

**WORLD
SQUASH**

WSF

WORLD SQUASH FEDERATION

Annual Report 2023/2024

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Message from our President



As we pass the first anniversary of the historic announcement in Mumbai of squash's inclusion in the LA28 Olympic Games, squash has now transitioned from IOC recognised sport to Olympic Programme Sport at the start of the new 4-year Olympic cycle to Los Angeles. In our interactions with the IOC and other international sporting bodies we're already feeling the effect of that transition in the sport's status in the global sporting world.

Our annual report is always a valuable time for reflection on what WSF has achieved and focus our priorities for the next year. With the new opportunities of being Olympic comes new responsibilities and greater scrutiny. Hence, we need to gear up to meet the additional demands, not only to deliver our part of a spectacular LA28 Olympic Games, but ensure we get the essential basics right such as solid governance of our sport (not just the WSF) as we approach our first formal governance audit as an Olympic sport in late 2025. These things now have greater significance as squash is now flying above the radar rather than below it.

The overarching question from our annual report is "are we in better shape than 12 months ago?". Undoubtedly, and here's a pick of six reasons why:

- as a new Olympic sport, we've built really positive relations and respect with the IOC, LA28, ASOIF and other relevant bodies
- we've strengthened our working relationship with the PSA which is key to unlocking the sport's overall potential
- we've completed the transition of the WSF company from the Isle of Man and addressed some serious risks around banking and VAT, providing a more stable governance platform going forward
- we've strengthened our commissions to be more skills based, more gender balanced and therefore more effective
- WSF's financial position has strengthened to enable it to start investing more in new projects, albeit a modest start
- WSF's membership shows healthy growth with another four new Full Member applications, which will take it to 92 compared with 80 four years ago.

Message from our President

Do we still have lots to do? Undoubtedly! In 2021 we set a very ambitious strategy for a relatively small International Federation. Have we achieved all we set out to do? Not yet, though we have also exceeded our goals in some areas. 2025 feels like a good time for a strategy reset with the new Board. We're seeing huge changes in the sporting eco-system over the last three years; squash's position within it has changed; and with that we need to be ready to capitalise on the new opportunities and challenges. A much greater emphasis and expectation on IFs around environmental sustainability, safeguarding, e-sports and gender equality are just a few examples of 'movements' which squash must proactively engage with.

It's been an incredible last year for squash globally in so many respects, and the WSF Board has become used to dealing with the challenges of operating in an increasingly unpredictable and challenging environment. As a Federation of Federations, it's important we work with our Members on the key issues facing our sport, be mindful to ensure WSF delivers value to our Member Federations whilst not forgetting the athlete should be at the heart of our decision-making.

As a small but ambitious International Federation we couldn't possibly achieve what we do without the many cogs in the WSF engine which propels it forward. WSF remains heavily dependent on the contribution of its expert volunteers working across the WSF, in commissions, task groups and at Championships. We are reliant on effective collaboration with Continental and National Federation Presidents and their teams. Our growing partnership with the Professional Squash Association is critical to the holistic development of the sport, as are WSF's other key partnerships such as Dunlop and our growing Squash Levels partnership. A sincere thank you to you all for your passion, commitment and contribution to WSF and to squash. Last, but not least, a huge thanks to our small executive team of William, Carol, Sean and Peter who go the extra mile every week to deliver a huge and complex workload for WSF; and to WSF's Board (Vice-Presidents) Pablo, Karim, Susan and Sarangi for their valued support and guidance throughout the year.

I look forward to seeing many of you in person at the AGM in Hong Kong to celebrate the sport's achievements over the last year and discuss our goals for another exciting year ahead.

Sincerely,

Zena Wooldridge OBE

President, World Squash Federation

Our People

Honorary



PATRON
HRH Tunku Imran



**EMERITUS
PRESIDENT**
Jahangir Khan

Executive Board



PRESIDENT
Zena Wooldridge OBE



VICE PRESIDENT
Pablo Serna



VICE PRESIDENT
Karim Darwish



VICE PRESIDENT
Debendranath Sarangi



VICE PRESIDENT
Dame Susan Devoy

WSF Office



**CHIEF EXECUTIVE
OFFICER**
William Louis-Marie



**OPERATIONS
MANAGER**
Carol Hackett



**CHAMPIONSHIP &
ADMINISTRATION
COORDINATOR**
Sean Warden



**PART-TIME
ADMINISTRATIVE
ASSISTANT**
Peter Capon

Our People ~ WSF Executive Committee

WORLD
SQUASH

WSF



Pan-American
Squash Federation
WSF CONTINENTAL
VICE PRESIDENT
Sergio Becerra



European Squash Federation
WSF CONTINENTAL VICE PRESIDENT
Thomas Troedsson



Asian Squash Federation
WSF CONTINENTAL VICE PRESIDENT
David Y Y Mui, MH JP



Athletes Commission
Joint Chairs
Sarah-Jane Perry
Saurav Ghosal



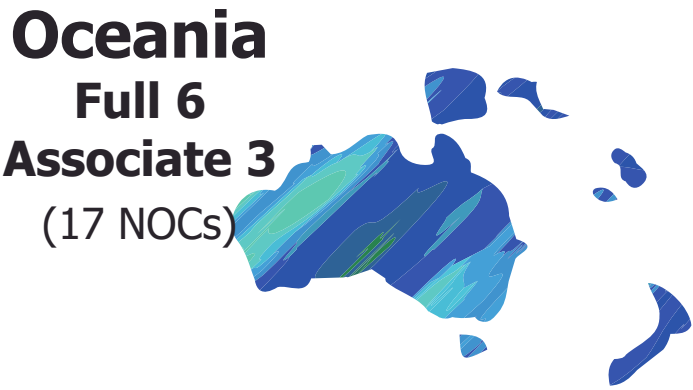
CEO
Alex Gough



Oceania Squash Federation
WSF CONTINENTAL VICE PRESIDENT
Jim O'Grady until July 2024
Acting OSF President
Robert Donaghue

Squash Federation of **Africa**
WSF CONTINENTAL VICE-
PRESIDENT
Lucky Mlilo

Our People ~ WSF Membership by Continent



88 Full Members

Member Nations by Continent (Full)

AFRICA

Botswana
Egypt
Kenya
Libya (s)
Mauritius
Namibia
Nigeria
South Africa
Zimbabwe

ASIA

Bahrain
Bangladesh
China
Chinese Taipei
Hong Kong, China
India
Indonesia (p)
Iran
Iraq
Japan
Jordan
Korea
Kuwait
Macau, China
Malaysia
Pakistan
Philippines
Qatar
Saudi Arabia
Singapore
Sri Lanka
Thailand (p)
UAE

EUROPE

Austria (p)
Belgium
Cyprus
Czech Republic
Denmark
England
Estonia
Finland
France
Germany
Gibraltar
Greece
Hungary
Ireland
Israel
Italy
Liechtenstein
Lithuania
Luxembourg
Malta
Monaco
Netherlands
Norway

Poland
Portugal
Romania
Russia
Scotland
Spain
Sweden
Switzerland
Turkey (p)
Ukraine
Wales

PANAMERICA

Argentina
Barbados
Bermuda
Brazil
British Virgin Isles
Canada
Cayman Islands
Chile
Colombia
Ecuador
El Salvador
Guatemala
Guyana
Jamaica
Mexico
Paraguay
Peru
St. Vincent & the
Grenadines
Trinidad & Tobago
USA

OCEANIA

Australia
Cook Islands
New Zealand
Papua New Guinea
Samoa
Tahiti

(s) – Currently
Suspended
(p) Provisional ~
applying for Full
Membership

Member Nations by Continent (Associate)

AFRICA
DR Congo
Gambia
Malawi
Seychelles
Sierra Leone
Tanzania
Uganda



ASIA
Nepal



(s) – Currently Suspended

EUROPE
Armenia
Belarus
Bulgaria
Croatia
Guernsey
Iceland (s)
Isle of Man
Jersey
Latvia
Serbia (s)
Slovakia
Slovenia



OCEANIA
Fiji
New Caledonia
Norfolk Island



PANAMERICA
Bolivia
St. Lucia



Financial Report 2023-2024

Period of the Report

This report covers the period between the 2023 and 2024 Annual General Meetings. However, due to publication timings, the report only includes information since the last report up to 31 August 2024.

The WSF's financial year is 1 July to 30 June and the membership year is 1 January to 31 December.

Administration of the Company

World Squash Federation Limited traded as a limited liability company in the Isle of Man (Company Number 079771C) from incorporation on 1 July 1996 and ceased trading on 30 June 2024. The **World Squash Federation Limited** (Company number 14234060) was incorporated in the UK on 14 July 2022. The UK company did not trade during the 2023/24 financial year and started trading as a limited liability company on 1 July 2024. All Assets and Liabilities from the IOM company were transferred to the UK company on 1 July 2024.

Registrations. There were no new registrations in 2023. Dixcart was provided with copies of the Annual General Meeting minutes and the audited accounts for their records. Dormant accounts were filed with HMRC (UK) for the WSF UK company for the 2023/24 financial year (the transition between old and new companies) The Operations Manager was registered as Company Secretary for the UK Company at the end of June 2024.

Data Protection

The General Data Protection Regulations (GDPR) came into effect on 25 May 2018, defining how organisations must collect, handle and store personal information. These rules apply regardless of whether data is stored electronically, on paper or on other materials. To comply with the law, personal information must be collected and used fairly, stored safely and not disclosed unlawfully. The WSF maintains Data Protection, Data Breach, Lawful Basis for Processing Data, and Website and Cookie policies along with website Terms of Reference.

Everyone who works for or with WSF (in whatever capacity, paid or volunteer) is responsible and accountable for full compliance with GDPR, including the collection, storage, handling and/or processing of any personal data.

Financial Report 2023-2024 ~ Income Headlines

Please reference Annexure H1 for the Audited Accounts

Operational Surplus

Operations yielded a surplus of **£20,977** principally due to prudent budgeting and strict cost

Membership Fees

The WSF's invoice from membership fees closed at £153,468 for the year.

SPIN Registration

Squash Personal Identification Number (SPIN) Registration total income was £31,782. This includes a significant increase in new registrations and record entries for World Masters 2024.

Income (overview)

The Federation's turnover for the year was £438,840. This was 3.01% less than budget. The major categories of income and their variances against budget were:

Membership Fees	£153,468	- up 0.3% on budget
Accreditation	£123,204	- up 7.2% on budget
SPIN Registration	£31,782	- up 30% on budget
Championship Rights Fees	£26,367	- up 17% on budget

Coaching

Coaching Registration total income was £16,328, on target for the year, against costs of £5,825

Championship Rights Fees

There was £26,366 rights fee and levy income during the year, 17% up on budget due to higher participation than anticipated at the Men's World Team Championships 2023 .

Grants

The International Olympic Committee contributes an annual Programme Development Grant of US\$32,000, as part of its support for IOC Recognised International Federations. One third must be used in support of the WSF's Anti-Doping programme, the remainder used as match-funding for squash development. The WSF is grateful to receive such support.

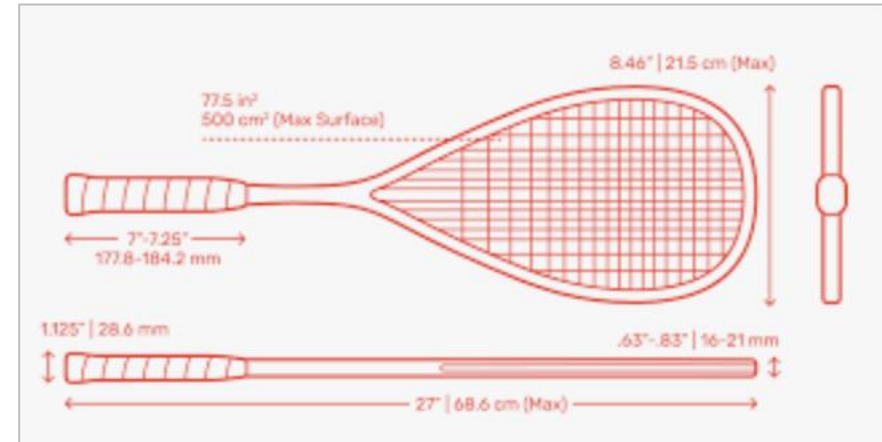
Financial Report 2023-2024 (Income)

Accreditation

WSF Accreditation, Approval and Certification fees for the year totalled £123,204. The WSF gratefully acknowledges the continued support of all companies who are part of the programme:

Companies with WSF Accredited, Approved and/or Certified Products:

A Best Enterprises Inc.	I-Mask
Action Floor Systems LLC	Junckers Industrier A/S
Apex Sport Surfaces (I) Pvt Ltd	Karakal UK
Armourcoat Ltd	Oliver Sports & Squash GMBH
ASB Systembau Horst Babinsky GmbH	Perfly
Asian Flooring India Pvt Ltd	P360 (Protec)
Bauwerk Group (formerly Boen AS)	Prestige Sports Systems
CGG (GuoGuang Squash)	Prospec Ltd
Courtcraft Ltd	Rebound
Courtwall GmbH	Ria Eyewear
CT Management GmbH (formerly CourtTech)	Salming
Dolomite Glass Designs	Squashtech
Dunlop International Europe. Ltd	Sundek Interio Pvt Ltd
Fiberesin Industries Inc (ABET USA Inc).	Syncotts International
Fu-Jen Chemical Co Ltd (Taiball)	Tarkett France
GSG B.V. (Glas Specialisme Gooiland)	Tecnifibre
Hamberger Flooring GmbH & Co. KG	Teuton
Harrow	The Court Company
Head Sport AG	Victor International GmbH
Huashen Rubber Co Ltd	Visual Reality



Financial Report 2023-2024 ~ Expenditure Headlines

Expenditure (overview)

Expenditure for the year totalled £409,498.94, down 9.3% against budget. The major categories of expenditure and their variances against budget were:

Employment Costs	£148,347	- down 3.4% against budget
Establishment Costs	£12,359	- down 26% against budget
General Administration Costs	£245,440	
-Commission Expenditure	£35,615	- down 21% against budget
-Professional Fees & Audit	£29,235	- up 17% against budget

WSF Commissions

The fall in WSF Commission expenditure to £19,615 is due mainly to the following factors:

- i. No cases for the Ethics Commission to review.
- ii. No requirements for Coaching tutor travel
- iii. The budget for the VAT review by Azets has been moved to the Professional Fee line.

Salaries

There are two payroll systems for UK and Non-UK based staff. A change in process of allocating holiday accruals has led to a slight decrease against budget.

Professional Fees

Professional fees of £45,235 includes audit, accountancy, legal and corporate management. The outturn is above budget due to the unanticipated extra expense incurred in the filing of the first VAT return.

Administrative Overheads

Administrative overheads of £245,440 includes all items except employment costs, establishment costs, bank charges and depreciation.

Office Costs

Office running costs, which includes rent, rates, light, heat, telephones and insurance totalled £12,359, the underspend due to prudent budgeting and postponing equipment replacement until the next financial year.

Financial Report 2023-2024

Financial Controls

WSF finances are handled by the Office using XERO software. An external bookkeeper was engaged from August 2021 to reconcile monthly accounts. Monthly management reports are reviewed by Board to ensure overall control and performance against budget.

The Audit & Risk Commission also review the monthly management reports. WSF's previous accountants, Azets provided payroll services until March 2024 and is now handled by the bookkeeper's firm via the WSF XERO software.

Our auditors Beever & Struthers carried out the Federation's 2023/24 annual audit.



Performance against targets 2023/2024

- Managed the WSF's accounting software
- Sought and continued new funding streams
- Expanded and improved marketing & sponsorship activities
- Improved quality and consistency of monthly financial reporting to the Board

Financial Report 2023-2024

Acknowledgement

The WSF gratefully acknowledges the indirect contributions made to its operations by Officers, Commission members and other volunteers. The President, Vice-Presidents and many Commission members make an indirect resource contribution to the WSF by committing many hours to pro bono work and using their personal telephone and email or those of their National Federation and/or private companies, which greatly assists the WSF's finances.



*Thank
you*

A gold fountain pen nib is positioned at the bottom right of the 'Thank you' text, pointing towards the right.

WSF Volunteers

We estimate the value of the collective contribution of our volunteers' time and expertise to the WSF during the financial year to be at least £250,000. Measured in time, this is roughly equivalent to two full-time staff members, bringing specialist expertise to the WSF across many areas including legal, financial, medical, etc.



WSF Board Report 2023/2024

Executive Board Responsibilities

Meetings: The Board held monthly e-Meetings, with additional meetings to address specific topics or urgent matters.

Priorities: The Board's work and priorities have been largely driven by:

- a) General monitoring and compliance responsibilities
- b) Supporting the CEO and office in the effective operation of WSF's core activities and the execution of the 2022-25 WSF Strategy (endorsed at the 2021 AGM agenda).
- c) Addressing matters arising during the year which required timely Board consideration and decisions.

Executive Board Meetings

Since the last report, the Board met only once in person and otherwise virtually via Zoom as follows:

21 September 2023	16 April 2024
4 October 2023	21 May 2024
23 November 2024	25 June 2024
16 January 2024	4 July 2024
22 February 2024 (in person)	16 July 2024
19 March 2024	20 August 2024



Executive Board Report: A) **GENERAL BUSINESS ACTIVITIES**

STANDARD BUSINESS ACTIVITIES

- Maintained the stability of the WSF, providing appropriate support for and monitoring of the CEO's and Office's activities to ensure effective delivery of WSF's core responsibilities and strategy.
- Periodic monitoring of key business processes including financial, HR, risk and governance.
- Reviewed annual implementation plan to determine strategic priorities. This is owned by the CEO and monitored by the Board via regular CEO reports alongside Board meetings.
- Advised on the continuing discussions with PSA on the development of the WSF-PSA partnership
- Addressed various questions and challenges associated with the hosting of Championships and awarding future hosts.
- WSF Board and Office presence at all WSF World Championships.
- Met formally with the Executive Committee and informally with Continental Presidents to address items of mutual interest
- Attended 4 Continental Squash Federation AGMs, Europe, Asia and Pan-America in person, Oceania on-line.
- Various on-line and in-person meetings with the Commonwealth Games Federation, LA28, the IOC and other relevant international sport bodies.

- WSF Board represented the sport at the following events (V=virtual):
 - Asian Games in Hangzhou, China in Sept-Oct 2023
 - IOC Session in Mumbai, India in Oct 2023
 - Pan-Am Games in Santiago, Chile in Nov 2023
 - IF Forum, Lausanne in Nov 2023
 - ARISF General Assembly, Lausanne in Nov 2023
 - International Masters' Games General Assembly, Nov 2023 (V)
 - Tournament of Champions, New York, January 2024
 - Sport Accord, Birmingham, England in April 2024
 - International World Games AGM, Stuttgart, Germany, May 2024
 - Squash Summit and British Open, Birmingham, June 2024
 - IOC Session and Paris Olympics, Paris in July-Aug 2024
 - Paris Open, Sept 2024



Executive Board Report: B) **SQUASH & SQUASH57** (sporting activity)

SQUASH & SQUASH57

- Considered and approved the recommendation of Championships Commission to co-locate Men's and Women's World Team Championships (senior & junior) from 2024, with strong endorsement of the Athletes' Commission. Considerable Board discussion around the financial and logistical implications to Member Nations and hosts.
- Board agreement to proceed with World Under 23 Championship subject to finding a suitable host.
- Board agreement on new regulation for medal re-distribution in the event of post-event disqualification.
- Board received reports on participant feedback from WSF World Championships and a report on profile of World Masters' entries
- Board informed of Championship Commission early discussions on possible new format for World Junior (Individual) Championships. Board advised on necessary process for Member consultation and approval.
- Updates and discussed plans for the 'right ball' campaign with Dunlop.
- Review of criteria for WSF Hall of Fame and consideration of worthy additions to the Hall of Fame
- Board informed of PSA Tour re-structure
- Informed of progress with creation of the World junior rankings



Sport in the
Olympic programme

LA28 OLYMPICS AND MAJOR GAMES

The Board was updated and provided feedback and advice on:

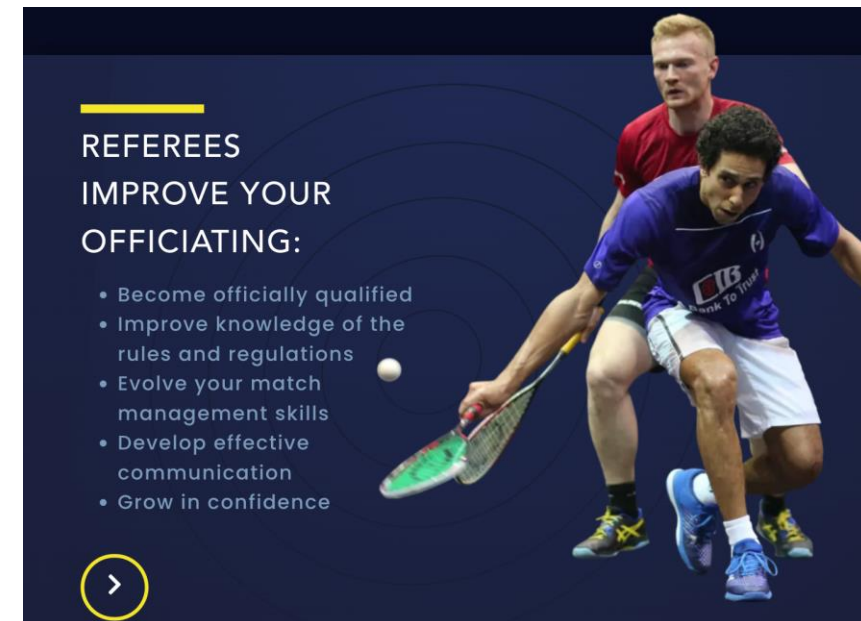
- LA28: regular meetings and liaison with the LA28 Team and with squash's LA28 Steering Group (WSF, PSA + US Squash). The WSF CEO is the official liaison.
- Paris24: WSF President attended the IOC Session and the Games. WSF CEO and PSA CEO took part in a 4-day observation programme, with report back to the WSF Board.
- Brisbane 2032: monthly or bi-monthly meetings between WSF, PSA and Squash Australia regarding squash's strategy for staying in 2032.
- Commonwealth Games 2026: regular on-line or in-person meetings with the CGF regarding their search for a host for 2026 and squash's offer to contribute to an affordable, cost-effective solution.
- WSF's engagement in and support for squash's inclusion in various Continental Games with the aim of squash being included in all five as part of the qualification pathway to LA28.

Executive Board Report: C) **SPORT SUPPORT** (in support of sporting activity)

- Board agreement to proceed to a formal partnership with Squash Levels to create a global ratings system for squash
- In consultation with the PSA and Athletes' Commission, the Board approved the briefing on national eligibility to inform players and MNFs.
- Discussed proposal for WSF to become business partner of the Squash Facilities Network. Decision to continue with informal collaboration for the time being as this is not WSF's core business.
- A thoroughly revised WSF safeguarding policy, produced by Roshael Hooston (South Africa) was approved by the Board prior to implementation at the World Junior Championships in Houston.
- Commercial strategy proposed by the M&C Commission was presented to and endorsed by the Board.
- The Board received two reports on numbers and profile of SPIN, with a proposal for a thorough review of the purpose and potential of SPIN as a more effective marketing tool (taken forward to 2025).
- Board briefed on issues regarding Squash57 ball accreditation
- Board's full support in principle of a combined Squash Foundation between WSF and PSA. It's mission, purpose and modus operandi still being developed.
- Completed WADA Code compliance process with only one minor corrective measure, the first sport in this cohort to complete.

World Squash Officiating

- Monitored progress of the World Squash Officiating project in its third year of operation and considered solutions to challenges, modifying the agreement with PSA to cap costs for the WSF until end of June 2025.
- Periodic discussions regarding the need for different languages for WSO
- Board received and endorsed the WSO plan for developing more and higher-standard female referees.



Executive Board Report: D) WSF GOVERNANCE

- Initial consideration of the review of WSF voting structure (following up the 2018-19 review) with a focus on determining criterion/criteria for Full and Associate Membership
- New, aligned Conflict of Interest Policy approved by the Board and rolled out across all commissions and other relevant parties
- Extensive discussions (also including the PSA, Athletes' Commission and European Squash) on sanctions on Russian participation.
- Board de-brief on the (virtual) 2023 AGM, including discussions on preferred format for 2024, ideally alongside a major squash event.
- Discussions with the International Racquetball Federation, with Board preference for continued collaboration rather than merger.
- Monitoring of the WSF risk register and actions required to mitigate risk. The normal review schedule was delayed due to a review of the format by the Audit & Risk Commission.
- On-going discussion regarding a review and re-purposing of SPIN (squash personal ID) ~ to be carried forward to 2025
- Initial discussions on an internal governance self-assessment in advance of the formal ASOIF audit in late 2025.
- Board approval of the job description for Directors following consultation with Chair of Ethics and the G&C Commission
- Board receipt of and approved sustainability implementation plan

MATTERS RELATED TO THE NEW UK COMPANY

- The review of WSF's VAT status and liability concluded in mid-2024 after a protracted 2-year review dating back to 2014-15. The Board reviewed the position and potential mitigations throughout the year.
- The Board monitored the business risks and mitigations regarding WSF's bank account, prior to moving its banking to HSBC.
- The Board closely monitored the position and timing regarding the transfer from the IoM Company to new UK company
- The Board formally approved the appointment of Carol Hackett as Company Secretary of the new UK Company.



Executive Board Report: **PRIORITIES FOR 2025**

(note: these are indicative at this stage and will need to be reviewed by the new Board in January 2025)

- Review of the WSF Strategic Plan: 2022-25 into 2025-28
- Undertake a governance self-assessment and improvement plan prior to WSF's first formal ASOIF governance audit starting in Oct 2025.
- Initial consideration of the review of WSF voting structure (following up the 2018-19 review) with a focus on determining criterion/criteria for Full and Associate Membership
- Review SPIN as part of WSF's commercial and digital strategies
- Monitor and support the implementation of:
 - Business Continuity Plan
 - Digital strategy
 - Environmental sustainability plan
- Consider the set-up of a new Inclusive Squash Commission (Para-Squash)
- Continue to monitor and support WSO
- Support, monitor and advise the respective steering groups leading the sport's LA28 plans and squash's bid for inclusion in Brisbane 2032
- Continue to effectively represent squash in the global sport eco-system
- Advise on the establishment of the Squash Foundation and its effective operation (with PSA)
- Completion and launch of the junior world rankings

Resources

- Review people and skills required to deliver WSF strategy, responsibilities and workplan over the next 4 years, including covering the additional operational demands of delivering LA28
- Devise/agree a plan for generating sustainable new revenue streams to support WSF's strategic ambitions and the delivery of LA28



**THE ASSOCIATION
OF SUMMER OLYMPIC
INTERNATIONAL FEDERATIONS**

Executive Committee Report 2023-24

The Executive Committee is chaired by the WSF President and comprises:

- The WSF Board
- The 5 Continental Federation Presidents
- The 2 Athlete Commission Chairs
- The PSA CEO

The Executive Committee is advisory to the WSF Board.

It is also a valuable forum for all parties to share recent developments, share concerns and to seek support and advice.

TOPICS COVERED

- Updates on LA28 developments, including addressing questions around national eligibility and qualification process
- Initial introduction to Olympic Solidarity Funding.
- Early discussions regarding squash's plans for Brisbane 2032
- Updates on Commonwealth Games and the CGF's search for a host
- WSF updates on Championships, including hosts
- Updates on World Games and progress on squash's inclusion in the five Continental Games
- Russian and Belarusian athlete inclusion

- On-going discussion on the development of World Squash Officiating (WSO) and the importance of Continental and National engagement and support for WSO. Discussions regarding other languages and the importance of recruiting and developing more women into refereeing
- Discussion on Education Seminars delivered by the International Testing Agency and the need to address low uptake by squash. WSF sought the support of ExCo Members to help promote future seminars.
- WSF sustainability strategy presented to ExCo, with discussion on the importance of this being adopted/implemented across the sport
- Introduction to the IPACS Governance Framework and the ASOIF governance audit to cover squash in Q4 of 2025.
- Consultation on proposed plans for 2024 WSF AGM and Conference
- Introduction to WSF's new safeguarding policy and processes, to be implemented at the World Junior Championships in Houston
- Discussion regarding nomination of a squash player to the WADA Athletes' Council
- Discussion on the importance of Squash57 to WSF's growth strategy and the need to promote the benefits of adopting Squash57 across continents and nations.

Strategy 2022-25 summary

PURPOSE

As the recognised International Federation for squash, WSF is the custodian of our sport. We serve Member Federations, build strong partnerships and provide effective leadership to ensure squash's future prosperity.

VISION

A sport working in unison across stakeholders committed to the sustainable development of squash and creating a more inclusive, diverse, healthy and considerate world.

STRATEGIC PILLARS

Championships & Events

Consolidate WSF's Championships and events portfolio; strengthen squash's presence in multi-sport games; enhance our presentation of the sport

- Consolidate events portfolio
- Grow MNF entries (affordability)
- Strengthen presence in multi-sport games
- PSA/SMM partnership
- Integrated calendar
- Doubles review
- Masters' Tour & Rankings
- Event manager development

Squash Development

Develop and promote programmes and campaigns designed to ensure squash and squash57 thrive, innovate, develop and grow

- Promote 'the right ball'
- Knowledge exchange
- Global Squash57 roll-out
- Enhance sport presentation
- Complete delivery of World Squash Officiating
- WSF Coaching strategy
- Review Junior & Masters' offer
- Promote global campaigns
- Refine rules & equipment standards

Business Operations

As part of good governance, the WSF must ensure its operations run effectively and optimises revenue streams to underpin and resource its strategic ambitions

- Strengthen WSF's value proposition to Members
- Create World Squash Club
- Capitalise on commercial value of Championships
- Digital transformation plan
- Align Commissions
- Strengthen partnerships with accredited suppliers
- Integrate Squash57 into other work streams

Effective Leadership

Practice exemplary governance, clear strategic direction and effective representation in the global sport eco-system

- Exemplary governance and robust financial management
- WADA compliance
- Olympic bid feasibility
- Effective representation of the sport in the international eco-system
- Raise profile
- Review brand

People & Partnerships

Our people & partners are fundamental to unlocking the sport's potential. We must nurture and support these relationships and recognize their contribution to the success of the sport

- Support & empower National Federations
- Support venue / court sustainability & growth
- Cement partnership with PSA
- Develop diverse and capable workforce.
- Acknowledge achievement and contribution
- Partner with education
- Other new partnerships

MISSION



GROW squash's global footprint, making the sport relevant to the lives of participants and communities



INSPIRE all generations of squash participants with exciting and innovative events, opportunities and campaigns



UNITE the squash family and partners behind a shared strategy to ensure squash thrives into the future

VALUES

Integrity

Exemplary governance, ethics and respect. A culture of transparency & trust.

Passion

Bring squash communities together to generate fun, excitement and a sense of belonging.

Inclusion

Ensure everyone is treated with respect, fairness and equal opportunity to participate.

Innovation

Embrace innovation to transform the way we operate.

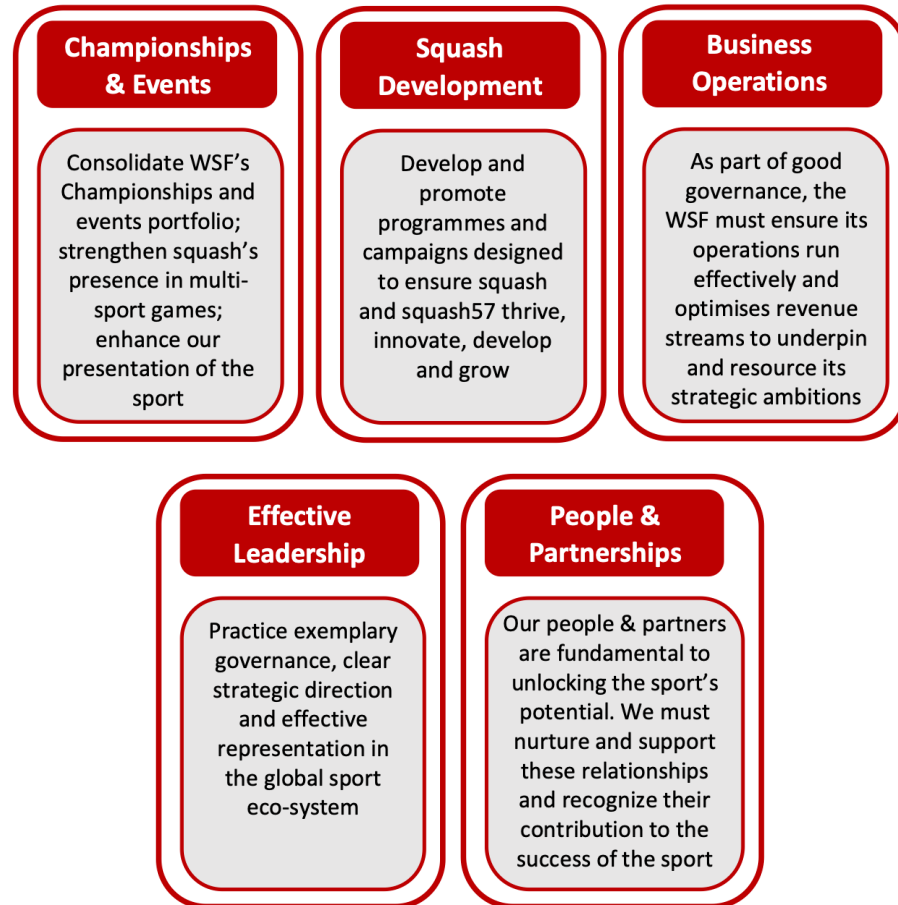
Collaboration

Work with others to enable squash to thrive and grow.

Excellence

Provide an outstanding experiences by continuously improving what we do and how

WSF Strategy 2021-25: Performance Review of Strategy Pillars



Pillar	Evaluation
Championships & Events	
Squash Development	
Business Operations	
Effective Leadership	
People & Partnerships	

Definitions

Green	Completed
Amber	In Progress
Red	Not Started

Total items: 38

Green: 14 – 37%

Amber: 20 – 52%

Red: 4 – 11%

Strategy Review (Championships & Events)

Championships & Events

Consolidate WSF's Championships and events portfolio; strengthen squash's presence in multi-sport games; enhance our presentation of the sport

Consolidate events portfolio		The World Cup and the combining of the Men's and Women's Team Championships at Senior and Junior level plus the launch of the U23 Worlds
Grow MNF entries		Stronger value proposal shared with our MNFs
Strengthen presence in Major Games		Continue lobbying for inclusion in the African and European Games
PSA/SMM Partnership		Permanent collaboration on specific items
Integrated Calendar		Constant discussion with Continental Presidents and PSA to ensure better integration and avoid calendar conflict
Doubles Review		Doubles events to be reviewed based on recent LA28 and CWG decisions
Masters Tour & Rankings		SquashLevels partnership signed to support development of the rankings
Event manager development		To be included in a Learning Development Programme

Strategy Review (Squash Development)

Squash Development

Develop and promote programmes and campaigns designed to ensure squash and squash57 thrive, innovate, develop and grow

Promote the right ball		To sync the launch with Dunlop in 2025
Knowledge exchange		WSO and Coaching Commissions leading this programme
Global Squash57 roll out		Squash57 Commission to develop a plan for 2025-2028
Enhance sport presentation		In co-ordination with the hosts of WSF Championships
Complete delivery of WSO		Steering group up and running with the new WSO management team and support of Advisory Board
WSF Coaching strategy		Completed
Review Junior and Masters offer		World Juniors combined in 2024 and new Masters Commission Chair on board
Promote global campaign		To be included in the revised 2025-2028 strategy
Refine rules & equipment standards		In progress under the respective commissions

Strategy Review (Business Operations)

Business Operations

As part of good governance, the WSF must ensure its operations run effectively and optimises revenue streams to underpin and resource its strategic ambitions

Strengthen WSF's Value proposition to members		Value proposal completed.
Create World Squash Club		This concept needs to be reviewed
Capitalise on commercial value of championships		Current work done in partnership with Marketing & Commercial Commission and our event hosts
Digital transformation plan		Led by the Digital Commission.
Align commissions		Completed
Strengthen partnerships with accredited suppliers		In partnership with the Courts & Equipment Commission
Integrate Squash57 into other work streams		To be reinforced with the new Squash57 strategy

Strategy Review (Effective Leadership)

Effective Leadership

Practice exemplary governance, clear strategic direction and effective representation in the global sport eco-system

Exemplary governance and robust financial management		New Governance & Compliance and Audit & Risk Commissions in place to monitor our governance and financial accounts
WADA Compliance		Completed
Olympic Bid feasibility		LA28 inclusion confirmed. Preliminary work for Brisbane 2032
Effective representation of the sport in the international ecosystem		WSF continues to strengthen its presence in all major sporting assemblies
Produce an environmental sustainability strategy		Moving to the implementation plan
Raise profile		Enhance squash visibility on social media and key OTT platforms
Review brand		Reviewed in 2024

Strategy Review (People & Partnerships)

People & Partnerships

Our people & partners are fundamental to unlocking the sport's potential. We must nurture and support these relationships and recognize their contribution to the success of the sport

Support and empower National Federations		Permanent cooperation with our MNFs to support their activities
Support venue/court sustainability and growth		Partnership with SFN to support this objective
Cement partnership with PSA		Efficient collaboration on numerous topics
Develop diverse and capable workforce		WSF Office training programme in place
Acknowledge achievement and contribution		Best case studies promoted on worldsquash.org
Partner with education		Revise the current agreement with FISU. Support the 2026 and 2028 host selection.
Other new partnerships		On the back of LA28, review the list of potential partnerships

The Olympic Journey



Sport in the Olympic programme

WORLD
SQUASH

WSF

For the last three years, the WSF, PSA and US Squash have closely worked together to respond to the IOC and LA28 queries and make a very professional presentation in September 2022.

This collaboration continues to be instrumental as we now work on the qualification pathway and the delivery of the competition.

Regular meetings have been organised with LA28 OG and the IOC to provide the relevant support and help our sport understand the new Olympic environment



Key dates

16 October 2023, IOC Session, Mumbai, India

The IOC Session confirmed the inclusion of squash in the LA28 Olympic Games

April 2024, the IOC Sports Department confirmed the single 32 players per gender competition format

WSF and PSA were invited to Paris 2024 Olympic Games as part of the Observation Programme developed by the IOC for new sports and future organising committees.

Squash presence in Major Games

In the next 4 years leading to LA28 Olympic Games, squash will be included in most Major Games.



We are currently discussing with the European Games and the African Games to complete the portfolio of events that will feature our sport.



Review of Commissions

Structure:

The structure of WSF Commissions has been reviewed to fully align with the Strategic Plan. Different working groups have also been established to address specific issues under a strict timescale.

Operational Outline for Commissions:

Each Commission Chair (normally a specialist in the field) reports to the Board via the Board appointed liaison on the Commission (the WSF President, a Vice President or the CEO) and the WSF Office. Commission members are proposed by the Chair, Continental Federations and/or the WSF Office for review by the Board. Chairs are required to submit reports to the Board twice a year as a minimum.

Selection of Chairs & Members:

The WSF will ask Member Nations to submit nominations for new members based on the particular capabilities and expertise specified in each commission's terms of reference. Commission membership will be reviewed every two years.

Commission Chairs' Responsibilities:

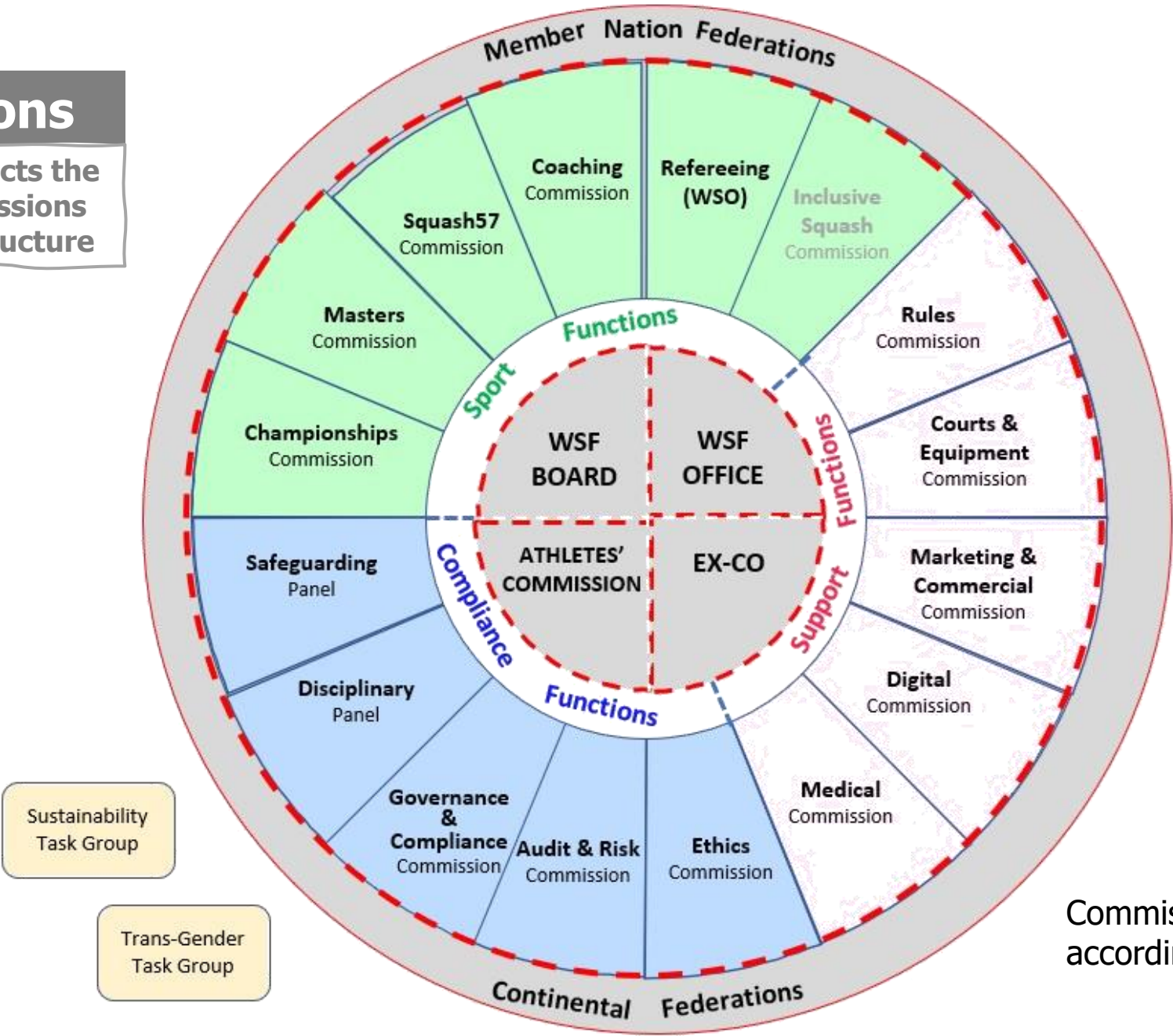
- Proactively manage their Commission's activities
- Provide six-monthly reports to the Executive Board for their consideration
- Attend the WSF Conference (either in person or virtually), if required to do so, to present their activities from the past year
- Provide a report for the Board's annual report to the AGM
- Identify areas of action for the Commission and recommend strategy and plans to the Board
- Provide an outline of, and budget for, the following year's anticipated activities

Commission Meetings:

Routine business is carried out by email, although all Commission Chairs are encouraged to hold an e-meeting at least once a year.

Commissions

This 'wheel' depicts the types of Commissions within WSF's structure



Commissions are grouped according to Functions

Commissions, Chairs and Members 2023-24

Athletes'

Joint Chair:

Sarah-Jane Perry
Saurav Ghosal

Members:

Sarah Cardwell
Victor Crouin
Catherine Giachino
Francesco Marcantonio
Hollie Naughton
Nilo Vidal
Mathieu Castagnet
Ali Abou Eleinen
Ravindu Laksiri
Haley Mendez
Millie Tomlinson
Emily Whitlock

Championships

Chair:

Cyrus Poncha

Members:

Andrew Cross
Amna El Tarabolsy
Michael Gäde
Tamika Hunt
Emily Mak
Jackie Robinson
Thomas Troedsson

Hardball Liaison:

Brian Donaghy

Masters

Chair:

Garry Irwin

Members:

Angelique Clifton-Parks
Sarah Fitz-Gerald
Malcolm Kerr
Domingo Mihovilovic
Richard Millman
Wayne Seebeck
Pavel Sladacek
Nick Taylor

Squash 57

Chair:

Patrick Osborn

Members:

Tim Baughurst
John Cordeaux
Mark Fuller
Lolly Gillen

Coaching

Chair:

Sarah Fitz-Gerald

Director:

Michael Khan
Members:
Karen Cagliarini
David Campion
Jenny Denyer
Ashraf Hanafi

World Squash Officiating (Refereeing)

Head of WSO:

Lee Drew

WSO Development Lead

Roy Gingell

Chair of Advisory Group

Jim Hay

Chair WSO Steering Group

Mark Adderley

Rules:

Chair:

Mike Collins

Members:

Leonardo Arozena
Lee Drew
Srikanth Seshadri

Commissions, Chairs and Members 2023-24 (Continued)

Courts & Equipment

Chair:

Tom Oldroyd

Members:

Craig Archer
Patrick Fisher
Chris Herridge
Dr. Kim Jedbodhsingh
Andy Malley
Nick Thompson

Marketing & Commercial

Chair:

Gerard Monteiro

Members:

Marc Hope
Jon Long
Matthew Osman
Geraldine Pamphile

Medical

Chair:

Dr. Anne Smith

Member:

Derek Ryan

Digital

Chair:

Hossam Ragab

Members:

Vanessa Assell-Tsuruga
Juan Ramero Groh
Fili
Boye Oyerinde
Hisham Shehabi

Ethics

Chair:

David Howman

Members:

Alison Burchell
Keith Flavell
Gerard Monteiro
Boris Vittoz

Audit & Risk

Chair:

David Mandel

Members:

Marcus Rhodes
Janet Sairsingh
Thomas Whiteway

Disciplinary

Chair:

Gerard DeCourcy

Members:

Andrew Shelley
Ken Stillman
Cedric Tyen

Safeguarding

Chair:

Roshael Hoosen

Governance & Compliance

Chair:

Robert Bachmann

Members:

Sophie Coughlan
Christian Keidel

Sustainability

Chair:

Joy Carter

Members:

Julie Marks
Dan Reading
Mark Williams
Adriana Olaya
Alex Gough

Transgender Task Group

Chair:

Rosie Barry

Members:

Anne Smith
Catherine Giachino
Claudia Schurmann
Martin Cooper
Elle Franks
Alex Gough

Commission Activity

Athletes

The Athletes' Commission, which is managed in partnership with the PSA, is jointly chaired by Sarah-Jane Perry and Saurav Ghosal. The Commission has been consulted on various questions including the inclusion of Russian athletes, athlete representation on other sporting bodies, transgender inclusion etc. The AC Chairs are members of the WSF Executive Committee.



Performance against Targets 2023/2024

- The Athletes' Commission was expanded to include a larger number of members, aimed at getting more diverse views and representation of different regions in the world
- Athletes were kept up to date, as much as possible, on all things related to squash's inclusion in LA28
- Consulted with athletes on the various geo-politics conflicts (e.g., Ukraine-Russia, Israel-Palestine), and played a key role in ensuring that sport remained separate from political influences
- Engaged with athletes on the global squash calendar to ensure the workload on players was not too much
- Information received from WADA and ITA was duly passed on to all athletes, with the aim to promote clean sport
- Mental health of all players was continually discussed, and relevant help channels was communicated to athletes
- Interested players were given all the necessary help to get on to other global body sporting commissions
- Updated refereeing directives and rule changes were discussed, and necessary suggestions forwarded
- Suggestions were made to the WSF to help with development of squash around the world

World Championships

The following championships were held during the reporting period (September 2023 – August 2024):

- WSF Men's World Team Championship, Tauranga, New Zealand (11-17 December 2023) ~ 24 Teams participated
- World Junior Championships, Houston, USA (12-23 July 2024) ~ 25 Men's Teams, 17 Women's Teams, 106 Junior Women Individual's and 142 Junior Men Individual participated.
- World Masters Championships, Amsterdam, Netherlands (15-22 August 2024) ~ 1083 participants – 838 Men, 245 Women.



Medal Results

2023 Men's World Team Championship	1	Egypt	2	England	3	France & Switzerland
2024 Junior Women's Team Championship	1	Egypt	2	USA	3	Canada & Malaysia
2024 Junior Men's Team Championship	1	Egypt	2	Korea	3	Colombia and USA
2024 Junior Women's Individual Championship	1	Amina Orfi (EGY)	2	Fayrouz Abouelkheir (EGY)	3	Nadien El Hammamy (EGY) & Caroline Fouts (USA)
2024 Junior Men's Individual Championship	1	Mohamad Zakaria (EGY)	2	Joo Young Na (KOR)	3	Shaurya Bawa (IND) & Harith Danial (MAS)



Commission Activity

Championship Commission



Results



2024 World Masters Championships – Men's	Over 35	1	Omar Abdel Meguid (EGY)	2	Arthur Gaskin (IRL)	3	James Snell (ENG)
	Over 40	1	LJ Anjema (NED)	2	Piedro Schweetman (NED)	3	Mark Krajcsak (HUN)
	Over 45	1	Christian Drakenberg (SWE)	2	James Bowden (ENG)	3	Neil Macarron (IRE)
	Over 50	1	Marcos Mendez (MEX)	2	Nicholas Staunton (IRL)	3	Zuko Kubukeli (RSA)
	Over 55	1	Predi Fritsche (GER)	2	Gilles Roger (BEL)	3	John Musto (USA)
	Over 60	1	Peter Hill (SIN)	2	Willie Hosey (IRL)	3	Peter Gilbee (AUS)
	Over 65	1	Geoffrey Davenport (AUS)	2	Pierr Roodt (RSA)	3	Zainal Abidin (SIN)
	Over 70	1	Kale Leskinen (FIN)	2	Robert Jan Anjema (NED)	3	Kai Ki Chan (HKG)
	Over 75	1	Larry Grover (ENG)	2	Barry Featherstone (ENG)	3	Ian Ross (SCO)
	Over 80	1	Gerald Poulton (CAN)	2	Howard Armitage (CAN)	3	Pieter Swart (RSA)

2024 World Masters Championships – Women's	Over 35	1	Lizelle Muller (RSA)	2	Stacey Gooding (WAL)	3	Astrid Reimer-Kern (GER)
	Over 40	1	Nicolette Fernandes (GUY)	2	Samantha Teran (MEX)	3	Siyoli Waters (RSA)
	Over 45	1	Lauren Kinsey-Briggs (ENG)	2	Joannah Yue (SIN)	3	Karen Schultz (RSA)
	Over 50	1	Karen Meakins (BAR)	2	Janet Byrnes (RSA)	3	Iris Stockbauer (GER)
	Over 55	1	Lauren Wagner (CAN)	2	Hope Prockop (USA)	3	Sarah Nelson (AUS)
	Over 60	1	Susan Hillier (AUS)	2	Sue Strachan (SCO)	3	Julie Multamaki (CAN)
	Over 65	1	Mary Sceney (IRL)	2	Jill Champion (WAL)	3	Kathryn Cowper (CAN)
	Over 70	1	Pauline Douglas (SCO)	2	Gaye Mitchell (USA)	3	Carole Grunberg (USA)
	Over 75	1	Ann Manley (ENG)	2	Margaret Hunt-Kemp (RSA)	3	Marilyn Kennedy (AUS)



Championship Commission Objectives

- Maintain, improve and ensure effective implementation of WSF Championship Regulations.
 - Ensure that each WSF World Championship has a host and that a full range of WSF Championships is offered.
 - Lead and manage the tender process for each World Championship.
 - Specify clear standards for all World Championships and ensure a quality control process.
 - Provide an appropriate level of oversight to ensure effective planning, marketing and delivery of all World Championships by the designated hosts.
- Advise the Board on competitive structures for all events, including Major Games.
 - Advise the Board on player eligibility rules, issues and any proposed changes.
 - Coordinate the World Calendar for World, Continental and other relevant events.
 - Manage seeding for all World Championships in conjunction with the seeding panel.
 - Nurture the development/appointment of technical delegates for World Championships to ensure the delivery standards for Championships.



Performance against Target 2023/24

- Successful delivery of the World Championships listed above - COMPLETED
- Discussion with PSA on protected dates – IN PROGRESS
- Revise Championship Rules & Regulations - IN PROGRESS
- Organising new events and formats – IN PROGRESS
- Tender Process to be refined – TO INITIATE

Commission Activity

The Masters Commission provided considerable support during 2024 with the 2024 World Masters Championships being the main focus. This included addressing seeding and draw queries in liaison with the Technical Delegate and highlighting, promoting and calculating results for the Nations Cup which were won by England (Large Nations) and Wales (Small Nations).

Masters Tour.

As previously reported in last year's plan, the WSF Masters Tour website has not been sufficiently managed and updated. A concerted effort is required over the next 12 months to ensure that the WSF Masters Tour is of relevance to players throughout the world and that the administration of such is an achievable goal. This will require assistance from the WSF to ensure that National and Continental events automatically register and have links to the Masters' Tour site and use the Tour logo within the WSF Guidelines. However, this may require consideration of updating the Tour Guidelines to ensure more involvement from Masters tournament administrators throughout the world.

Masters

Ranking.

With the recent completion of the 2024 World Masters Championships, and the use of the Squash Levels Ranking system for the first time, it was evident that continuing liaison with the WSF and Squash Levels is required to support seeding for future events.

Without the co-operation of all Commission members and invited player input, the seeding for the Championships would have taken more time, particularly with over 1,150 entries. The results of the Championships proved that, in most events, we are on the right path to have a World Masters Ranking system.



World Masters Championships 2024.

The Championships have been concluded with over 1,150 entries which was a first for any WSF Championships. The venue was superb (Franz Otten Stadium) with (20) courts plus the Centre Court being used. The live streaming of (3) of these courts on worldsquash.tv and the Olympic Channel proved a success with many positive comments. This is an area which should grow at coming Championships. Some constructive criticisms were obtained / given by players during the Championships which will be taken onboard for the 2026 Championships.

Performance against Target: 2022/2023's Forward Plan had the goals of:

- **Balls:** get PRICE of Bath balls officially approved by WSF **COMPLETED**; Continued discussion with DUNLOP to ensure their balls meet the new specifications (2024 Q1) **INCOMPLETE**; Huashen, who manufacture 'Topman' squash balls, is lining up Squash57 balls to meet the latest WSF specifications **IN PROGRESS**
- **Officials:** develop Squash57 Officiating Course (2023 Q4). This is close to completion for a fast-track course in English with a Spanish version expected soon afterwards. This delivery is seen as a pre-requisite to the WSF being able to sanction Squash57 Championships, say at a WSM event, and the course will hopefully be in place in time to train officials for the PanAmerican Championships in Cochabamba (Bolivia) in September 2024. **IN PROGRESS**
- **Marketing:** Squash57 exhibitions and competitions in parallel to WSF key events, e.g. the World Squash Masters in Amsterdam. The WSF Squash57 Commission have been allocated a 1-hour live-streamed exhibition slot for Squash57 on both the semi-finals and finals day in Amsterdam in August which is a great step in the right direction. **IN PROGRESS**
- **Inclusivity:** continue to support initiatives pushing the inclusive nature of Squash57 (ongoing), includes setting up a task force to review recommendations for wheelchair specifications and mobility classifications needed to get to the next steps as an elite sport with regular competitions. In the meantime, Lolly Gillen has made significant progress in developing a successful recreational Wheelchair Squash57 program model, which is adaptable for a multitude of mobility limitations, that is now expanding outside Canada to many countries in South American as well as to individuals in France and Australia. **IN PROGRESS**



Commission Focus Areas (in addition to the **IN PROGRESS** items)

Network: we have continued to maintain & build our global network of Squash57 representatives and enthusiasts (ambassadors) and our [Squash57 YouTube channel](#) and SM presence continues to grow. This will likely gain momentum as Squash Federations in Europe work towards a Squash57 Team Championships in 2025

Marketing/Promoting Squash57: the WSF has relied on the Squash57 Commission for the promotion of Squash57 through limited social media channels. Squash57 could/should be being played in all squash playing nations. If Squash57 is to become more strategic and key to the WSF's inclusivity 'campaign' then it requires and deserves a greater level of (professional) resourcing. In the meantime, we will push ahead at our volunteering pace.

Commission Activity

Coaching Commission

World Squash COACHING

WSC

World Squash Coaching Panel:

Programme Manager: Michael Khan

Members:

Jason Fletcher

S. Maniam

Colin White

WSC Continental Course Managers:

The following coaches were appointed as Continental Course Managers:

Asia – Jovi Au

Africa - Liz Mackenzie

Pan America - Esteban Casarino

Oceania - Jason Fletcher

Europe - Michael Khan

Performance against Targets 2023/2024:

- Facebook page has been running 16 months and has over 250 members.
- The newsletter has been running 27 months with 8 editions going out to 900 coaches on the data base.
- Noticeable growth and focus on female tutors and coaches who have upskilled



- A total of 61 courses (all levels) were run across all continents, 27 different nations, with a total of 632 participants, 24% of which were female. 512 undertook Level 1, 95 at Level 2 and 24 at Level 3.
- Australia now fully aligned.
- Level 1 course conducted in Peru with new PanAm tutor, Charles Houlton .
- First L2 Course held in Pakistan in Jan 2024, and Fahim Gul re-appointed as L1 Tutor.
- Two new tutors (Gihan Suwaris, Naduni Gunawardane) were trained at a L1 course in March 2024 in Sri Lanka.
- Female-only coaching courses delivered in Malaysia (Sept 2023) and Egypt (April 2024) in cooperation with the PSA Foundation.



Commission Activity

WSO General Overview.

WSO Structure. WSO (World Squash Officiating) continues to strengthen its foundations, in collaboration with WSF and PSA. As of June 30, 2024, WSF and PSA agreed to let PSA be financially responsible for the management of the WSO project until June 30, 2025. During this period, WSF's commitment to officiating remains constant, with financial contributions of £27,000 per annum. This investment ensures that officiating standards continue to improve, with the roles previously held by the WSF Refereeing Director now being managed under WSO's remit.

Advisory Group. The Advisory Group, chaired by Jim Hay, meets bi-monthly and includes representatives from each Continental Federation. This group serves as a link between WSO's leadership, Continental Federations, Member Nations, and the broader refereeing community. They play an important role in knowledge-sharing, communication, and promoting refereeing within their respective regions.

World Squash Officiating W.S.O

Steering Group. The Steering Group remains integral to WSO's governance, with Mark Adderley as Chair, William Louis-Marie (WSF CEO), and Alex Gough (PSA CEO) as members. The group meets monthly, with Lee Drew, Head of WSO, reporting directly to them. This structure continues to enhance efficiency, accountability, and strategic decision-making.



Referee Appointments. WSO has continued to manage and align the appointment process for WSF and PSA World Tour events, requiring significant effort in availability checks, budget negotiations, and logistics arrangements. The investment into and integration of RefAssist, a cloud-based platform, will further professionalise and streamline this process, improving performance, engagement, and transparency.

WSO Staff. This season saw the introduction of the first professional referees in squash. WSO now employs three professional referees: Roy Gingell as Professional Referee and Development Lead, Andrea Santamaria, and Jason Foster as Professional Referees and Educators. Additionally, Oliver Walker has been appointed as WSO Coordinator, further strengthening the team.

PSA Relationship. WSO's collaboration with PSA remains strong, with ongoing efforts to address refereeing issues, particularly within the scope of the WSO project.

WSF General support. WSO consistently provides support for all WSF events, with a particular focus on refereeing. This includes major events like the Women's World Teams and World Junior Individuals/Teams. Additionally, communication with Continental and National Federations regarding the migration into the WSO pathway is ongoing.

Performance Against Targets Carried Over 2023-2024:

- Employ a full-time WSO Coordinator – **Completed** before September 2024.
- Produce and implement a media and marketing plan – **Completed** for the 2023/2024 season.
- Make Level 4/5 content available for Cohorts 1,2, and 3 – **Completed** before the start of the 2023/2024 season.
- Complete Cohort 2 appraisal process and begin Cohort 3 appraisals – **Completed** before December 2023.
- Identify and develop a group of appraisers to WSO specifications – **Completed** (21 identified) during the 2023/2024 season.
- Identify and develop female referees – **Completed** with an ongoing working group established in the 2023/2024 season.



Pending Objectives:

Provide multi-language access within WSO - Options are being explored.

Source external funding for WSO (Erasmus funding application) - In progress; discussions ongoing.

- Produce regular player directives and educate referees - **Completed** via written/video content and Refinars.
- Encourage the integration of player certificates in tournament pathways - **Ongoing**; requires further buy-in from nations and continents.
- Get all PSA players to complete the Tournament Level Player Certificate – **Completed** by July 2024.
- Increase educational content and communications for WSO referees – **Completed** with quarterly workshops and monthly newsletters.
- Increase the number of WSO users from 4,308 to 5,500 - **Current count**: 5,088 (Level 0 users), 1,329 Subscribing Referees, and 1,847 Players, totaling 8,264.
- Increase the number of Member Nations from 24 to 34 - **Current count** 33.

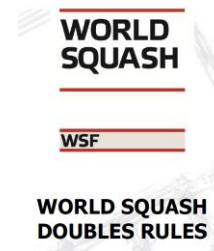
Commission Activity

Rules

Activity during the period. All communications and discussions took place via email and zoom meetings. The Commission Chair also attended a meeting of all Commission Chairs.

- The Commission submitted a proposal to the WSF Board to tidy up the Singles Rules regarding inconsistencies in grammar and punctuation which had crept into the Rules during several revisions over the last decade. The recently introduced Blood Injury provisions were tidied up at the same time. The proposal was adopted at the WSF AGM and an updated version became effective as from January 2024.
- The Commission was asked to assist with a minor amendment of the Hardball Doubles Rules.
- The Commission was asked by the WSO to assist with the formulation and wording of a Junior Directive in preparation for the World Junior Championships.

- Requested by the WSF Board to lead a Working Group to identify areas of inconsistency between the WSF Singles Rules, and 'PSA rules' as applied at PSA events. The need for such a Working Group had become pressing due to the growing presence and popularity of Squash TV where most of the squash playing public are now learning the rules by watching events being streamed live rather than reading the written rules. The Working Group consists of existing Commission members plus Cyrus Poncha and Roy Gingell. The Working Group intends to complete this work within the next 2 months and submit a proposal to the WSF Board for consideration at the next AGM.



Performance against targets 2023-24

- The mandate to tidy up the rules where necessary with regards grammar, punctuation and wording was fulfilled and the necessary resolution adopted at the WSF AGM.
- The Commission continued to collate all submissions received from interested parties.
- The Commission assisted the WSO when requested.
- Commission Chair continued to respond and answer all the Frequently Asked Questions forwarded to him

As the WSF website "Frequently Asked Questions" was discontinued the Chair continues to respond to individual rules interpretation queries forwarded to him by the WSF office. The Commission received numerous rules related queries during the year from many of the squash playing countries which were resolved and clarified. The Chair frequently assists squash publications with general queries and the formulation of rules related quiz questions and answers.



Commission Activity

Anti-Doping

WSF's Anti-Doping Commission was disbanded in 2020 and the ITA now undertakes all aspects of anti-doping. Dr Anne Smith, Chair of Medical Commission is the WSF liaison with ITA.

The following is the summary report for 2023 produced for WSF by ITA:



In Competition Testing

The ITA coordinated testing at 13 international squash events in 9 different countries. 82 urine and 3 blood samples were collected in competition in 2023.

Out of Competition Testing

The International Testing Agency (ITA) has implemented a comprehensive intelligence-led and risk-based testing program on behalf of the World Squash Federation throughout 2023. The ITA coordinated 31 out-of-competition (OOC) test attempts, collecting 20 urine and 3 blood samples between January – December 2023. The distribution of out-of-competition testing was based on WSF's risk assessment with a primary focus on high-risk periods for doping in the build-up to the 2023 PSA World Championships and the WSF Men's Team World Championships. The ITA also coordinated with the relevant NADOs to ensure that international-level squash players were tested during all relevant risk periods.

Unsuccessful Attempt Rate

Of the 31 OOC test attempts, 11 resulted in an unsuccessful attempt; accounting for 35% of the WSF's OOC testing program. This unsuccessful attempt rate is higher than 2022 and is also slightly higher than other international federations delegated to the ITA. Whilst the unsuccessful attempt rate may be higher than other International Federations delegated to the ITA, this is mainly due to lower out-of-competition test numbers under WSF's testing authority. The ITA will monitor the unsuccessful attempt rate in 2024 and continue to educate and support athletes regarding the importance of submitting and regularly updating whereabouts information to enable no advance notice testing to reduce the unsuccessful attempt rate.

Commission Activity

During 2023, the ITA has continued to develop initiatives to improve the quality of WSF's anti-doping program by analysing testing history data for international-level squash players competing in the PSA World Tour. This has enabled the ITA to monitor international squash players testing histories on a systematic basis to identify athletes with limited testing history in the previous months or athletes who have previously never been tested and initiate out-of-competition and in-competition testing accordingly. The data analysis tools have also provided the ITA with a clear overview of the testing conducted by the NADOs and ensures that our testing plans continue to be well coordinated.

The ITA would like to thank WSF for its proactive collaboration with the ITA during 2023 and look forward to continuing to protect clean sport on behalf of WSF in 2024 and further, helping keeping WSF clean, ahead of Squash's inclusion to LA28 Olympic Games.

Anti-Doping (Continued)

Education

In partnership with ITA, WSF conducted a series of educational webinars on specific topics targeting the players, the coaches and the administrators of our sport. They were provided in several languages to ensure wider participation.

Medical

The Medical Commission comprises Doctor Anne Smith (Chair) and Derek Ryan. Its remit is to respond to any medical or scientific questions that arise from the WSF CEO, WSF Commissions or the Executive Committee.

Performance against Targets 2023/2024

- No requests for medical and scientific information were received
- Represented the WSF on ITA/WADA Forums



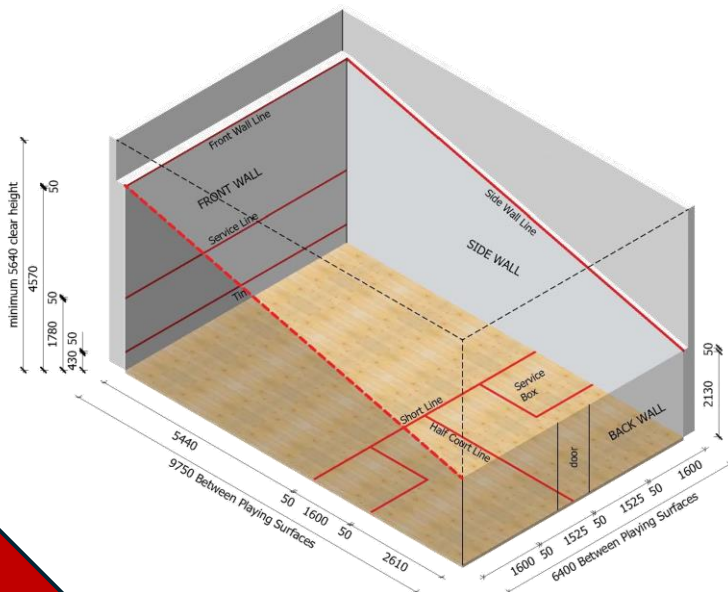
Commission Activity

Courts & Equipment Commission

Tom Oldroyd has chaired this commission since January 2019.

Technical Queries. The Squash Court Specifications are published on the WSF website. Technical enquiries usually originate from the website and almost without exception are processed by email, occasionally by further phone calls and generally resolved by directing the enquirer to an electronic version of the Court Specifications or addressing more complex questions with the Commission Chair. Enquiries originated from all geographic regions including Canada, India, China, Australia, Caribbean, Russia, Kenya, Bangladesh, US and the UK.

WSF has recruited a UK qualified structural engineer into the C&E Commission to assist with structural queries for WSF accreditations to ensure that full internal glazed courts and rear glazed walls which are being WSF accredited are built to acceptable structural and civil code. External courts will also have to be built to adhere to local seismic code and be able to withstand local wind loads. This structural peer review process for external courts is part of the schedule of requirements to ensure that the companies send the correct information when applying for a WSF accreditation.



Court Specifications. The Courts & Equipment Commission is beginning the process of assessing the specifications to assess what changes are required to adhere to all recent improvements in standards. Changes to the squash court diagram to clarify that the dimensions provided are the internal dimensions and that allowance should be made for wall thicknesses on top of the provided court dimensions. These changes will be implemented in the revised WSF performance court specifications.

Details of court specification can be found at <https://www.worldsquash.org/court-construction/>

Portable court innovation has continued to progress this year with the fabrication of several Perspex courts and several innovative companies looking to construct pop up external courts which are currently in development.

New external squash courts are now available from various companies. WSF C&E has been involved in the outdoor squash monthly forum, which is a regular get together of international enthusiasts, which includes the PSA. WSF has been liaising with Padel tennis' governing body to discuss parallels with developing outdoor squash.

Commission Activity

Courts & Equipment Commission (Continued)

WSF Accredited Companies. These are companies that offer the essential components of the complete court - four walls, floor, tin and lighting – that are independently or collectively WSF Accredited. A company may use the WSF Accredited products of another company as part of their overall components.
Accredited companies can be found on our website:
<https://www.worldsquash.org/accredited-companies/>

WSF Accredited Products.

The Chair has been very active during the year answering queries from court owners regarding WSF Accredited Products. The WSF only endorses Accredited Products in the construction or refurbishment of squash courts. The pages on WSF Accredited Products and Companies on the WSF website are amongst the most visited of the site and provide a valuable information resource for all builders and specifiers of squash courts. Accredited products can be found on our website:
<https://www.worldsquash.org/accreditation/accredited-products/>

Ball Specifications

Current specifications for squash balls remain unchanged. Specifications can be found on our website:
<https://www.worldsquash.org/rackets-balls/racket-ball-specifications/>
Approved Balls: <https://www.worldsquash.org/approved-balls>



Racket Specification

Current specification remains unchanged. Specifications can be found on our website:
<https://www.worldsquash.org/rackets-balls/racket-specs/>

The Dunlop XX Yellow Dot Championship Ball is the WSF Adopted Ball for use in all WSF and Continental Championships.

Eyewear Certification: The testing standard for eyewear has been updated. Finding a laboratory which tests to these new standards has proven very difficult. A laboratory has now been found and the final details are being completed to ensure that the testing can be achieved, then the details will be sent to all companies wanting to accredit their protective eyewear. Certified eyewear can be found on our website: <https://www.worldsquash.org/certified-eyewear/>



Priorities

- Develop a commercial/marketing strategy on the back of the LA28 inclusion
- Help WSF generate new revenues
- Support the completion of commercial/marketing agreement
- Create new commercial opportunities
- Assist with the commercialisation of our events
- Support and advise WSF CEO



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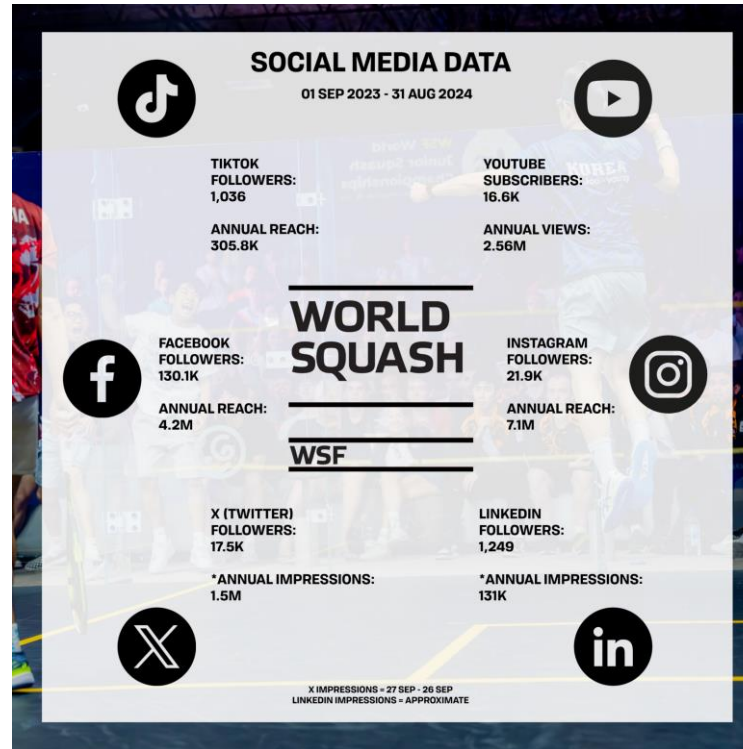
Commission Activity

Priorities

- Grow digitally the global squash community
- Develop new engaging digital experiences
- Empower MNFs and their stakeholders
- Create a new digital ecosystem based on partnership with most relevant organisations
- Develop a database system with SPIN as its core element
- Reinforce the digitalisation of WSF



Digital



Glossary of terms:

Reach: The number of times something was seen by unique users.

Impressions: The number of times content was seen.

Followers/Subscribers: How many unique users have chosen to follow updates from the account.

Views: The number of times our YouTube videos (standard videos, shorts and our sole livestream) were watched.



Performance against targets

- Develop a 4-year plan
- Support the selection of the agency in charge of the new website
- Provide advice on social media strategy for all WSF events
- Support the partnership with Alibaba in particular with regards to AI
- Assist with the development of an esports strategy to contemplate the inclusion in future Olympic Esport Games and Esports competition in Major Games.
- Assist worldsquash.tv continuous development

The success of the #LA28Bound campaign on social media



Total impressions: 2.65 million (WSF + PSA)
Total engagement: 97,000 (WSF+PSA)
Major international media news outlets covered squash inclusion: BBC, NBC, CNN...

Mentioned in more than 8,000 news articles
Impressive results on the Indian market with almost 100 articles featured Saurav Ghosal between 16-31 October



Commission Activity

Audit & Risk Commission

The Commission

The commission was first established in mid-2017 as the Governance and Audit Commission. At the start of last year, it was restructured as the Audit & Risk Commission, and a separate Governance and Compliance Commission was established.

The Chair of the Commission is David Mandel, and the Board Liaison was changed to Debendranath Sarangi from Zena Wooldridge at the start of the year. The other members of the Commission are Janet Sairsingh, who has been a member of the commission since inception, Thomas Whiteway who joined last year, and this year Marcus Rhodes was added.



Performance against targets 2023 / 24

Reporting against the targets established for 2023 / 24, the commission during the year.

- Continued to support the staff and an outsourced bookkeeper.
- Continued to maintain the quality of monthly accounting reports and year-end accounts.
- Engaged with the budgeting process to review and enhance the outcome. Did not add capital budgeting to the budgeting process this year as it is not currently necessary due to no capital spending.
- Identified the value of bringing payroll processing in-house to facilitate control and reduce cost, implemented April 1st, 2024.
- Updated the format of the risk register and it's monitoring in conjunction with the Board.
- Registered for VAT in the UK with the Isle of Man company and resolved all historic issues with HMRC at nominal tax cost, and incorporated VAT into the accounting system for the 2023 / 24 year.
- Continued to review and enhance the Annual Accounts as prepared by the Auditors.
- Introduced a regulatory review by the Auditors of VAT and Payroll compliance.
- Supported the office in sourcing a new banking provider. This with the VAT registration allowed the transfer of business from the Isle of Man Company to the UK registered company to occur on 30th June 2024. This would achieve cost savings and ease the administrative burden on the WSF staff.



The Governance & Compliance (G&C) Commission has undertaken various activities and provided advice during the period, focusing on governance improvements, policy updates, and compliance matters. Key activities include:

- Reviewed and advised the Office and Board on proposed refinements to the WSF Articles presented to the 2023 AGM
- Discussions on suitable approach and timing regarding the on-going review of the 2018-19 review of the voting structure. Agreed to defer this item for re-consideration in 2025.
- The value of proposing the adoption of a reserves policy. A consensus across G&C Commission, A&R Commission and the Board has not yet been achieved.
- The potential need for a mid-year EGM was discussed in case major changes to regulations and/or approval of new members may be required prior to the 2024 AGM. In the end this was not required.
- Reviewed the proposed Director Role Description and made some suggestions regarding reference to relevant WSF policies. The benefits of a due diligence process for candidates was also proposed.
- Provided outline of ideal set of HR policies against which to compare with existing policies to identify gaps.
- The Commission was informed of the move to HSBC as banking provider, in particular sought guidance on the office handling of sanctioned nations.
- The Commission was advised of the anticipated ASOIF governance review of WSF in 2026, the proposed governance self-assessment to be led by the Board, which will need G&C support and advice. Associated with this is a Human Rights assessment.

Commission Activity

Disciplinary

The Disciplinary Commission was again required to deal with the number of matters in the last year.

The World Men's Teams Championships took place in Tauranga New Zealand in December 2023. There were 6 referrals which involved the late withdrawal of one team and on court incidents.

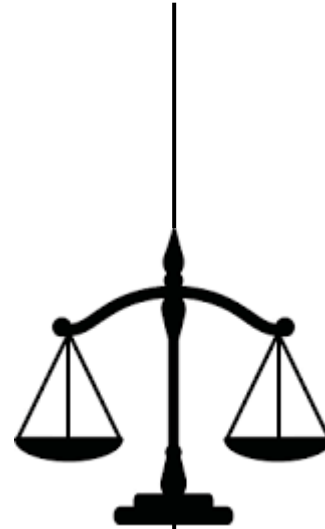
The World Junior Squash Championships took place in Houston USA in July 2024. Following on from the 17 referrals from the World Junior Championships in Melbourne Australia in July 2023 there were 17 referrals from the Houston event. These involved the late withdrawal of 3 teams and a variety of on court incidents. The level of referral for these junior events is too high. While these events are very competitive and the players will fill the pressure of the event, team management need to emphasise the need for greater personal discipline on court.

Mostly these matters have been dealt with by warnings, but the occasional fine is imposed.

The integrated disciplinary procedure was not utilised during the period.

Performance against Targets 2023/2024

- There were 23 disciplinary incidents
- It was not necessary to update the WSF Code of Conduct during the period
- Mutual Recognition of Penalties via an Integrated Disciplinary Panel in conjunction with PSA and Continental Federations required no refinement
- Continued development of offence benchmark penalties



Ethics

The Ethics Commission

No complaints were received over the past 12 months.

No work has been done relating to the Code of Ethics and its Appendices, but there have been instances of guidance sought of the Chair by the CEO in relation to upcoming elections and other "operational" issues.

The Commission now awaits the practical application and consequent outcomes of the Conflict-of-Interest changes before undertaking any revisionary process.

Performance against Targets:

- Maintained the framework of ethical principles.
- Had no complaints to deal with.
- Received the changes made to "Conflict of Interest"
- Determined to undertake a review of the Code and Appendices once there was a practical application of the new clauses.



Priorities

- Develop an implementation plan with the support of PSA Foundation
- Partner with the relevant organisations to benefit from external expertise
- Alert our constituencies about the impact of climate change within our sport
- Reinforce our relationships with the IOC

Performance against targets

- Implementation plan completed
- Consolidation of our sustainable commitment as Signatories of Sports for Nature and Sports for Climate Change organisations
 - <https://iucn.org/our-work/topic/tourism-and-sport/sports-nature>
 - <https://unfccc.int/>
- International Federation selected by the IOC to partner with Deloitte to support our journey



Priorities

- Develop a trans-gender eligibility policy aligned with IOC Framework
- Develop a network of relationships within the sport movement to understand the ramifications of these guidelines
- Participate in IOC Inclusivity workshops and webinars
- Work with third parties to evaluate the impact of trans-gender participation in our sport from grass roots to masters
- Ensure legal support

Performance against targets

- Guidelines completed
- TOR trans-gender Eligibility Committee completed
- Relationships with IOC and other IFs strengthened
- Monthly meeting in conjunction with PSA, a representative of the Athlete Commission, Medical Commission Chair and a transgender community representant
- Relay of the Gay Games on WSF social media channels

Published September 2024