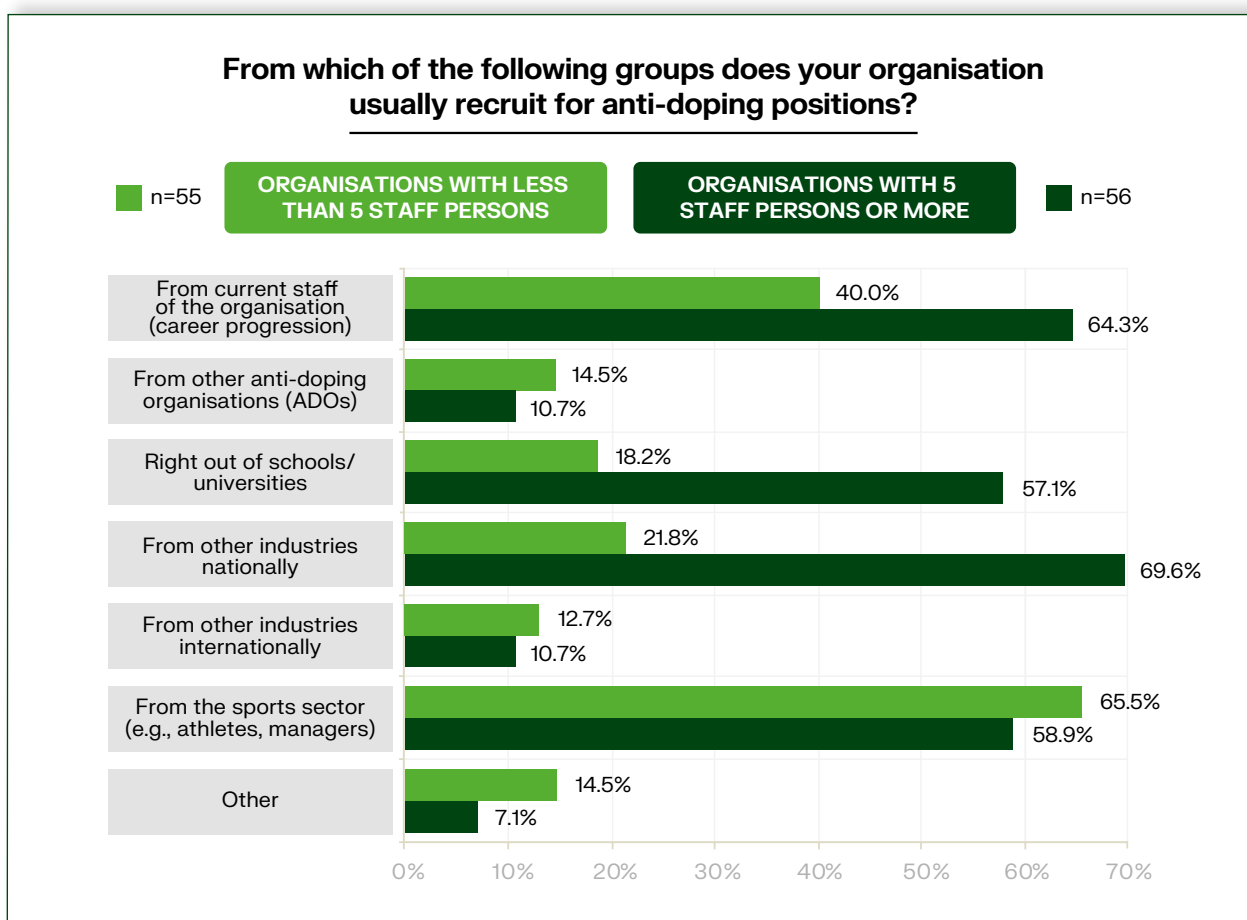


Figure 30: Groups from which organisations recruit staff by organisational size.

Smaller organisations, therefore, are less likely to recruit from within the organisation (40%) when compared to the larger ones (64.3%). This is understandable given that they have a very small staff resource from which to internally recruit. They are also much less likely to recruit *right out of school/universities* (18.2%) than the

larger ones (57.1%). They are also less likely to recruit *from other industries nationally* (21.8%) compared to the larger organisations (69.6%), possibly because they are not seeking highly specialised skills. They are slightly more likely, on the other hand, to recruit *from the sports sector* (65.5%) than the larger ones (58.9%).



## 4.6 Awareness and use of the professional standards and role descriptors

As noted earlier, WADA had already undertaken the development of a *Core Competency Framework* and *Professional Standards* for some roles prior to the start of the *GLDF4CleanSport* project. As well as strengthening the quality and relevance of training, they were also intended to improve the recruitment and engagement

of staff. These were launched in 2022, i.e., one year before the *GLDF4CleanSport* global survey was undertaken. It was of interest to discover how aware ADOs were of the *Core Competency Framework* and *Professional Standards* (Figure 31).

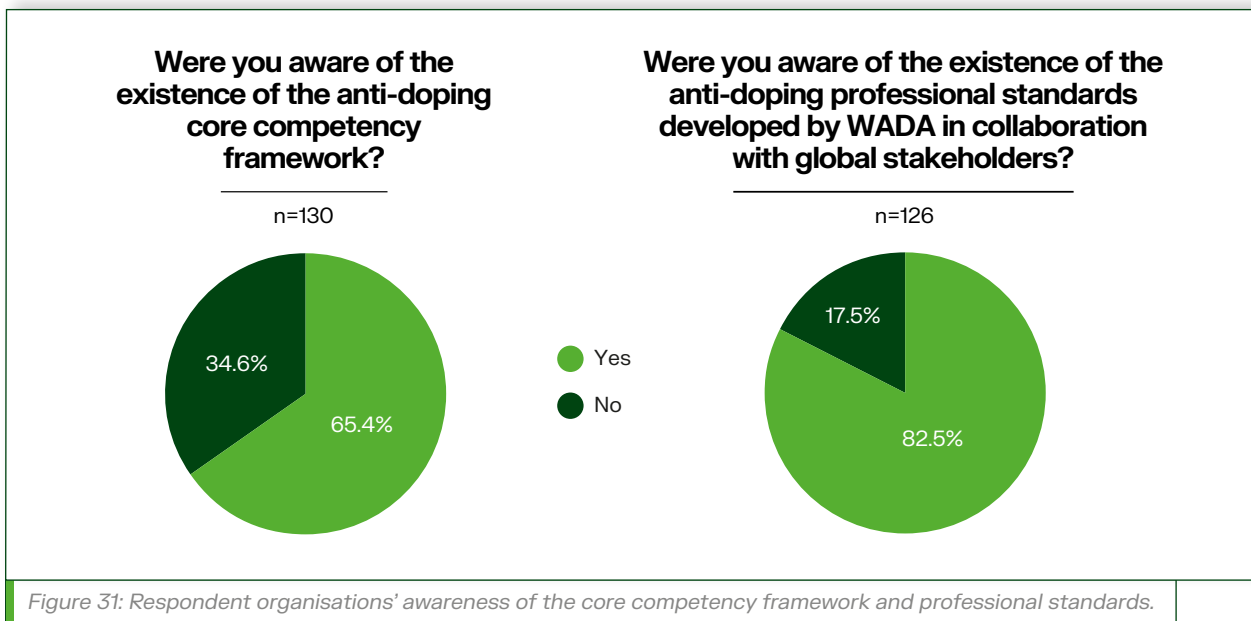


Figure 31: Respondent organisations' awareness of the core competency framework and professional standards.

Given the short period between the launch of these products and the survey, the findings are quite notable with 65.4% showing awareness of the *Core Competency Framework* and 82.5% showing awareness of the *Professional Standards*.

It was also of interest to see if the respondent organisations were actually making use of the *Core Competency Framework* and the *Professional Standards* in their recruitment practices (Figure 32).



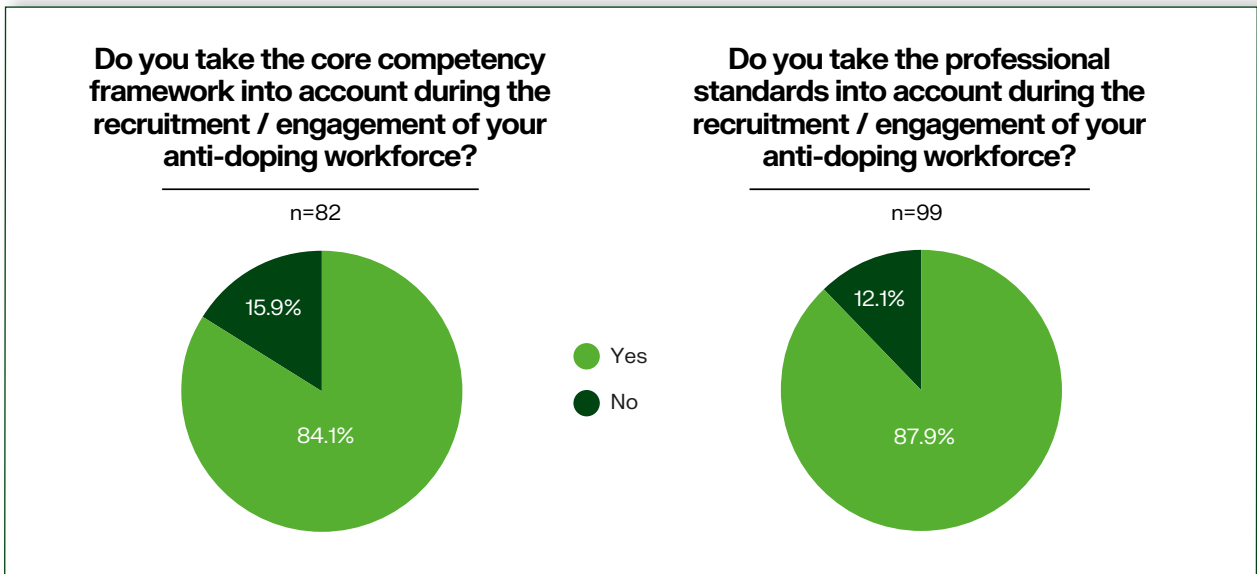


Figure 32: Respondent organisations' use of the core competency framework and professional standards.

The findings here are extremely encouraging in that 84.1% reported that they were using the *Core Competency Framework* and 87.9% the *Professional Standards* in their recruitment processes.

## 4.7 Retention of personnel

Respondents were asked about workforce retention (Figure 33).

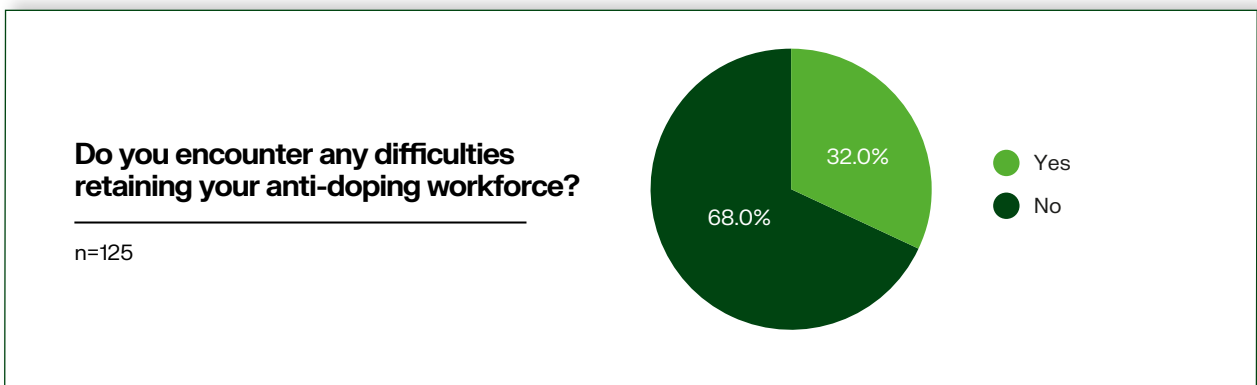


Figure 33: Percentage of respondent organisations who reported staff retention difficulties.

Retention of personnel seems relative stable. This is useful to enable the workforce to gain the specific anti-doping experience and develop their technical expertise.

When comparisons were made between the smaller and larger organisations, no significant differences emerged.

Respondents were also asked to identify the main five retention difficulties they face (Figure 34).



## Main difficulties faced by anti-doping organisations in retaining their workforce?

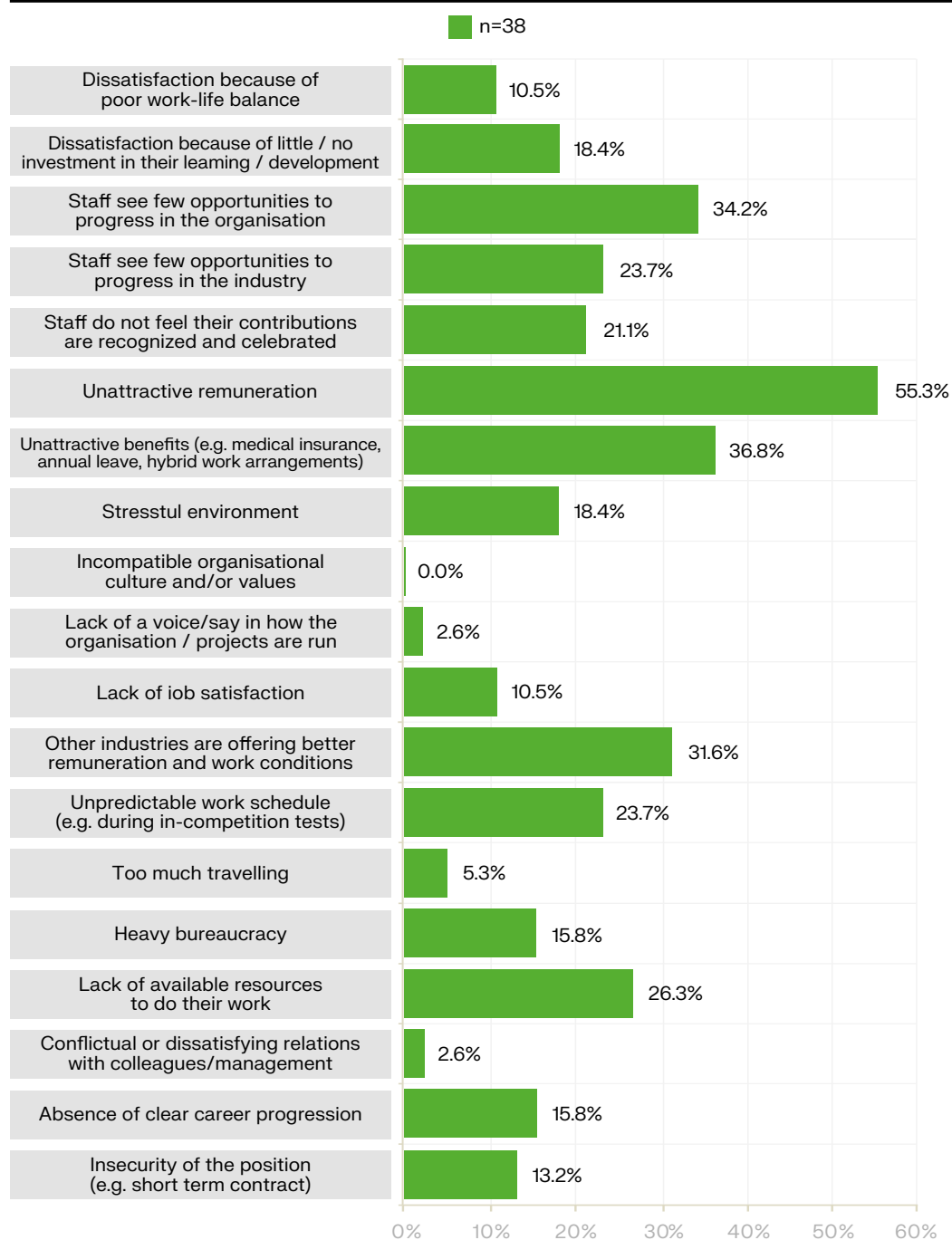


Figure 34: Respondent organisations' main recruitment difficulties.

As can be seen, the top five difficulties in retaining staff relate to:

- *Unattractive remuneration (55.5%)*
- *Unattractive benefits (36.8%)*
- *Staff see few opportunities to progress in the organisation (34.2%)*
- *Other industries are offering better remuneration and work conditions (31.6%)*
- *Lack of available resources to do their work (26.3%)*

This would suggest that some ADOs are currently not sufficiently competitive in the salaries and benefits they are offering compared to other industries and that some organisations are not able to provide sufficient resources for their staff to perform their work.

It is significant that nearly a third of respondents

(34.2%) say that staff do not see opportunities to progress in the organisation. This may be a particular issue for small organisations where management structures are flatter, but unfortunately, the number of responses received to this question did not allow a reliable breakdown by organisational size.

## 4.8 Workforce growth

Respondents in the global survey were also asked about workforce growth over the previous five years (2019-2023). The results are shown in Figure 35 below.

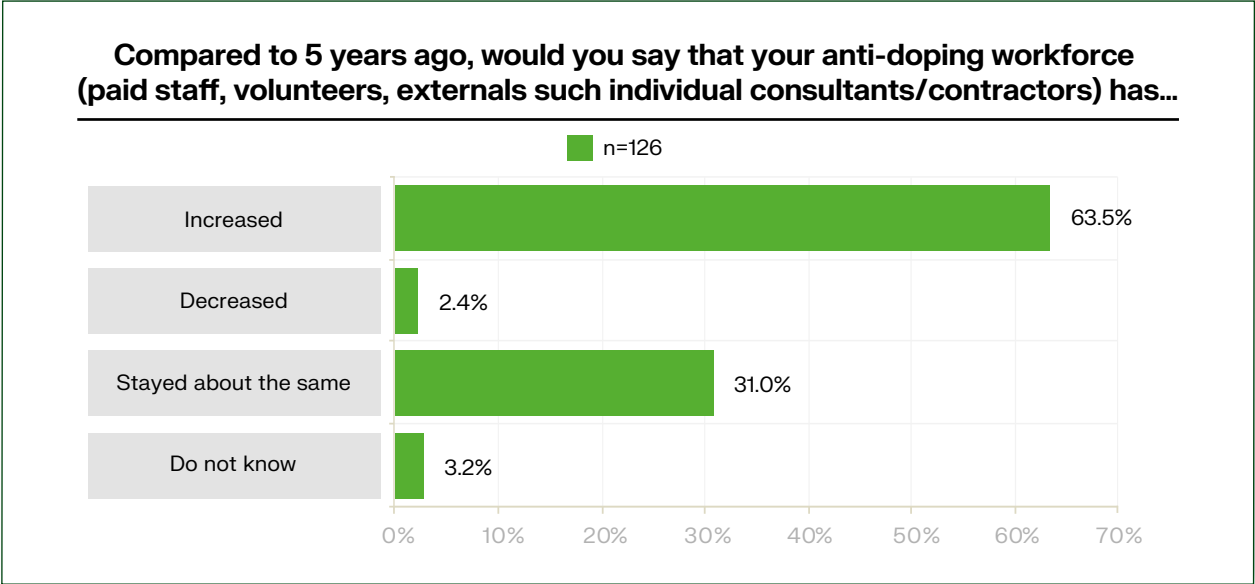


Figure 35: Workforce growth in the respondent organisations over last 5 years.

It is notable that almost two thirds of the respondent organisations reported an increase in the anti-doping workforce over that period and only 2.4% reported a decrease. When asked in a separate question whether they thought this increase was unusual, 81.3% reported that it was not, suggesting that this growth has been long-term.

When asked to identify possible reasons for this growth, respondents selected a number of possible causes (Figure 36).



**In your opinion, what might be the main reasons influencing this trend (Increase)?**

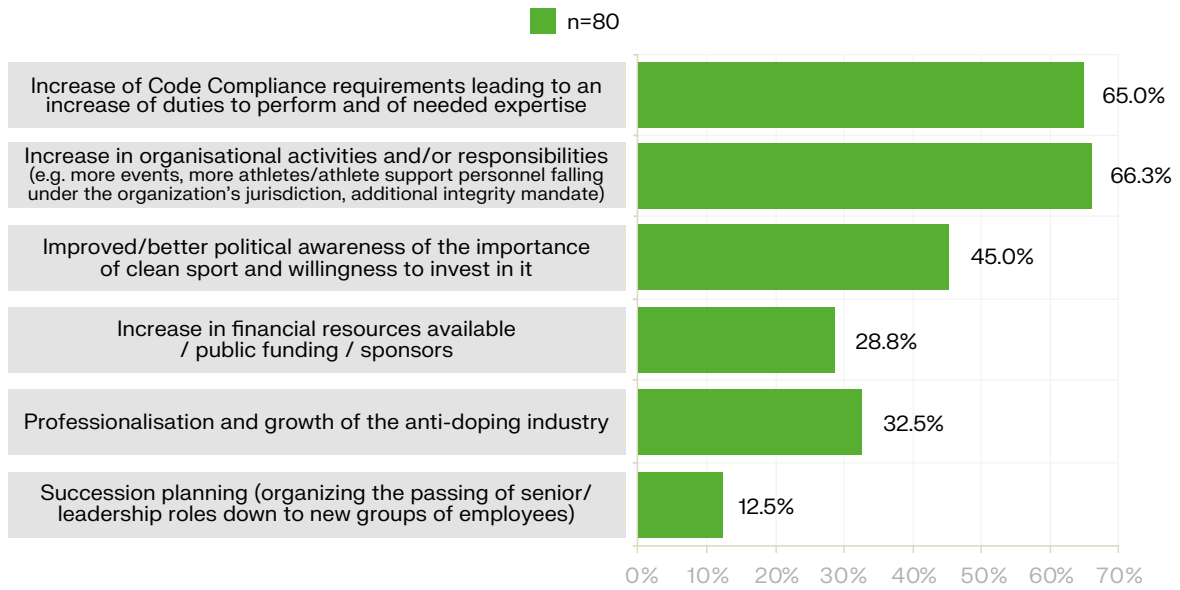


Figure 36: Possible reasons for workforce growth.

The two top reasons selected were *increase in organisational activities and/or responsibilities* (66.3%) and *increase of Code Compliance requirements leading to an increase in duties to perform and of needed expertise* (65%). This suggests that ADOs are broadening the reach of their activities which is likely to be correlated, in

part, to the increase in anti-doping requirements and code compliance monitoring of programmes in more recent years.

Respondents were also asked about their views concerning potential workforce growth over the next five years (Figure 37).

**In the coming 5 years, do you expect your anti-doping workforce (paid staff, volunteers, externals such individual consultants/contractors) to...**

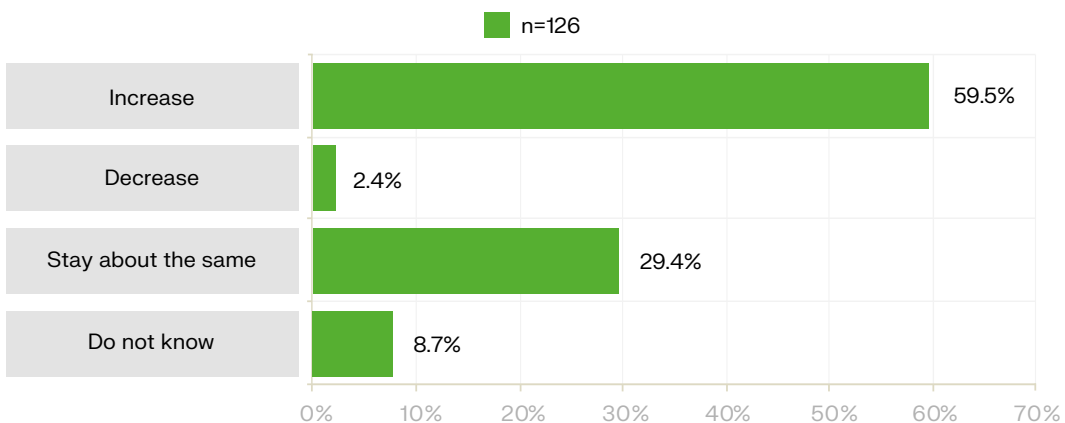


Figure 37: Respondent organisations' predicted growth over next 5 years.

These responses align quite closely with answers to the question about the previous five years, suggesting that ADOs expect the growth pattern to continue.

The respondents' reasons for predicting continued growth are shown in Figure 38.

### In your opinion, what might be the main reasons influencing this trend (Increase)?

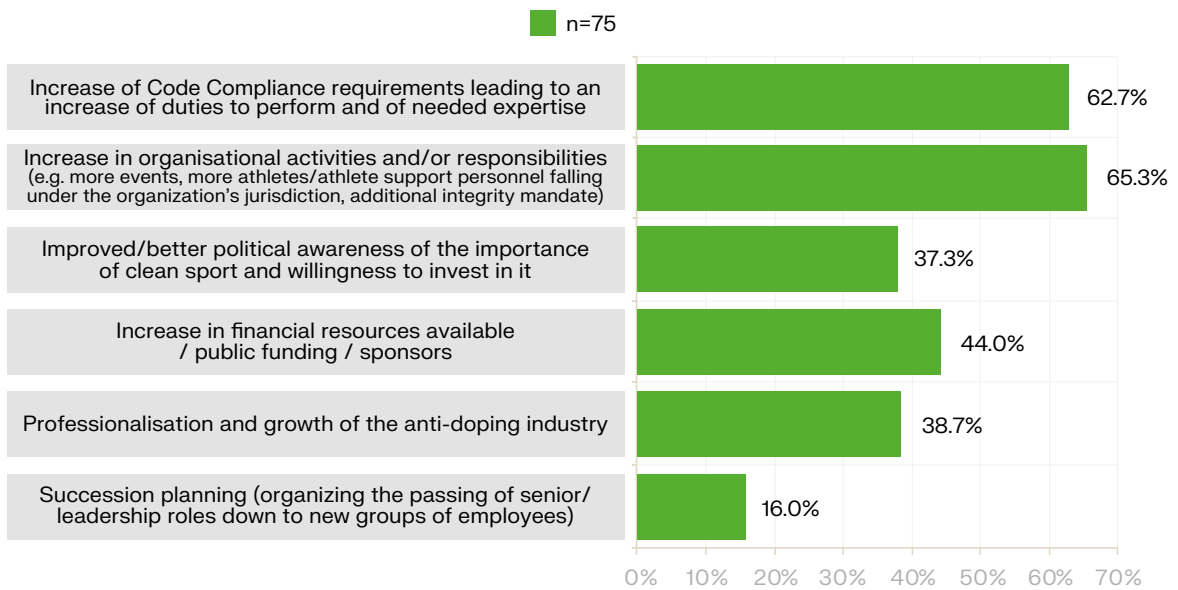


Figure 38: Respondent organisations' reasons for future workforce growth.

The same top two reasons (*increase in organisational activities* and *increase in Code Compliance requirements*) remain almost exactly the same as the reasons for growth over the previous five years. However, there are some differences in the other possible reasons. *Improved/better political awareness of the importance of clean sport and willingness*

*to invest in it* has declined from 45% to 37.3%. Whereas *increase in financial resources available/public funding/sponsors* has risen from 28.8% to 44%. These findings may suggest that respondents feel the effort to promote political awareness of clean sport has had some success and that ADOs expect better funding in the future as a result.

## 5. Training and Professional Development Practices

### 5.1 Background of the workforce when joining anti-doping

The “newness” of the anti-doping industry, as outlined in one of the previous sections of this report, is reflected in the limited options available for initial education in the discipline of anti-doping (initial education, as defined by the Eurostat glossary, being “[the education of individuals before their first entrance to the labour market](#)”). That is to say that few anti-doping professionals intentionally chose a career path that would lead them to anti-doping. Interviews of ADO leaders revealed that few knew of any relevant higher education programme that would adequately prepare a practitioner for their role in anti-doping. Most of the current anti-doping practitioners “stumbled” into their role, from a variety of backgrounds. Data from the first *Global Skills Survey* launched in 2021 by WADA, sought to paint a picture of the background of practitioners upon joining anti-doping across the following six roles (referred to in table 3 as the ‘first 6 roles’):

- Communications and Media Relations officer/manager (or an equivalent title).
- Education officer/manager (or an equivalent title).
- Hearing Panel member (or an equivalent title).
- Investigation & Intelligence officer/manager (or an equivalent title).
- Privacy and Data Protection officer/manager (or an equivalent title).
- Results Management officer/manager (or an equivalent title).

Two subsequent surveys, respectively conducted in 2022 and 2023 also share similar information for the roles of [Therapeutic Use Exemptions \(TUE\) Administrators / Committee Members](#) (or an equivalent title) and [Testing officers/managers](#) or an equivalent title. Data from the three surveys have been combined

below to offer an encompassing picture.

Combined across the various practitioners roles, these numbers show that:

- 89% of respondents hold a minimum of a Bachelor degree or higher degree.
- 37.57 % of respondents hold a Master degree.
- 21.92 % of respondents hold a Doctoral degree.
- Health and Medicine is the most represented field of study (38.72%), followed by Management / Administration including Sport Management (18.9%), Law (11.38%) and Sport Science (11.16%).

ADO practitioners are, generally speaking, highly educated but come from a variety of academic backgrounds, and these have more to do with their functions (e.g. science, legal, etc) than they do with the specific nature of anti-doping.

These earlier surveys suggest that a small majority (53%) of practitioners join the anti-doping industry at the beginning of their career. However, this also has to be compared with the age profile of the workforce revealed in the *GLDF4CleanSport* global survey which suggests most of the workforce falls into the 30-55 years age group.



## 5.2 Training needs' perception by ADO practitioners

With, for the most part, a lack of anti-doping academic provision specifically tailored to the anti-doping system, virtually all practitioners express a desire for training to support them in their role and a need to better understand anti-doping at their start of their career.

Across these eight anti-doping roles, on average, more than 90% of respondents to the previous skills surveys agree that:

- Anti-doping practitioners want to feel better equipped with knowledge, skills and competencies to achieve their role
- Many new anti-doping practitioners need better support at the start of their career to understand anti-doping.





Table 3: Previous survey results on practitioners' need for anti-doping training.

Support for their role	Support to understand anti-doping																				
6 first roles	6 first roles																				
<p><b>Anti-Doping practitioners want to feel better equipped with knowledge, skills and competencies to achieve their role</b></p> <p>n=151</p> <table border="1"> <tr><th>Response</th><th>Percentage</th></tr> <tr><td>Strongly agree</td><td>74.8%</td></tr> <tr><td>Agree</td><td>23.2%</td></tr> <tr><td>Disagree</td><td>1.3%</td></tr> <tr><td>Strongly-disagree</td><td>0.7%</td></tr> </table>	Response	Percentage	Strongly agree	74.8%	Agree	23.2%	Disagree	1.3%	Strongly-disagree	0.7%	<p><b>Many new anti-doping employees need better support at the start of their career to understand anti-doping</b></p> <p>n=151</p> <table border="1"> <tr><th>Response</th><th>Percentage</th></tr> <tr><td>Strongly agree</td><td>65.6%</td></tr> <tr><td>Agree</td><td>27.8%</td></tr> <tr><td>Disagree</td><td>5.3%</td></tr> <tr><td>Strongly-disagree</td><td>1.3%</td></tr> </table>	Response	Percentage	Strongly agree	65.6%	Agree	27.8%	Disagree	5.3%	Strongly-disagree	1.3%
Response	Percentage																				
Strongly agree	74.8%																				
Agree	23.2%																				
Disagree	1.3%																				
Strongly-disagree	0.7%																				
Response	Percentage																				
Strongly agree	65.6%																				
Agree	27.8%																				
Disagree	5.3%																				
Strongly-disagree	1.3%																				
Testing	Testing																				
<p><b>Anti-Doping practitioners want to feel better equipped with knowledge, skills and competencies to achieve their role</b></p> <p>n=102</p> <table border="1"> <tr><th>Response</th><th>Percentage</th></tr> <tr><td>Strongly agree</td><td>67.6%</td></tr> <tr><td>Agree</td><td>29.4%</td></tr> <tr><td>Disagree</td><td>2.9%</td></tr> <tr><td>Strongly-disagree</td><td>0.0%</td></tr> </table>	Response	Percentage	Strongly agree	67.6%	Agree	29.4%	Disagree	2.9%	Strongly-disagree	0.0%	<p><b>Many new anti-doping employees need better support at the start of their career to understand anti-doping</b></p> <p>n=102</p> <table border="1"> <tr><th>Response</th><th>Percentage</th></tr> <tr><td>Strongly agree</td><td>63.7%</td></tr> <tr><td>Agree</td><td>32.4%</td></tr> <tr><td>Disagree</td><td>3.9%</td></tr> <tr><td>Strongly-disagree</td><td>0.0%</td></tr> </table>	Response	Percentage	Strongly agree	63.7%	Agree	32.4%	Disagree	3.9%	Strongly-disagree	0.0%
Response	Percentage																				
Strongly agree	67.6%																				
Agree	29.4%																				
Disagree	2.9%																				
Strongly-disagree	0.0%																				
Response	Percentage																				
Strongly agree	63.7%																				
Agree	32.4%																				
Disagree	3.9%																				
Strongly-disagree	0.0%																				
TUE	TUE																				
<p><b>Anti-Doping practitioners want to feel better equipped with knowledge, skills and competencies to achieve their role</b></p> <p>n=84</p> <table border="1"> <tr><th>Response</th><th>Percentage</th></tr> <tr><td>Strongly agree</td><td>60.7%</td></tr> <tr><td>Agree</td><td>38.1%</td></tr> <tr><td>Disagree</td><td>1.2%</td></tr> <tr><td>Strongly-disagree</td><td>0.0%</td></tr> </table>	Response	Percentage	Strongly agree	60.7%	Agree	38.1%	Disagree	1.2%	Strongly-disagree	0.0%	<p><b>Many new anti-doping employees need better support at the start of their career to understand anti-doping</b></p> <p>n=83</p> <table border="1"> <tr><th>Response</th><th>Percentage</th></tr> <tr><td>Strongly agree</td><td>65.1%</td></tr> <tr><td>Agree</td><td>34.9%</td></tr> <tr><td>Disagree</td><td>0.0%</td></tr> <tr><td>Strongly-disagree</td><td>0.0%</td></tr> </table>	Response	Percentage	Strongly agree	65.1%	Agree	34.9%	Disagree	0.0%	Strongly-disagree	0.0%
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Response	Percentage																				
Strongly agree	65.1%																				
Agree	34.9%																				
Disagree	0.0%																				
Strongly-disagree	0.0%																				

# 5.3 Investment in training across the industry

The GLDF4CleanSport global survey asked ADOs to share information about their investment in training and professional development options for their workforce (Figure 39).

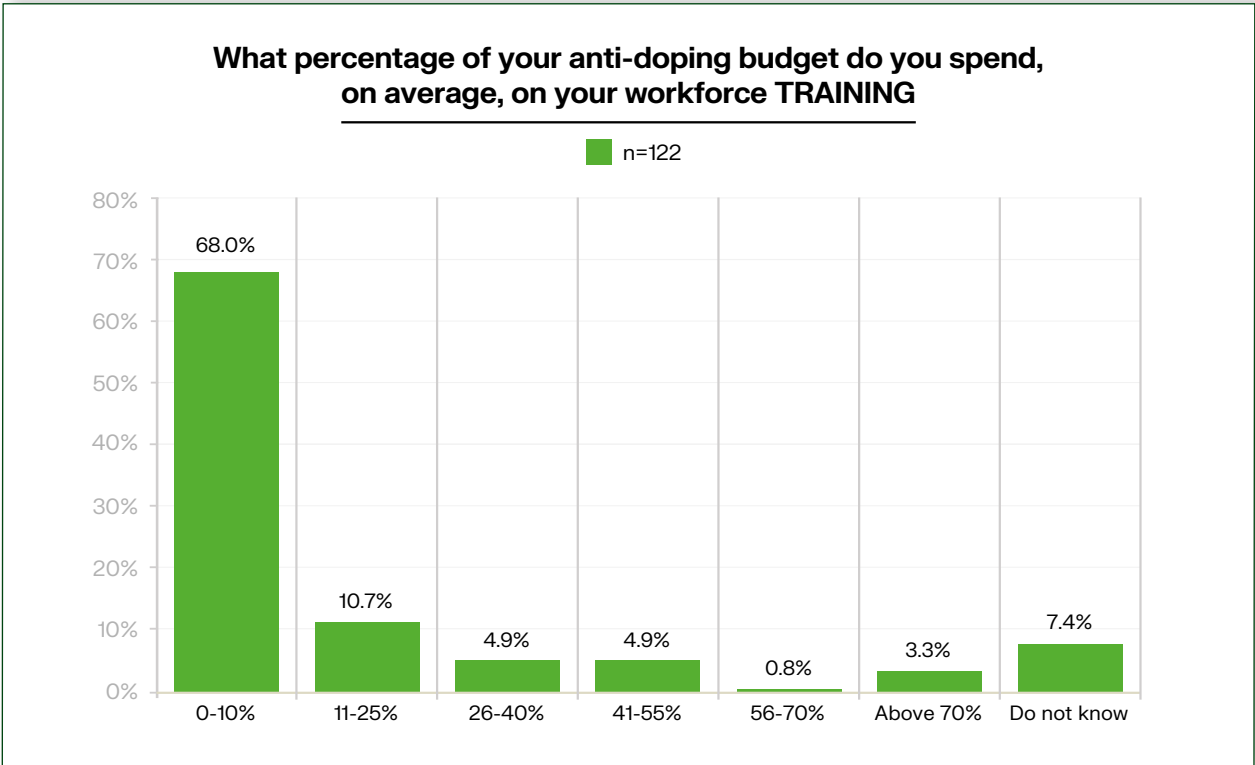


Figure 39: Percentage of respondent organisations' budget spent on training.

A significant majority of ADOs (68%) spent 10% or less of their annual budget on the training of their workforce.

However, there are some differences according to size of the organisation (Figure 40).



### What percentage of your anti-doping budget do you spend, on average, on your workforce TRAINING

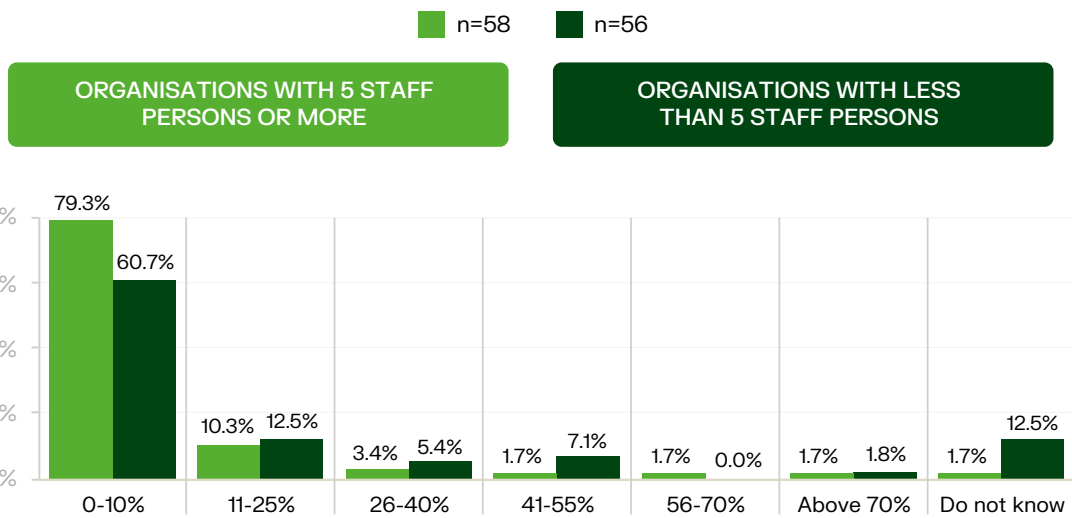


Figure 40: Comparison of training budgets by organisational size.

This would suggest that smaller organisations tend to spend more of their anti-doping budget on training. This may be that because of their size, they tend to recruit generalists who need

to cover several anti-doping functions and that these generalist staff need more training than staff who already have more function-related academic background and experience.

## 5.4 Provision of training

Respondents were asked whether or not they provided induction/onboarding training (Figure 41).

**Do you offer induction/onboarding training to your anti-doping workforce (paid staff, volunteers, externals) when they are hired?**

n=118

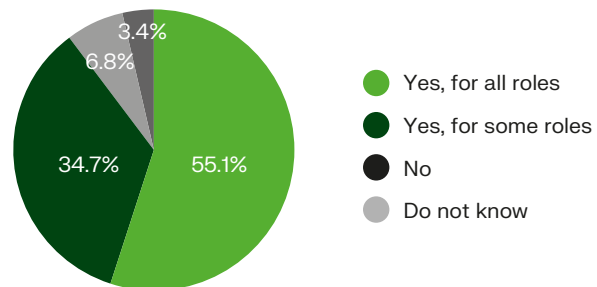


Figure 41: Respondent organisations' provision of induction/onboarding training.

Induction/onboarding training at the point of hiring is a widespread practice with 90% of responding organisations indicating they do offer this, and over half of them for all roles.

With regards to continuous professional development (skills development opportunities),

in the earlier skills surveys, ADOs were asked to share what type of training they offered to their workforce (ADOs with more than 5 staff were asked to specify their answer per practitioner role, whereas organisations with less than 5 staff did not distinguish). This is shown in Figure 42.

## Skills development opportunities invested in per role

(n=53 ADO > 5staff)

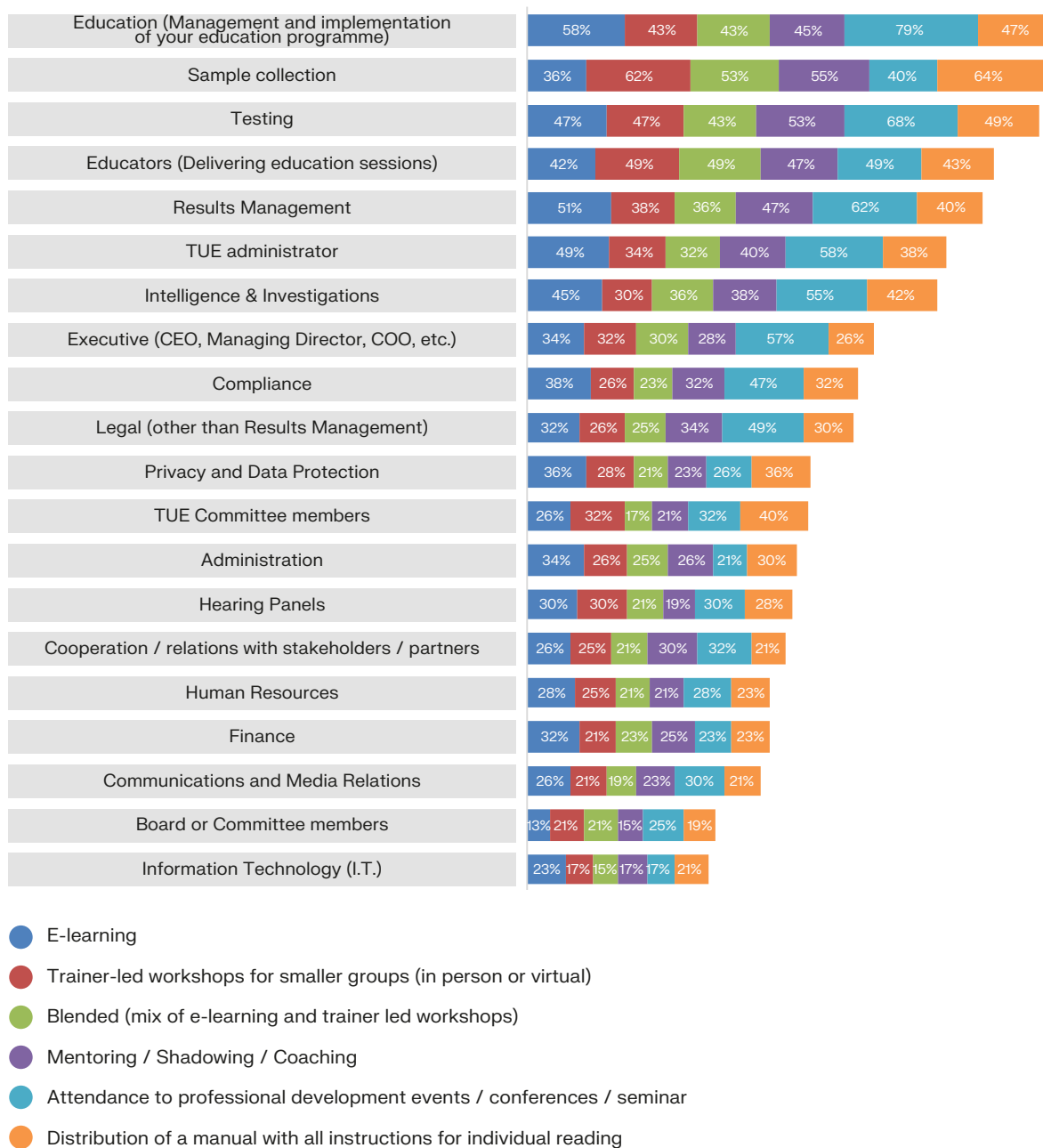


Figure 42: Amount and types of training offered to different anti-doping roles.

The roles for which most options of training are offered are roles distinguished by their anti-doping expertise requirements (functional roles, as opposed to what we could call supporting / administrative roles):

- Education (Management and implementation of your education plan and programme)
- Sample collection

- Testing
- Educators (Delivering education sessions)
- Results Management
- TUE administrator
- Intelligence & Investigations

Figure 43 below summarises this by organisational size and functional roles.

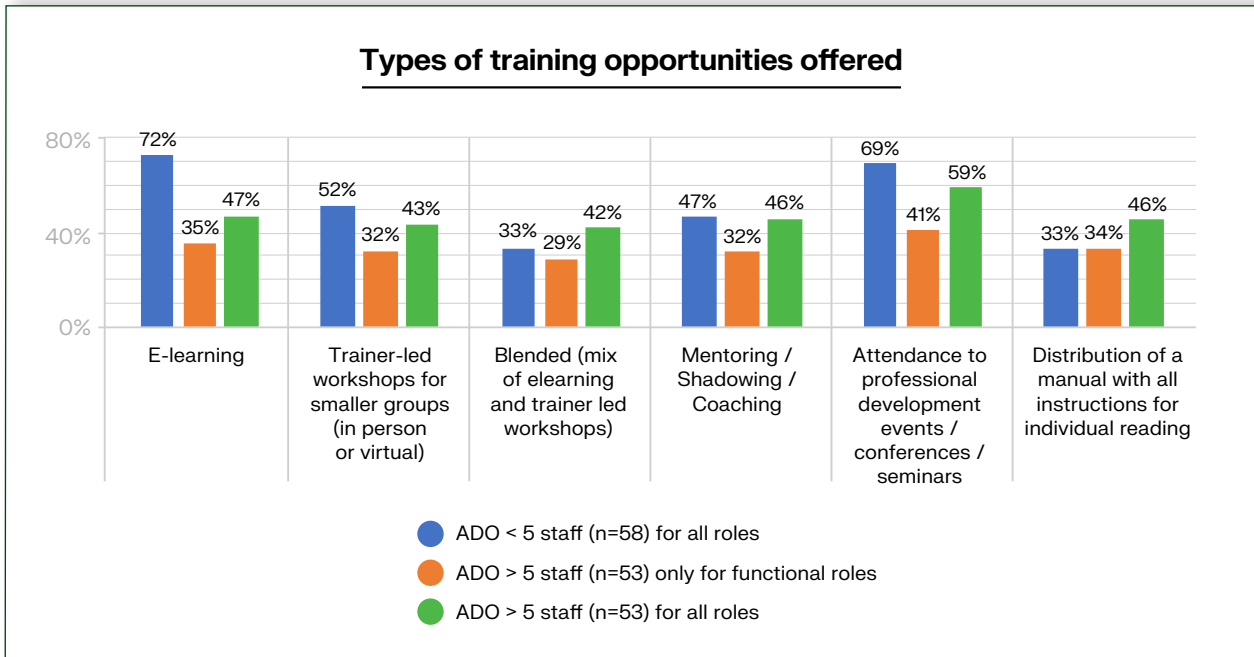


Figure 43: Types of training offered by organisational size and functional role.

eLearning and attendance at professional development events (such as conferences, seminars) are the types of training opportunities that are most offered to ADO practitioners, regardless of whether the ADOs employ more or less than five staff.

Interestingly, the option least offered by ADOs is that of blended learning (a mix of e-learning and trainer-led workshops). In fact, this was the preferred format for around 70% of practitioners in the 2021, 2022 and 2023 *Global Skills Surveys*.



## 5.5 Challenges to training

In the *GLDF4CleanSport* global survey, ADOs were asked what barriers they were facing in arranging training for their anti-doping workforce (Figure 44).

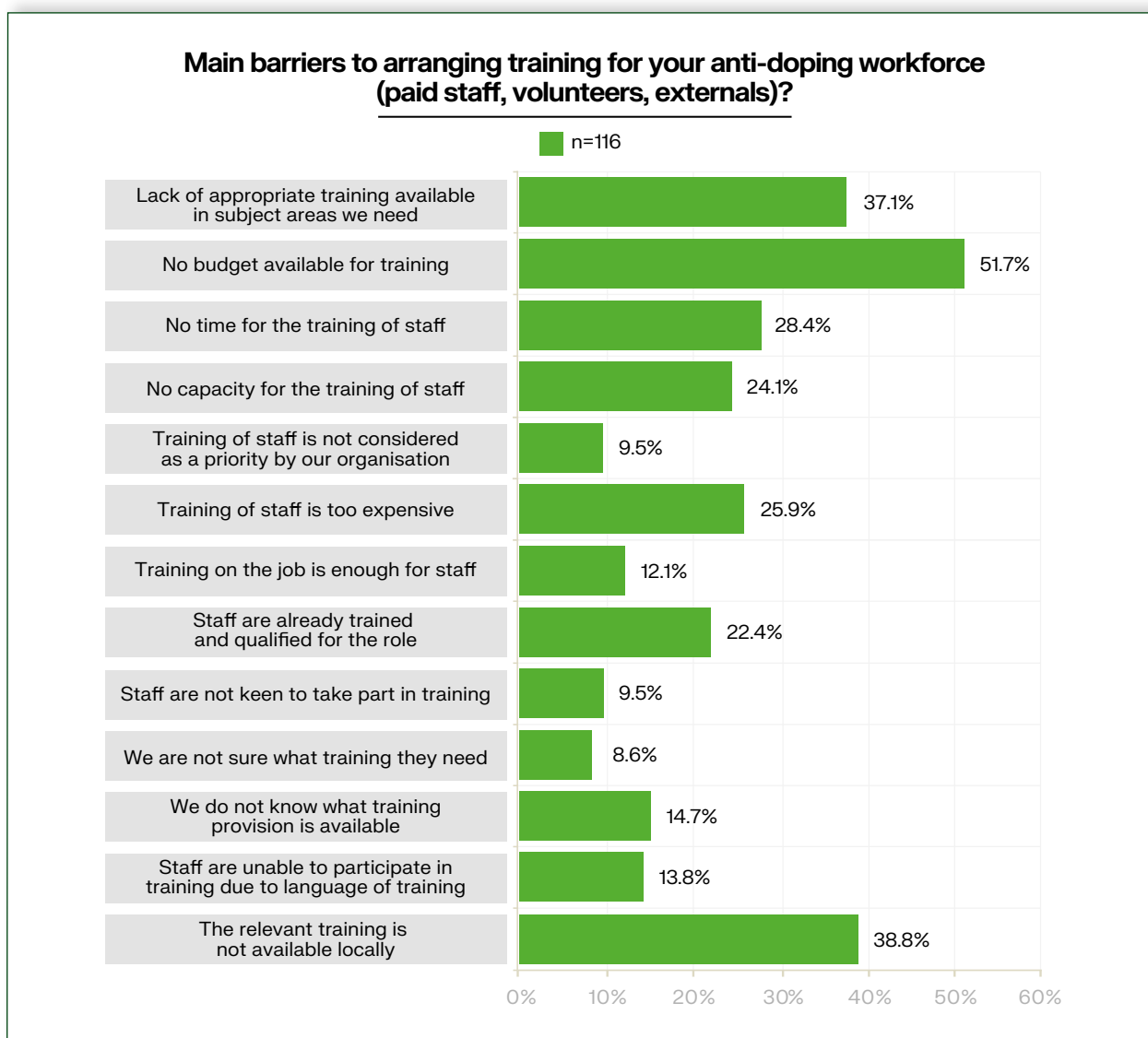


Figure 44: Respondent organisations' main barriers to training.

The main barrier to training appears to be lack of a training budget (51.7%). This reinforces previous results regarding the percentage of the anti-doping budget devoted to training in the organisations surveyed.

However, several other findings here are significant.

- 38.8% reported that *the relevant training is not available locally*.
- Almost the same percentage (37.7%) reported *lack of appropriate training in subject areas we need*.

- 28.4% reported that there is *no time for the training of staff*.
- 25.9% reported that *training of staff is too expensive*.
- 24.1% reported that there is *no capacity for the training of staff*.

Taken together these results would suggest the need for the development and delivery of relevant, more flexible and efficient training which can be accessed online or with external support, possibly on a global or regional basis.

## 6. Trends and Challenges Affecting the Workforce

### 6.1 Emerging trends

In carrying out the mapping of any industry, particularly with a view to informing the design and provision of training and professional development interventions, it is important to identify trends and challenges which may influence future approaches.

From the desk research and interviews with ADO leaders, a number of trends emerged. These included:

- The continuing shift from the “catch and punish” approach, with a heavy reliance on the testing apparatus, coupled with intelligence and investigations, to a “support and prevent” approach which raises the profile of education and communications.
- Broadening the coverage of anti-doping activities to include recreational sport and physical activity, in particular creating partnerships with gyms and fitness centres.

- Engaging more closely with other professional groups such as physiotherapists, medical staff and personal trainers.
- Generally strengthening national and international cooperation arrangements.
- A post-COVID accelerated shift from in-person education to online learning and blended learning and the creation of anti-doping knowledge platforms.
- Anti-doping is increasingly being addressed in conjunction with other sport integrity issues, such as match-fixing, corruption, harassment, especially amongst IFs.

This latter finding was confirmed by responses to the global survey when respondents were asked about whether the mandate of their organisation included broader sport integrity issues (Figure 45).

**Does the mandate of your organisation cover broader integrity issues than doping in sport (e.g. match-fixing, harassment)?**

n=145

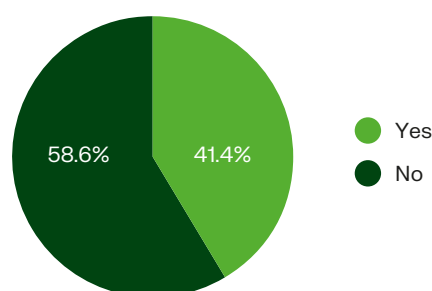


Figure 45: Responses from all respondents on coverage of broader integrity issues.

However, there are clear differences according to the types of organisations. Figure 46 shows the breakdown according to the type of organisation: International Sport Federations, National Anti-doping Organisations and National Olympic Committees.

As can be seen, 95% of the IFs had a remit to cover broader sport integrity issues as did

46% of NOCs. This broader remit is much less common in NADOs, with only 15% responding positively to this question. In total, 52.5% of all respondents reported that they had a dedicated sport integrity unit. However, global standards and harmonisation may be an issue here. As one interviewed ADO leader noted, there is no equivalent of WADA in terms of broader sport integrity.

**Does the mandate of your organisation cover broader integrity issues than doping in sport (e.g. match-fixing, harassment)?**

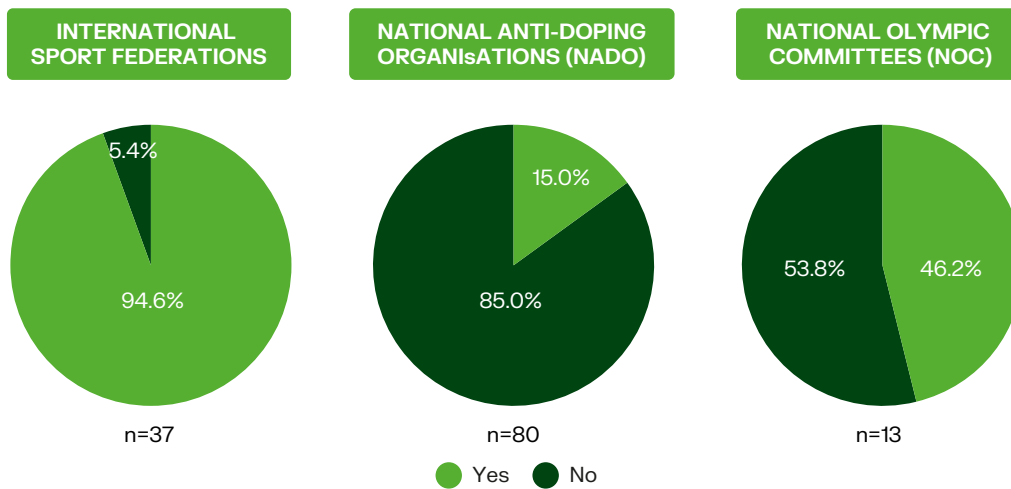


Figure 46: Different types of respondent organisations with a mandate for broader integrity issues.

In addition to the above trends, it was also noted that:

- In recent years, a number of human rights cases have impacted the anti-doping arbitration system. It is possible, therefore, that anti-doping practitioners may need to not only be aware of but understand how human rights are integrated into anti-doping and be trained on this.
- There is a growing recognition that anti-doping matters go beyond sport and are of relevance to the wider public health agenda. There may be opportunities, therefore, for recruitment from the public health sector. Anti-doping practitioners working in the more prevention and testing functions may experience their work and roles incorporating recreational sport and fitness to support this agenda and consequently may need additional training in these areas.
- E-sports, with their increasing popularity, may become an actor in the anti-doping industry. Anti-doping practitioners may, therefore, in the future, need to apply their technical knowledge to the e-sports sector and adapt their programmes accordingly.
- Data analytics, machine learning and artificial intelligence may offer multiple avenues to better understanding anti-doping and doping trends. Anti-doping roles may expand to perform these sorts of functions in the future. Consideration should be given to including these sorts of roles in future skills surveys and further understanding their functions so that appropriate training and professional development can be developed.
- There is increasing research into psychological issues such as doping behaviours, vulnerability to doping, behaviour change and athlete welfare in general. The need for roles in anti-doping, therefore, to absorb, process and integrate research into their decision making and day to day work will continue to increase. In addition, larger organisations may consider adding a specific research function to their organisation. The training and development needs may need to accommodate both situations.



## 6.2 Challenges

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Most of the challenges raised in the desk research and interviews relate to issues of recruitment, retention, career progression and training which have already been discussed in previous sections.

Two additional challenges were highlighted:

- The difficulties which ADOs face in maintaining their independence especially in regard to their relationship with national governments.
- The overall complexity of the World Anti-doping Code, International Standards and the associated technical competence coupled with the acceleration of change in the anti-doping system which makes it difficult for some organisations to keep pace.



# Glossary of Terms Used

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**ADAMS:** The Anti-doping Administration and Management System (ADAMS) is a web-based database management tool for data entry, storage, sharing, and reporting designed to assist stakeholders and WADA in their anti-doping operations in conjunction with data protection legislation.

**Administration:** Providing, supplying, supervising, facilitating, or otherwise participating in the Use or Attempted Use by another Person of a Prohibited Substance or Prohibited Method. However, this definition will not include the actions of bona fide medical personnel involving a Prohibited Substance or Prohibited Method Used for genuine and legal therapeutic purposes or other acceptable justification and will not include actions involving Prohibited Substances that are not prohibited in Out-of-Competition Testing unless the circumstances as a whole demonstrate that such Prohibited Substances are not intended for genuine and legal therapeutic purposes or are intended to enhance sport performance.

**Anti-doping Activities:** Anti-doping Education and information, test distribution planning, maintenance of a Registered Testing Pool, managing Athlete Biological Passports, conducting Testing, organising analysis of Samples, gathering of intelligence and conduct of investigations, processing of TUE applications, Results Management, monitoring and enforcing compliance with any Consequences imposed, and all other activities related to anti-doping to be carried out by or on behalf of an Anti-doping Organisation, as set out in the World Anti-doping Code and/or the International Standards.

**Anti-doping Organisation:** WADA or a Signatory that is responsible for adopting rules for initiating, implementing or enforcing any part of the Doping Control process. This includes, for example, the International Olympic Committee, the International Paralympic Committee, other Major Event Organisations that conduct Testing at their Events, World Athletics and other international federations, and National Anti-doping Organisations.

**Athlete:** Any Person who competes in sport at the international level (as defined by each International Federation), or the national level (as defined by each National Anti-doping Organisation). An Anti-doping Organisation has discretion to apply anti-doping rules to an Athlete who is neither an International-Level Athlete nor a national-level Athlete, and thus to bring them within the definition of 'Athlete.'

**Athlete Biological Passport:** The programme and methods of gathering and collating data as described in the International Standard for Testing and Investigations and International Standard for Laboratories.

**Athlete Support Person:** Any coach, trainer, manager, agent, team staff, official, medical, paramedical personnel, parent or any other Person working with, treating or assisting an Athlete participating in or preparing for sports Competition.

**CAS:** The Court of Arbitration for Sport.

**Competition:** An event or series of individual events held over one or more days under one ruling body (e.g., the World Championships in Athletics).

**Competition Period:** The time between the beginning and end of a Competition, as established by the ruling body of the Competition.

**Competition Venues:** Those venues so designated by the ruling body for the Competition.

**Consequences of Anti-Doping Rule Violations ('Consequences'):** An Athlete's or other Person's anti-doping rule violation may result in one or more of the following:

**Disqualification** means the Athlete's results in a particular competition or Event are invalidated, with all resulting Consequences including forfeiture of any medals, titles, points, prize money, and prizes;

**Ineligibility** means the Athlete or other Person is barred on account of an anti-doping rule violation for a specified period of time from participating in any Competition, Event or other activity or funding, as provided in Rule 10.14;

**Provisional Suspension** means the Athlete or other Person is barred temporarily from participating in any Competition, Event or activity prior to the final decision at a hearing conducted under Rule 8.

**Financial Consequences** means the recovery of costs associated with an anti-doping rule violation;

**Public Disclosure** means the dissemination or distribution of information to the general public or Persons beyond those Persons entitled to earlier notification in accordance with Rule 14.

**Delegated Third Party:** Any Person to whom the Integrity Unit delegates any aspect of Doping Control or anti-doping Education programmes including, but not limited to, third parties or other Anti-doping Organisations that conduct Sample collection or other Doping Control services or anti-doping Educational programmes for the Integrity Unit, or individuals serving as independent contractors who perform Doping Control services for the Integrity Unit (e.g., non-employee Doping Control officers or chaperones). This definition does not include CAS.

**Disqualification:** See Consequences of anti-doping rule violations, above.

**Doping Control:** All steps and processes from test distribution planning through to ultimate disposition of any appeal and the enforcement of Consequences, including all steps and processes in between, including but not limited to Testing, investigations, whereabouts, TUEs, Sample collection and handling, laboratory analysis, Results Management, and investigations or proceedings relating to violations of Rule 10.14 (Status during Ineligibility or Provisional Suspension).

**Education:** The process of learning to instil values and develop behaviours that foster and protect the spirit of sport, and to prevent intentional and unintentional doping.

**Event:** A single race or contest in a Competition (e.g. the 100 metres or the Javelin Throw) including any qualifying rounds thereof. References to the term “Event” in the International Standards shall be taken as meaning “Competition” as defined in these Anti-doping Rules.

**Hearing Panel member:** The hearing panel member is involved in the hearing process that encompasses the timeframe between the referral of an anti-doping rule violation case to the hearing panel until the issuance and notification of a decision by the panel (whether at first instance or on appeal). Pools of hearing panel members need to be established, from which the hearing panels for specific cases will be nominated. All members of the pool shall be appointed for a period of no less than two years (which may be renewable).

**International Competition:** A Competition where the International Olympic Committee, the International Paralympic Committee, World Athletics, a Major Event Organisation, or another international sport organisation is the ruling body for the Competition or appoints the technical officials for the Competition. For example, World Athletics, a competition is an International Competition if it is an International Competition as that term is defined in the Constitution and World Athletics Rules.

**International Standard:** A standard adopted by WADA in support of the World Anti-doping Code. International Standards include any Technical Documents issued pursuant to the International Standard.

**Major Event Organisations:** The continental associations of National Olympic Committees and other international multi-sport organisations that function as the ruling body for any continental, regional or other international event.

**National Anti-doping Organisation:** The entity(ies) designated by each country as possessing the primary authority and responsibility to adopt and implement anti-doping rules, direct the collection of Samples, manage test results, and conduct Results Management, all at the national level. If this designation has not been made by the competent public authority(ies), the entity will be the country’s National Olympic Committee or its designee.

**National-level Athlete:** Athletes who compete in sport at the national level, as defined by each National Anti-doping Organisation, consistent with the International Standard for Testing and Investigations.

**National Competition:** A competition involving International-Level or National-Level Athletes that is not an International Competition.

**National Olympic Committee:** The organisation recognised by the International Olympic Committee. The term National Olympic Committee will also include the national sport confederation in those countries where the national sport confederation assumes typical National Olympic Committee responsibilities in the anti-doping area.

**Out-of-Competition:** The period(s) defined in Rule 5.5.1.

**Prohibited List:** The list identifying the Prohibited Substances and Prohibited Methods.

**Prohibited Method:** Any method so described on the Prohibited List.

**Prohibited Substance:** Any substance, or class of substances, so described on the Prohibited List.

**Recreational Athlete:** A natural Person who is so defined by the relevant National Anti-doping Organisation; provided, however, the term does not include any Person who, within the five years prior to committing any anti-doping rule violation, has been an International-Level Athlete (as defined by each International Federation consistent with the International Standard for Testing and Investigations) or National-Level Athlete (as defined by each National Anti-doping Organisation consistent with the International Standard for Testing and Investigations), has represented any country in an International Event in an open category or has been included within any Registered Testing Pool or other whereabouts information pool maintained by any International Federation or National Anti-doping Organisation.

**Regional Anti-doping Organisation:** A regional entity designated by member countries to coordinate and manage delegated areas of their national anti-doping programmes, which may include the adoption and implementation of anti-doping rules, the planning and collection of Samples, the management of results, the review of TUEs, the conduct of hearings, and the conduct of Educational programmes at a regional level.

**Relevant Anti-doping Organisation:** For the purposes of Rule 15, in respect of a Member Federation, any one or more organisation, authority, body or entity operating in the region or country of the Member Federation that is responsible or has the authority within that region or country for anti-doping in the sport of Athletics or for any matter connected with the requirements of this Rule or is otherwise responsible for discharging any of the Member Federation's obligations under these Anti-doping Rules.

**Registered Testing Pool:** The pool of highest-priority Athletes established separately at the international level by the Integrity Unit, and at the national level by National Anti-doping Organisations, who are subject to focused In-Competition and Out-of-Competition Testing as part of that International Federation's or National Anti-doping Organisation's test distribution plan and therefore are required to provide whereabouts information as provided in Rule 5.5 and the International Standard for Testing and Investigations.

**Results Management:** The process encompassing the timeframe between notification as per Article 5 of the International Standard for Results Management, or in certain cases (e.g., Atypical Finding, Athlete Biological Passport, whereabouts failure), such pre-notification steps expressly provided for in Article 5 of the International Standard for Results Management, through the charge until the final resolution of the matter, including the end of the hearing process at first instance or on appeal (if an appeal was lodged).

**Sample or Specimen:** Any biological material collected for the purposes of Doping Control.

**Signatories:** Those entities accepting the World Anti-doping Code and agreeing to implement the World Anti-doping Code, as provided in Article 23 of the World Anti-doping Code.

**Team sport:** A sport in which the substitution of players is permitted during a competition, i.e. relay and mixed relay.

**Testing:** The parts of the Doping Control process involving test distribution planning, Sample collection, Sample handling, and Sample transport to the laboratory.

**Therapeutic:** Of or relating to the treatment of a medical condition by remedial agents or methods; or providing or assisting in a cure.

**Therapeutic Use Exemption (TUE):** A Therapeutic Use Exemption allows an Athlete with a medical condition to Use a Prohibited Substance or Prohibited Method, but only if the conditions set out in Rule 4.4 and the International Standard for Therapeutic Use Exemptions are met.

**TUE Committee:** The panel appointed by the Integrity Unit to consider applications for the grant or recognition of TUEs in accordance with Rule 4.4.4(c). The Integrity Unit may appoint individuals to form such a panel, or it may delegate the appointment of the panel to a suitably qualified third party or body.

**Use (of Prohibited Substances or methods):** The utilisation, application, ingestion, injection or consumption by any means whatsoever of any Prohibited Substance or Prohibited Method.

**WADA:** The World Anti-Doping Agency.

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## List of Interviewees

Organisation	Organisational Type
Ministère des Sports et des Jeux Olympiques et Paralympiques - France	Government
ITA	IF
Anti-Doping Sweden	NADO
Sport Integrity Australia	NADO
CNAD - Argentina	NADO
SEARADO	RADO
Slovenian antidoping organizacija, SLOADO	NADO
Council of Europe	Government
Sports Department, Ministry of Culture - Estonia	Government
CCES	NADO
SAIDS	NADO
VšĮ LIETUVOS ANTIDOPINGO AGENTŪRA	Interviewed in her government capacity (previously the Deputy Minister responsible for Sport, as well as decades in the Lithuanian government)
National Anti Doping Agency Germany	NADO
Pan-American Regional Antidoping Organisation	RADO
Agència Andorrana Antidopatge	NADO
Drug Free Sport New Zealand	NADO
ORAD d'Afrique du Nord	RADO
Anti-Doping Agency of Kenya	NADO
JADA	NADO
Central Asia Regional Anti-Doping Organisation	RADO

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# GLDF4 CLEAN SPORT

DEVELOPING THE CAPABILITIES  
OF ANTI-DOPING PROFESSIONALS

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