

# Minutes

2023 World Rowing Ordinary Congress  
**11 September 2023**



# Ordinary Congress, 11 September 2023 - Belgrade, Serbia

## Minutes

### 1. Opening of the session

World Rowing (WR) President, Jean-Christophe Rolland welcomed the delegates to the 2023 WR Ordinary Congress in Belgrade, Serbia. He also welcomed the Honorary President Denis Oswald who honours WR with his presence, the Council members, the observers, the media, the guests and the participants following online.

He declared the 2023 World Rowing ordinary Congress, Belgrade, Serbia, open.

He introduced the Council members to the delegates and thanked the Council members for their contribution to the work of WR.

The President reflected on the recently completed 2023 World Rowing Championships; they have been very challenging in multiple areas, and in particular the difficult weather conditions for the first days of competition but then fantastic on the last two days. He reminded that WR's DNA and top priority is to provide the athletes with optimum conditions so that they can perform at their best. The races were excellent and exciting, with the additional eagerness to qualify for the 2024 Paris Olympic Games. He thanked the athletes and the teams for their great performances, hoping they reached their expectations; he acknowledged all have showed the best value for our sport and the community should collectively be very proud. The President specified that behind the scenes the organisation had been very complicated and thanked all those who contributed to the organisation recognising all the work needed to organise the WR championships. He asked to welcome Zoran Jovanovic, CEO of the Organising Committee. The CEO confirmed the World Championships were nerve breaking in the given circumstances but was satisfied with the outcome and waiting for the assessment of the World Rowing community. He wished a productive Congress to the delegates.

WR President introduced a welcoming video message of the President of the International Olympic Committee (IOC), Thomas Bach. The IOC President highlighted that the Congress takes place at a very timely moment in the pre-Olympic year as the athletes are concentrating on qualification for Paris 2024; he emphasised that the National Olympic Committees (NOCs), the National Federations (NFs), the IOC and entire Olympic community are all in support of the athletes so that they can give it their best and wished all rowers all the very best on their road to Paris. He acknowledged that the strong standing of rowing in Olympic sport today is to thank to the WR community under the great leadership of Jean-Christophe Rolland, fellow Olympian, who adapted rowing to the fast-changing pace in society, and, guided by WR strategic

framework, promotes the Olympic values. He stated that the work done on topics such as climate change, sustainability, promotion of gender equality and innovation with Esports and many others shows that, by embracing change, WR is making rowing fit for the future. The IOC President also highlighted the strong relationship between the IOC and WR who are working together towards the implementation of Agenda 2020+5 with a strong focus on the contribution of sport to achieve the United Nations Sustainable Development Goals (UN SDGs). He reminded that the congress is the opportunity to set the course for the future on the road to Paris 2024, LA 2028 and beyond. He thanked everyone at WR for the support given to the athletes and for promoting the shared Olympic mission, emphasising that sport's contribution to peace is to always build bridges and foster understanding between people and nations and not to deepen divisions. He thanked WR as well for ensuring the integrity of competitions and vigorously protecting its autonomy from politization, making it possible for all rowers of the world to take part in the competitions, regardless of their passport which is the only way to ensure that sport can contribute to peace. He made the parallel with rowers, stating that *"you can only go faster, aim higher, become stronger if rowing together in solidarity, all in the same boat, faster, higher, stronger, together in the true Olympic spirit"*. He concluded by saying that we can all look forward to excellent Paris 2024 OG and wished for a successful Congress and fruitful discussions.

WR President thanked the IOC president and moved to some logistical and house-keeping points regarding safety and mobile phones. He explained that no interpretation was foreseen for the first time as only one headset was used at the previous Congress in Prague. This decision resulted in a reduction of costs; however, he will listen to comments if raised on the topic of languages. He reminded that English is not the common language for probably most of the delegates, asking native English speakers to make themselves easily understandable for everyone. He informed that the electronic voting service provided by Lumi AGM UK and successfully implemented since 2019, will again be used to enable secure and secret voting for the delegates in the hybrid environment. Technical advice was given by the company representative.

As a tradition at the Congress, the President then asked the delegates to observe a minute of silence in the memory of recently deceased rowing friends and colleagues.

After this moment, the President reminded that the Congress is an essential part of WR's governance and a quite formal meeting but that it also gives the opportunity to present key matters and proposed to move to item 22.

## 2. Identification of the delegates and confirmation of their authority

The President reminded that the Congress is hold in an hybrid mode; delegates in the room have received a voting device, remote participants received the details to connect from Lumi and only one delegate per Member Federation (MF) is entitled to vote.

The Executive Director brought up six slides with the flags of registered MFs, asking to react if the flag is not brought up. Two more MFs registered further to those presented which brought the number of registered MFs to 89 at this point. The President reminded that for voting, the actual number of valid casts will be used to reach the required majority.

A list of those present is annexed to these minutes.

The President reaffirmed the intention of WR to increase female participation in all areas of the sport, article 22 of the statutes being an incentive to increase the gender balance in leadership in the MFs. He showed a slide illustrating the impact of this article with the percentage of female delegates at the Congress from 2011 to 2023; these statistics show an encouraging move in 2021 (33%) but there is still room for improvement since then; the President encouraged the delegates to continue working in the direction of balanced gender representation and thanked them for their efforts.

## 3. Appointment of scrutineers for the period of Congress

The President reminded that the role of the scrutineers was to count the votes and that since the implementation of the secured and independent electronic voting system, Lumi acts as the independent scrutineer for the period of the Congress. In the very low likelihood of a failure of the system, there will be no return to manual voting but the voting will be postponed within 30 days by electronic means.

## 4. Approval of the minutes of the 2021 Ordinary Congress

The President reminded the delegates that they received the above-mentioned minutes in the agenda papers and that they were asked to submit comments in advance of this Congress. No comments had been received and he invited the delegates to make comments if they wished so. No remarks were expressed by the delegates.

A test vote was carried out after the Lumi representative explained how to vote.

The Executive Director then hold the vote to approve the 2022 Ordinary Congress minutes as submitted by the Council (vote 2 – absolute majority). The delegates voted with a total possible votes of 139: Yes 121 (95,28%), No 6 (4,72%) with 3 abstentions.

The 2022 Ordinary Congress minutes were approved.

## 5. President's report and reports from the Vice President, Treasurer and Executive Director

This item refers to the reports for 2022 presented in the agenda papers including, for the President and the Executive Director, some elements for 2023. The President had no additional remarks to complement his report, however he took the opportunity to address the Congress with several updates on specific points. The complete text can be found in attachment 1 to these minutes.

The Executive Director also took the opportunity to address the Congress with some remarks, including thanking the WR team for their outstanding work. The complete text can be found in attachment 2 to these minutes.

Answering a question about the possibility to have a franchised series of events in indoor rowing, Phillip Ljubcic, Chair of the Indoor Rowing Commission, told this suggestion will be taken on board as all possible opportunities to generate revenue are welcome. Guin Batten, Chair of the Coastal Rowing Commission answered a question relating to mixed relays, saying that these were already on the programme of some events.

The Vice President and Treasurer had no additional comments to their 2022 report.

The President proposed a block vote to approve all four reports together and there were no objections. The delegates voted (vote 3 – absolute majority) to approve these four reports with a total of possible votes of 142: Yes 128 (100%), No 0 with 4 abstentions.

The reports from the President, Vice President, Treasurer and Executive Director were approved.

## 6. Reports of the Chairs of the specialist commissions

The Chairs of the Commissions had no comments to add to their 2022 reports. There were no comments nor questions.

The delegates voted (vote 4– absolute majority) to approve these reports in one block vote with a total of 142 possible votes: Yes 123 (100%), No 0 with 2 abstentions.

The reports of the Chairs of the specialist commissions were approved.

## 7. Reports of the Continental Representatives and Co-opted Council Members

The Continental Representatives and the Co-opted Council Members had no additional comments to their 2022 reports. The delegates had no questions nor comments.

The delegates voted (vote 5 – absolute majority) to approve the reports in block with a total of 142 possible votes: Yes 122 (94,57%), No 7 (5,43%) with 0 abstention.

The reports of the Continental Representatives and Co-opted Council Members were approved.

## 8. Presentation of the financial statements, 2022

The Treasurer, Gerritjan Eggenkamp, directed the delegates to the detailed explanations in the Agenda Papers for the 2022 financial results which present an overall negative financial result of CHF 858.000; while this seems concerning and negative, it is mainly the consequence of a CHF 1.2 million devaluation of WR's securities portfolio. This portfolio went down by 6.6% which is relatively low in relation to the overall correction of the stock and bond market in 2022. The Treasurer explains that this represents a bookkeeping loss as long as no positions are sold. The operational result, which is influenced by activities, is around CHF 400.000 positive as a result of strict cost control given the uncertainties and lowered travel expenses in the first months of 2022 due to COVID 19 restrictions. The balance sheet shows positive developments as the final distribution of the Tokyo 2020 TV rights was received. No questions were raised by the delegates.

## 9. Auditors' report

The President referred the delegates to the report of PriceWaterhouseCoopers, the independent auditors, and their statement in the agenda papers.

## 10. Approval of the financial statements, 2022

The Executive Director proceeded to voting (vote 6 – absolute majority). The delegates voted to approve the 2022 financial statements with a total possible votes of 142: Yes 130 (100%), No 0 with 2 abstentions.

The 2022 financial statements were approved.

## 11. Determination of entrance fee and annual subscription

After consideration with the Treasurer, the Council proposed to keep the current entrance fee and annual subscription for 2024. The President stated that there is no need for a vote as no change is proposed. However, he announced that the Council is looking into proposing to reconsider the entrance fee and annual subscription for the next Olympic cycle to take into account the challenges WR is facing. No questions were raised.

## 12. Budget for the following year, 2024

The Treasurer referred to the document in the agenda papers and presented a brief update on the latest forecast for the WR stands in 2023; it shows a negative operational result of CHF 456.000, mainly driven by increased governance, other costs and a first full year of events after COVID with an increased number of events.

He stated that this is concerning as it is the current run rate of WR and, although WR has some reserves, it cannot continue operating like this in the long run; WR therefore has to increase revenues or decrease costs.

He emphasised that the WR team is working hard on a number of revenue-generating streams to close the gaps.

The detailed budget process for 2024 is not started at the date of the Congress and the figures presented are the original four-year planning; it is expected to be roughly in line with the operational result shown of minus CHF 489.000 as foreseen at the beginning of the cycle. Answering a question on the development programme for 2024, the Treasurer said he does not expect a change on what is done in previous year.

The President asked for a vote (vote 7 – absolute majority) of the delegates to approve the budget for 2024 which was run by the Executive Director. The result of voting with a total of votes possible of 142: Yes 122 (96,83%), No 4 (3,17%) with 3 abstentions.

The budget for 2024 was approved.

## 13. Appointment of the external auditors

The President presented the Internal Audit recommendation, in accordance with Art. 33 § 2, to appoint PriceWaterhouseCoopers from Switzerland as the external auditors for the 2023 accounts.

He asked for a vote of the delegates to appoint the external auditors for 2023; the Executive Director ran the vote (vote 8 – absolute majority) with a total possible votes of 142: Yes 125 (100%), No 0 with 3 abstentions.

The recommendation to appoint PriceWaterhouseCoopers as the external auditors for the 2023 accounts is approved.

## 14. Council and Executive Committee elections in accordance with Art. 39 and 49

The President drew the attention of the delegates to Article 39 and its bylaw relating to the Council and §3 of the bylaw specifying the positions open for election in the third year after the summer Olympic and Paralympic games. The agenda papers contain the documents of the candidates for each of the positions. The President reminded the process for each election which is a short presentation by the MF, the possibility for delegates to ask questions or put comments and an electronic vote. As per Article 36 of the statutes the candidate must obtain an absolute majority. There were no questions on the process.

1. Chair of the Coastal Rowing Commission (vote 9 – absolute majority)

Candidate: Guin Batten (nominated by GBR)

**Guin Batten was elected** on a total of possible votes of 142: Yes 125 (97,66%), No 3 (2,34%), with 4 abstentions.

2. Chair of the Equipment & Technology Commission (vote 10 – absolute majority)  
Candidates: Mathias Binder (nominated by SUI) – Ugur Kilic (nominated by TUR)  
The result of the vote with a total of possible votes of 142:  
Mathias Binder: 98 (74,24%)  
Ugur Kilic: 34 (25,76%)  
Abstain: 1  
**Mathias Binder was elected.**
3. Chair of the Indoor Rowing Commission (vote 11 – absolute majority)  
Candidate: Filip Ljubicic (nominated by SRB)  
**Filip Ljubicic was elected** on a total of possible votes of 142: Yes 131 (100%), No 0, with 0 abstention.
4. Chair of the Sports Medicine Commission (vote 12 – absolute majority)  
Candidate: Juergen Steinacker (nominated by GER)  
**Juergen Steinacker was elected** on a total of possible votes of 142: Yes 128 (96,24%), No 5 (3,76%), with 0 abstention.
5. Chair of the Gender Equality, Diversity and Inclusion Commission (vote 13 – absolute majority)  
Candidate: Jacomine Ravensbergen (nominated by NED)  
**Jacomine Ravensbergen was elected** on a total of possible votes of 142: Yes 127 (100%), No 0, with 6 abstentions.
6. Chair of the Youth Rowing Commission (vote 14 – absolute majority)  
Candidates: Axel Muller Asencio (nominated by BEL) – Barbara Grudt (nominated by USA)  
The result of the vote with a total of possible votes of 142:  
Axel Muller Asencio: 85 (63,91%)  
Barbara Grudt: 48 (36,09%)  
Abstain: 0  
**Axel Muller was elected.**

The President congratulated all the elected Council members, thanked all candidates and encouraged the MFs to propose candidates as it is extremely important for WR.

President Jean-Christophe Rolland expressed with emotion his sincere gratitude to former Youth Rowing Commission Chair, Algirdas Raslanas elected at the 2003 Congress after being part of the then so-called Material Commission from 1995 to 2003. A lot has happened during his mandate as chair and the responsibility of the Commission increased with the U23 age category and university rowing. The President paid tribute to a very active contributor with strong opinions but always very sensible, respectful and greatly appreciated. A standing ovation was given to Algirdas Raslanas.

## 15. Reports of Continental Rowing Confederations and other Member Groupings

Reports were received from World Rowing recognised Continental Rowing Confederations as per Article 18 of the Statutes.

- FASA – African Rowing Confederation, Khaled Zein Eldin (EGY)
- COPARE – Americas Rowing Confederation, Fernando Ucha Martinez (URU)
- ERC – European Rowing Confederation, Annamarie Phelps (GBR)
- ORCON – Oceania Rowing Confederation, Lee Spear (NZL)

The President thanked Khaled Zein Eldin, former President of the African Rowing Federation and congratulated the new President Mehdi Garidi on his election.

Reports were received from World Rowing recognised Member Groupings as per Article 19 of the Statutes.

- FAA – Arab Rowing Confederation, Khaled Zein Eldin (EGY)
- BRA – Balkan Rowing Association, Nebojsa Markovic (BIH) - Dorin Alupeii (ROU)
- CRA – Commonwealth Rowing Association, Peter Cookson (CAN)
- Coupe de la Jeunesse, Gary Harris (GBR)
- CSAR – South American Rowing Confederation, Raul Poletti (ARG)

These reports were included in the Agenda Papers. The President asked to refer to the responsible persons for questions or comments.

## 16. Reports on applications for affiliation and voting consequent thereon

Two submissions were received in accordance with article 14:

- Oman Rowing Federation: the President thanked the Oman Rowing Federation for the submission: The review of the submission by the Council showed that the current constitution of the Oman Rowing Federation does not fully comply with the requirements stated in article 13; however in order to avoid slowing down the development, the Council proposes to grant the Oman Rowing Federation with a provisional membership subject to the condition that by the date of the 2024 WR Congress, the Oman Rowing Federation must submit a revised constitution that, in the judgment of the Executive Committee, demonstrates that it is in compliance with the obligations of the member federations contained in article 13 of the Statutes. The Executive Director ran the vote (vote 15 – absolute majority) on this recommendation with a total of possible votes of 139: Yes 113 (98,26%), No 2 (1,74%), with 10 abstentions. The proposition to grant the Oman Rowing Federation with a provisional membership subject to the conditions explained hereabove was accepted.

- Papua New Guinea Rowing Federation: the President thanked the Papua New Guinea Rowing Federation for the submission which was reviewed by the Council and asked the Executive Director to run the vote (vote 16 – absolute majority) on the Council's recommendation to admit Papua New Guinea Federation as a new member of WR with a total possible votes of 139: Yes 120 (100%), No 0 and 6 abstentions.

The Papua New Guinea Federation is approved as a new member of World Rowing.

The President congratulated the two new Member federations and welcomed them to WR. This brings the total number of affiliated national rowing federations to 159 of which the oar colours were shown.

One submission was received in accordance with article 18

- Asian Rowing Federation (ARF): the submission was reviewed by the Council. The Executive Director ran a vote (vote 17 – absolute majority) on the Council's recommendation to admit the Asian Rowing Federation (ARF) as a recognised Continental Rowing Confederation, subject to the receipt of the written confirmation from the Council of Asia with a total possible votes of 139: Yes 123 (96,85%), No 4 (3,15%), with 0 abstention.

The Asian Rowing Federation (ARF) is approved as a recognised Continental Rowing Confederation with the condition described hereabove.

The President congratulated the Asian Rowing Federation, greeted its President who is following online and wished the very best to the Organising Committee of the Asian Games, in particular for the rowing regatta, to be held in China a couple of days after the Congress and to all the teams of the Asian continent. The ARF will hold its general assembly at those games.

He also greeted the President of COPARE and mentioned that COPARE will also hold his congress at the occasion of the Pan American Games in Chile in October.

## 17. Reports on future World Rowing events and Olympic & Paralympic regattas

The President gave the floor to the Executive Director and the Head of Sports and Events at WR, Nathalie Phillips.

- 2024 Olympic and Paralympic Games, Paris, France: Nathalie Phillips introduced Pascale Bouton, Sport Manager for the 2024 Olympic and Paralympic games (27 July – 3 August / 30 August – 1 September). Pascal Bouton first congratulated all rowers and teams who qualified for the 2024 Olympic and Paralympic Games; she then gave some updates on the team, key dates and schedule, the venue and course, team facilities and services, rate card, transport, competition analysis and communication.

Updates on the organisation for the 2024 World Rowing Events were subsequently provided:

- Carol Purcer, President Rowing Canada Aviron – 2024 World Rowing Senior, U23 and U19 Championships (St. Catherines, Canada) - 17- 25 August 2025
- Video message from Luo Wenhua, Secretary General of the Organising Committee – 2025 World Rowing Championships Shanghai (CHN) – 21 September – 28 September

Nathalie Phillips then moved on to the Strategic Events Attribution process (SEAP) and gave an overview of the attribution status of events as of September 2023 and the next steps for the bid process:

- Bid opening in October 2023 for the 2027 WR Championships, 2027 WR U19 Championships and 2027 WR U23 Championships; attribution at the 2024 WR Congress;
- Bid opening in October 2023 for the 2026 and 2027 WR Masters Regatta; attribution by the Council;
- Bid opening in October 2023 for the 2025 and 2026 WR Cups; attribution in Q1 2024;
- Bid opening in Q4 2023 for 2025 to 2027 WR Coastal Championships and 2025 to 2027 WR Beach Sprint Finals; attribution in Q2/Q3 2024;
- Bid opening in Q4 2023 for 2025 to 2027 WR Indoor Championships; attribution in Q2/Q3 2024.

She invited MFs to indicate their intention to bid for events.

## 18. Place and date of the next Congress

In the Olympic year the 2024 Congress would have been held between the Olympic and Paralympic games at the WR championships in St Catherines, CAN which might have been difficult for delegates to attend. Furthermore there are no elections in an Olympic year and the date would be very close to the quadrennial Congress to be held early 2025. The Council therefore proposed to stage the 2024 World Rowing Ordinary Congress virtually on Saturday, 16 November 2024. The President added that WR will regularly update MFs on the projects during conference calls.

There were no comments on the Council proposal and the President considered the proposal to be approved by the delegates.

## 19. Attribution of future World Rowing Championships in accordance with Rule 5

No attributions.

## 20. Reconsideration or confirmation of decisions (ref. Art.30) taken by the Council, in accordance with the provisions of Art.32 and paragraph 3.2 and 3.3 of Art.45, or by the Executive Committee, in accordance with the provisions of paragraph 3.4 of Art.51

No requests had been received at the deadline.

## 21. Specific proposals to an existing agenda item from the Member Federations, the Council or the Executive Committee

No preproposals were received by the due date.

## 22. Other additional agenda items proposed by the Member Federations, the Council or the Executive Committee

### i. Voting rights (relates to Article 35 of the Statutes)

The President referred to the document in the agenda papers. The decision on the calculation of the 2025-2028 voting rights was discussed at the 2020 extraordinary Congress which gave authority for approval to the Congress 2021 and was subsequently postponed to the 2022 and then 2023 Ordinary Congress due to the continued impact of Covid-19 on participation at 2021 and 2022 World Rowing Events. The Governance Working Group (GWG) made a proposal to Council, moving from a two-level voting rights to a three level one. The President thanked the Chair of the GWG, Annamarie Phelps for the work and asked whether there were questions on this important part of the statutes; no questions were raised.

He handed over to the Executive Director who conducted the voting (vote 16 – absolute majority) to approve the Council's recommendation on the new rule and calculation for the period 2025-2028 with a total maximum votes of 142: Yes 107 (91,45%), No 10 (8;55%), with 4 abstentions.

The Council recommendation was approved.

The President reminded the delegates that article 35 can be amended at the 2025 Quadrennial Congress.

### ii. Rescheduling of the WR Congress – Proposal from the Austrian Rowing Federation

The Austrian Rowing Federation proposed to reschedule the WR Congress in conjunction with the WR Championships to avoid an additional day. The request is included in the Agenda papers. The President, under control of the Honorary President, reminded the delegates that in the past, the Congress was scheduled before the Championships; however, as delegates could not stay for the full week of the Championships most delegates coming for the final days only, the Congress was moved to the day after the Championships. The proposition to stage the Congress during the Championships would mean late evening/night, which might be difficult logistically and for the Executive Committee who has to be on duty during racing. The President stated he is open for alternatives to be discussed.

## Other additional agenda items proposed by the member federations, the Council, or the Executive Committee.

### Strategic Projects update

Before the President gave the floor to the presenters, he informed the Congress that the decision on the inclusion of Beach rowing to the programme of the LA28 OG has unfortunately been postponed again; nevertheless the Council and the Coastal rowing Commission worked on the strategy to develop this discipline and, whatever the outcome, it is important to anticipate and make some adaptations to the strategy.

#### ◦ Coastal rowing development ([pdf presentation](#))

Guin Batten, Chair of the Coastal Rowing Commission, shared the Coastal Rowing Development plan and presented the proposed LA 28 competition format: 16 boats for both the women's and men's solos and 16 boats for the mixed double. An important point of the format is referred to as "last 8" where quarter finals, semi-finals and finals all take place within one hour to keep a high amount of endurance, a characteristic of our sport physiology. She then presented the coastal rowing development plan.

Vincent Gaillard, WR Executive Director, presented the ambitious intention of building a WR Beach Sprint league (working name), a franchise-based competition to be launched within 4 years, whether or not the discipline becomes Olympic. He also gave key dates, core hosting requirements and core hosting benefits for the 2025, 2026 and 2027 Coastal Rowing championships for which the bidding process has been launched shortly after the Congress.

#### ◦ Strategic event and calendar review ([pdf presentation](#))

The President reminded that this project was launched at the 2022 Congress based on the analysis that the classic rowing discipline needs adaptation; he gave the floor to Eva Szanto, Chair of the Events Commission and leading this project on behalf of the Executive Committee. She gave an update on the project, a top priority for WR which links into the other on-going strategic projects on coastal rowing, indoor rowing and commercial partnership. The overarching objective is the project is to adapt to a fast-changing global environment while ensuring that classic rowing events stay relevant, attractive, sustainable and commercially viable.

#### ◦ Sustainability / Freshwater & Plastic ([pdf presentation](#))

The Executive Director introduced Stuart Orr, Head of the Freshwater Practice at WWF International, who gave an update on the evolving WR-WWF strategic alliance. He also thanked WR for the invitation to WWF representatives to watch the final day of the Championships, an exciting day watching a thrilling sport. He explained the rebranding of the alliance from 'Clean Water' to 'Healthy Waters' and handed over to the Vincent Gaillard who gave an update on the future of the alliance as well as on the Kafue River and Rowing Centre.

The President opened the floor for comments and questions on the three presentations.

Answering a question on the Strategic event and calendar review, Eva Szanto clarified that, if the full calendar of events is changed, the revised calendar would be effective from 2029 onwards (after the 2028 LA OG); as for the WR championships programme, if changed, it would be effective as of 2025 onwards. Jean-Christophe Rolland confirmed that, in accordance WR Statutes, Rule 25 and the WR championships programme can only be amended at the quadrennial congress of 2025.

Answering a question about the timing of beach sprint if included at the OG, the President said that classic rowing and beach sprints are two different disciplines and that, if included in the Olympic programme, the schedule would be discussed with the organising committee of LA 28 and the IOC. He reminded the delegates that one of the components of WR's proposal was that this discipline would use an existing venue, which adds an additional constraint. Ideally WR would ask to schedule the beach sprint events in the second week. To answer the question on the participation of athletes, he explained that an Olympic qualification system similar to the one for classic rowing would be put in place (slots attributed to the NOC who will decide with the respective MFs on the athletes in the boats) and that a goal of including beach sprints in the Olympic programme was to increase the audience and the number of countries having the opportunity to participate at OG.

Vincent Gaillard answered questions about the franchise-based league and their impact on federations saying details have to be further analysed and developed in the coming months with experts, including legal experts; he specified that one of the aims is to ensure that franchises would eventually be accessible to the MFs; he also stated that WR believes that countries will have an interest in the franchise and that the fact of including athletes of the country where the franchise teams are based is part of the considerations when developing the model. The question of the responsibility of selecting athletes for the franchised model was raised; the Executive Director answered that it is WR's intention to keep MFs informed regarding the design and operation of the franchises. These elements will be defined with more precision in the coming months.

At the question whether the delegates have to be concerned about the postponement again of the decision to include beach sprint in the Olympic programme, the President answered that more details will follow in his additional remarks (see point 5 and attachment 1).

## 23. Any other business

The President informed that the nomination process for the 2023 WR Awards, the Thomas Keller medal and the Distinguished Service to International Rowing award was opened with a deadline on 15 October. The finalists are to be announced in November and winners revealed during a virtual ceremony early December.

The President asked whether there were further comments or questions. A question was raised about the possibility for athletes to display sponsorship of their uniform or boats following a proposal made at the 2022 Congress by the Swedish federation. The President reminded that advertising is part of the rules of racing and that Member Federations are welcome to make a proposal to the Council who can task the Rules Working group to propose a new wording for the 2025 quadrennial Congress; he added that this topic is also discussed in the Athletes' Commission.

## Closing

The President thanked the delegates for their contribution and co-operation during the Congress, those who joined in person and those who attended virtually. He also expressed his gratitude to the World Rowing staff involved in the preparation of the Congress, the organising Committee and to Lumi for the smooth voting process.

The Vice-President, Tricia Smith, thanked the President on behalf of the delegates and the Council for the extraordinary work he does for rowing in challenging times for rowing and sport.

The President thanked for the kind words, saying he does it for passion, passion shared by all the community for the best of the athletes.

The President declared the 2023 World Rowing Ordinary Congress, Belgrade, Serbia, closed.

Jean-Christophe Rolland  
President

Vincent Gaillard  
Executive Director

## President's Report – Additional remarks from the President

### Jean-Christophe Rolland (FRA)

*Dear delegates,*

#### Olympic Strategy

Last Friday, the IOC Executive Board was due to announce the disciplines on the Los Angeles 2028 Olympic Programme.

I remind you that the core sports, including Rowing, were confirmed at the IOC Session in Beijing last year, the events' programme will be finalised and decided by the IOC Executive Board in December 2024 after Paris Olympics, and, for the first time, an additional step was planned in between to define the disciplines.

Needless to say how much we were looking forward to this announcement initially scheduled in June, and delayed – timely delayed I should say - during our World championships, just ahead of the Congress.

We, at World Rowing and all the Rowing community, you, the Member Federations, all of us were eagerly awaiting to finally know whether the inclusion of Coastal Rowing at the Olympic Games would come true... or not.

Such a further postponement of the announcement is certainly very frustrating.

It has been a long journey since we started, since we launched our "Olympic Strategy", almost eight years ago. A long and bumpy race. Although we are near, very near, to the end of the process, although we are close to the finish line, we are not there yet.

What to say but to remain focus for the very last strokes.

You may have read the publication from the IOC and the comments in the media related to the reasons behind. Certainly not related to our particular situation but it appears that the exercise on the disciplines of the Sports on the programme, and probably more difficult, the decision on the additional sports that the Organising Committee is entitled to present at its specific edition of the Games, still requires some work and discussions. Understandably the IOC wants to wait for the completion of the whole exercise to announce the full package.

On our side, nothing new, nothing you don't know. All along this journey, I have shared with you, the Member Federations, the progress in our strategy. At this point, I can only repeat again that we do have a strong case. Referring to the evaluation, we do match with our proposal, I believe, a significant number of key criteria and therefore I remain optimistic.

At the same time, there is no guarantee at all.

According to the last information, we should have the response before the coming soon 2023 World Rowing Coastal and Beach sprint championships in Barletta, Italy, early October.

If positive, it would be an genuine historical step for our Sport. For the first time, two Rowing disciplines would be in the Olympic programme. It would truly be a great achievement, we would have then completed a key milestone of our Olympic Strategy.

But let's be clear: at the same time, it would put on us an immense responsibility, the responsibility to deliver. As presented earlier this morning, we are prepared and I can tell you that we will make any possible effort to ensure and demonstrate that the decision was the right one.

Anyway, whatever the outcome, we are convinced with the huge potential of the discipline. I can admit that we have not yet achieved full maturity, but looking at the trend, at the potential, it makes us very optimistic for the future.

Such an ambition requires resources and investments though, resources that simply we don't have. In that respect we are moving forward by engaging discussions with partners and investors to eventually provide us with the necessary resources that we need, as presented this morning.

Whatever the outcome as well, our Olympic strategy will have reached a turning point and will have to evolve. We must continue to secure our position in the Olympic movement and in the Olympic programme.

You have heard from me several times that if perhaps and for the short term Rowing is not in danger, we cannot consider our position as granted for ever: we are at risk, we are under pressure. Olympics after Olympics, the pressure is just growing.

Simply look at the context and how this context has evolved over the years, over the last decade and is constantly evolving: the world of sport is so competitive. We cannot simply rely on the past, on our history. And the appropriate response is to consistently address the challenges and when necessary adapt ourselves.

I would like to thank you, the Member Federations for adhering to this vision.

I would like to thank you, the Member Federations for sharing our vision, a vision developed for the future.

We know the many challenges such as athletes quota, cost and complexity... to name a few among the most important ones. That had shaped our strategy and it will also guide its evolution.

#### Classic/Coastal/Indoor

The sport of rowing is made of three disciplines, of three quite different disciplines: Classic, Coastal and Indoor. Such a diversity is truly an opportunity and certainly not a threat for our classic rowing. Indeed our vision is to extend our sport,

to develop and grow our sport by enlarging the community of people who can be connected with rowing.

I have just referred to Coastal Rowing.

We do see in **Indoor Rowing** a huge potential of development as well.

It is critical that WR, as the governing body of the sport of rowing, keeps the regulation of the discipline. Our goal is to support this growth and to include it in the rowing family.

We have a quite unique opportunity in the world of sport to benefit from the evolution of the technology. As the IOC is embracing the development in the E-sport territory, we have embarked on the train, participating last year to the Olympic Virtual Series, and more recently, we took part in the inaugural IOC E-Sports Week in Singapore. We were part of the free-to-play area with partners showcasing our sport in new ways. It was a fantastic event and has put us on a path to being a competition format in future years... possibly from 2024.

We experimented a hybrid Indoor World Championships in Toronto last February, we introduced the "Versa Challenge", a new format where ten men and ten women compete over two days in five different events. And very interesting and exciting, the first medals ever at a World Rowing event for some of our Member Federations.

A genuine huge potential... and more to come in the future for sure, but to achieve our ambition, here as well, we require resources that we don't have on our own. Like for all these development projects, investments are crucial and we are working with partners and investors to maximise the potential.

After Coastal, and Indoor, let me move to our historical pillar, Classic rowing.

The analysis is quite clear, and my comments at the Congress last year were confirmed this season. A clear analysis, I believe, shared by a large majority if not a consensus.

So, now what do we do?

"To change or to be changed...". If we do not address our challenges, we will be in trouble.

In that respect the Strategic Event and Calendar Review is an essential and crucial piece. You have heard from Executive Committee member Eva Szanto an update earlier today. I will not go further in the details. Let me simply say that we have collectively the responsibility to provide solutions.

## Russia - Ukraine

I cannot present the Congress a report without touching on the impact on the sport, and on our sport in particular, of the war in Ukraine.

Needless for me to go too far back in time. You perfectly know our position I did report to the Congress in Prague last year and related in the report in the agenda papers.

Since, early June, the Executive Committee decided to allow the participation of athletes holding Russian and Belarussian passports at the 2023 World Rowing championships, in very limited events, under strict and genuine neutrality conditions, the eligibility of each athlete being subject to specific criteria such as background checks to ensure they have not been associated with, or publicly supporting, the war in Ukraine in any form, as well as additional Anti-Doping test programme and signing of a commitment form.

This decision was the outcome of long, in depth, intense discussions within the Executive Committee. We took into consideration all possible elements, notably but not only, the position and recommendation from the IOC, we consulted you, the Member Federations.

Let me be clear: in such a context, there is no obvious or ideal solution.

A "No" would have been easy.

A "No" might have been less controversial.

A "No" would have been much easier to implement.

But our duty is not to make our life easy. Our duty is to fight for the values we believe in.

I appreciate how difficult it is to put the emotion aside, especially when it comes to war and bombs and in such a terrible context.

We have considered the right arguments not to do it.

We have consider the right arguments why to do it.

Was the balance clear? Certainly not. Was the decision unanimous? Definitely not.

My intention here is not to open the debate. The subject is clearly sensitive. I have related the political extreme pressure. I recognise and respect that your own country, that your own federation may have a different position.

We expected such a participation respecting a genuine neutrality. We eventually had AIN (for "Athlete Indépendant Neutre" in French) crews at the World Rowing Under 23 championships in Plovdiv, the World Rowing Under 19 championships in Paris and here in Belgrade.

I am pleased to report that the AIN crews have fully respected the genuine neutrality and no situation was reported.

I am also pleased to report that, as far as I am aware, these AIN were respected by all participants. We reiterated that as stated in our Statutes - Art 4, Art 56 and 57, and Appendix S10, no political expression was made at the venue during the Championships.

These championships were the first step of the qualification path to the Paris 2024 Olympic Games and Paralympic Games, hence the first opportunity to qualify the boats in accordance with the respective so called Olympic Qualification (OQS) and Paralympic Qualification Systems (PQS).

As we speak, No decision has been taken yet by the IOC and the IPC regarding the participation of athletes from Belarus, Russia, or AIN at the 2024 Olympic Games and Paralympic Games in Paris. The legitimate question is then: what is the impact on the OQS and the PQS?

Such decision eventually sits with the IOC and the IPC and not World Rowing.

The potential impact was discussed at length with the IOC and still in progress actually, and with IPC as well.

It was agreed prior to our WRCH that:

- Should an AIN or an AIN crew gain a final ranking such that they could obtain a quota place or quota places at the 2023 World Rowing Championships, those quota places for the respective boat class would be on hold and not attributed.

The actual situation after the 2023 World Rowing Championships would then be analysed by the IOC and World Rowing and potential reallocation would be made in due course as to not impact the next steps of the qualification process (Continental qualification regattas).

What the actual situation?

Nine AIN crews were entered at this world championships on which one only, the M1x, performed within the allocated quota. None in the pairs. This quota place is frozen and NOT ATTRIBUTED for the time being.

We will pursue the discussion with the IOC as how and when to allocate this place.

Only one National Olympic Committee is concerned at this stage and we will follow up with the IOC.

Talking about Olympics, it is quite strange as Tokyo seems not far away and Paris 2024 is on the corner. The first step of the qualification is now completed. Our Under 19 World Rowing Championships were recently held on the Olympic course. It was the opportunity for the teams to be back to Vaires-sur-Marne... and for Paris 2024 Organising Committee to evaluate and test few areas. We faced some challenges, including exceptional weather conditions. I have no intention from my side to go further in the details now. Paris 2024 Rowing manager Pascale Bouton is with us this morning. She will present you with updates later this morning.

## Governance

Let me remind the Congress about the Quadrennial Congress to be held in 2025. The once every four years opportunity to amend and change our Statutes and the Rules of racing. It goes without saying that preparation and anticipation are essential to have the best outcome.

Our Governance Working Group and Rules Working Group have been working and are still working on the matter. It is important to embark you in the exercise, early enough so that we have a smooth and efficient Congress.

This concludes the few updates I wanted to make today.

Thank you very much for your attention.

**Jean-Christophe Rolland**  
**11 Septembre 2023**

## Report of Executive Director - Additional remarks from the Executive Director

My first, and most important message, coming out of this year 2022 was really to thank all of you for your very warm welcome, and our many constructive, friendly discussions during “my” first year at World Rowing.

I do realize it must have felt “strange” to many of you to see someone who knows so little about Rowing in this Executive Director role, yet, you have been very patient, gracious, understanding, and welcoming.

This is a great testimony of the “Rowing Culture”, one which is particularly remarkable, which is well recognized outside of the Sport, and which I know you are all rightfully very proud of.

I have certainly felt this culture within our own team as well, and I am very grateful for the unwavering support the entire Team has provided me with in this first year, and to this day.

It is an outstanding team. A very small team, a team that is clearly, and unfortunately, under-resourced to handle the massive and increasingly complex workload, and I am even prouder of them given the miracles they produce in challenging contexts. This week was another one of those miracles.

Let me hereby thank them all very warmly for their outstanding work and commitment to our Organisation and to our Sport. World Rowing team, can you stand up so everyone has a chance to see you, and to thank you. THANK YOU.

As you might have seen from my report – and taking aside the handling of the Ukraine crisis and its various consequences – 2022 has really been about World Rowing undertaking an important managerial transition, as we were preparing for the departure of Matt Smith.

2022 has also been about launching several critical projects, ranging from very strategic to more administrative / HR related. They are all important, in one way or another.

I have listed 12 of these priority projects in my report. They have kept us busy in 2022, particularly as they were all coming on top of the ongoing business of our various departments. Many of these projects continue to this day, and will even carry over to 2024.

I will only mention FOUR of them here:

1. First project, the Strategic Commercial Partnership Project (SCPP) – which you have already heard about at the 2022 Congress – and which is about growing and diversifying our commercial footprint, our revenues. But which is, ultimately, about our ability to serve the Sport better.

We are evidently not discussing commercial growth, sponsorship or TV revenues for the sake of commercial growth, sponsorship or TV revenue. We are discussing it in order to improve our ability to invest further into the development of our Sport, and to better serve our sport.

Whether it means developing Rowing in emerging rowing nations, governing our organization to 21st century standards, improving our safeguarding capability, keeping up with the increasing cost of anti-doping, developing science and research around our Sport, better supporting important sustainability initiatives, providing more opportunities for female coaches, etc, etc.

It is a long list of things we need to do, would like to do, better. But right now, we are limited by our resources and thus constrained in our ability to invest in these critical areas.

So we need to find a way to do improve this situation, through increased revenues and the creation of new assets and commercial platforms across our three main disciplines, and, probably, with the support of external investors/partners.

This SCPP project is very much ongoing. You have heard about one of its potential outcomes earlier - Hydrow / Beach Sprint League – which we of course hope will generate revenue down the line.

There will be others. We are committed to take this process as far as we can, and we will. But it is early days, there is complexity, and so it is very much a mid-to long-term project.

We hope to update you on some further concrete outcomes next year.

2. Second project, which concerns CLASSIC ROWING: You have just heard from Eva about what we believe is the most critical of all ongoing World Rowing projects, the Strategic Event and Calendar Review (SECR). I will not repeat anything here regarding the details of this project.

But I will say that it is certainly NOT exaggerated to claim that this project is absolutely fundamental for us, possibly existential even.

To keep the sport of Rowing and our various events relevant and attractive, first and foremost to you and the Rowing teams from around the world.

But also to current and new generations of fans, to broadcasters, to commercial partners and investors. And yes, it is also critical to the success of the previous (SCPP) project.

This Event Review is now ongoing and I can only thank you all again for the contributions you have made already through the survey, and which you will make in the months to come, in one way or another.

I would also like to thank Eva, for her leadership over that critical project, particularly given all the other projects and events that she is handling on our behalf. It is remarkable.

The outcome can be as great and ambitious as we want it to be. And it is now up to us to fix what we believe is not working, to reinvent our future calendar, to improve our future World Championships, to reshape our Future World Cup Series, to create new events, perhaps.

3. Third project, related to Indoor, or Connected Rowing as we sometimes call it: much progress is being made, and some very exciting projects are now in development, in very close cooperation with the Indoor Rowing Commission, under Filip's leadership.

Amongst many other things, you now know that we have enjoyed a very successful participation at the Olympic eSport Week in Singapore in earlier June, which is now opening many new doors and many new potential development opportunities. An event which we expect to take place every year, with Indoor Rowing being represented in very innovative and exciting forms including virtual, gamified, etc.

There are many other ongoing initiatives, related to our future Indoor Event Calendar, to a Certification Program for rowing machines, to the creation of a digital platform that will connect indoor rowers from around the world.

I expect that you will receive a complete update on these various exciting developments in 2024.

4. Fourth, related to Coastal Rowing and Beach Sprints: LA28 campaign aside, and whether or not the discipline becomes Olympic, you have seen that we are not wasting a minute to work on the general development of the discipline, hand in hand with the Coastal Rowing Commission, under Guin's leadership.

You have now heard from Guin and I regarding the general strategy and the Beach Sprints League project.

You also need to know about our intention to elevate our event delivery standards. I am optimistic the next two editions of the Worlds in Barletta and Genoa will be very good examples of that, and I must thank the Italian Rowing Federation for their ongoing efforts to host what I know will be outstanding events, in two very beautiful regions of Italy.

Now, we expect to receive outstanding bids for 2025, 2026, 2027 editions and we count on you all. A few exciting expressions of interest have been received already, so over to you.

Obviously, and finally, a lot more outstanding work being done across our different functions. Much of this work is reported in the agenda papers, by each of our "departments":

- Development & Sustainability – led by Daniela Gomes
- Governance, Good governance & Integrity – led by Ludovica Caprino
- Events & Sport Management – led by Nathalie Phillips
- Communications & PR – led by Brian Orsini
- Marketing & Broadcast – led by Christian Osterode
- Corporate & Event Services – led by Prateek Gumbar
- Finance, Administration & Office – led by Ana Djalo and Bich Pham.

## 2023 WORLD ROWING CONGRESS ATTENDANCE

Member Federation	Name	Last Name	Capacity	Attendance	Votes
ALG	Houriya	Belhamri	Voting delegate	P	3
ALG	Toufik	Akloul	Delegate	P	0
ANG	Olga	Albuquerque	Voting delegate	V	1
ANG	Alexandre	Lages	Delegate	V	0
ARG	Sergio	Ramírez	Voting delegate	V	3
AUS	Paul	Thompson	Voting delegate	P	3
AUS	Rachael	Kininmonth	Delegate	P	0
AUT	Norbert	Lambing	Voting delegate	V	3
AZE	Farhad	Aliyev	Voting delegate	P	1
BAH	Jason	Williams	Voting delegate	V	1
BAR	Anthony	Yarde	Voting delegate	P	1
BEL	Gwenda	Stevens	Voting delegate	P	1
BEN	David	Gbadamassi	Voting delegate	V	1
BER	Andre	Perez	Voting delegate	P	1
BLR	Olga	Tarasova	Voting delegate	V	3
BOL	Yuleima	Charris	Voting delegate	V	1
BRA	Magali	Oliveira	Voting delegate	P	3
BUL			Voting delegate	P	1
BRA	Rafael	Jesus	Delegate	P	0
CAN	Carol	Purcer	Voting delegate	P	3
CAN	Terry	Dillon	Delegate	V	0
CAN	Adam	Parfitt	Delegate	P	0
CHI	Cristian	Gomez	Voting delegate	P	3
CHN	Lixin	Tong	Voting delegate	P	3
CHN	Dan	Zhang	Delegate	P	0
CHN	Bingjie	Wu	Delegate	P	0
CIV	Mathieu	Appoutou	Voting delegate	V	1
CRO	Zoran	Emersic	Voting delegate	P	3
CUB	Angel Luis	Garcia Fiadlgo	Voting delegate	V	3
CYP	Christodoulos	Christodoulou	Voting delegate	P	1
CZE	Josef	Johanek	Voting delegate	P	3
DEN	Conny	Sørensen	Voting delegate	P	3
DEN	Morten	Juel Hansen	Delegate	V	0
DEN	Bent	Jørgensen	Delegate	V	0
DJI	Ahmed	Mahamoud Abdoukader	Voting delegate	V	1
DJI	DAHER	Djibril Youssouf	Delegate	P	0
DJI	FADUMO	Mowlid Hussein	Delegate	P	0
EGY	Mohamed Amr	Elnoury	Voting delegate	V	3
EGY	Ehab	Zarea	Delegate	P	0
EGY	Rania	Elwan	Delegate	V	0
ESA	Luis	Rodas	Voting delegate	P	1
ESP	Asuncion	Loriente	Voting delegate	P	3
EST	Robert	Vali	Voting delegate	P	3
FRA	Christian	Vandenbergh	Voting delegate	P	3
FRA	Sébastien	Vieilledent	Delegate	P	0
FRA	Myriam	Goudet	Delegate	V	0
GBR	Mark	Davies	Voting delegate	P	3
GBR	Louise	Kingsley	Delegate	P	0

GBR	Alastair	Marks	Delegate	P	0
GEO			Voting delegate	P	1
GER	Moritz	Petri	Voting delegate	P	3
GRE	Ioannis	Vrampas	Voting delegate	P	3
GUI	Camara	Aboubacar	Voting delegate	P	1
GUI	Soumah	Fodé Sanoussy	Delegate	P	0
GUI	Toure	Benth	Delegate	P	0
HKG	Kong Wan	Ng	Voting delegate	V	3
HKG	Michael Chun Ting	Wan	Delegate	V	0
HKG	Yuk Man Vick	Yeung	Delegate	V	0
HUN	Ottó	Cseh	Voting delegate	P	3
HUN	Borbala	Pignitzky	Delegate	P	0
INA	Edy	Suyono	Voting delegate	P	3
IND	Sriram	Venkatramanan	Voting delegate	V	3
IND	Rajlaxmi	Singh Deo	Delegate	V	0
IND	Nababuddin	Ahmed	Delegate	V	0
IRL	Neville	Maxwell	Voting delegate	P	3
IRL	Michelle	Carpenter	Delegate	P	0
IRL	Martin	Hogan	Delegate	P	0
IRQ	Abdul Salam	Dawood	Voting delegate	P	1
ISR	Eli	Szabo	Voting delegate	V	3
ITA	Giuseppe	Abbagnale	Voting delegate	P	3
ITA	Michelangelo	Crispi	Delegate	P	0
ITA	Ambra	Di Miceli	Delegate	P	0
JPN	Takao	Senda	Voting delegate	V	3
JPN	Motokuni	Ishimaru	Delegate	V	0
JPN	Naoko	Kuroda	Delegate	V	0
KAZ	Denis	Zharmenov	Voting delegate	P	3
KAZ	Indira	Bektenova	Delegate	P	0
KEN	Richard	Olakhi	Voting delegate	V	3
KOR	Dong Hoon	Kay	Voting delegate	P	3
KSA	Ali	Husein	Voting delegate	V	1
KSA	Shereen	Abulhassan	Delegate	V	0
KSA	Yousaf	Jelaidan	Delegate	V	0
KUW	Khaled	Alfodary	Voting delegate	V	1
LBA	Nourddin	Elkrekshi	Voting delegate	P	1
LBA	Laila	Abushkiwa	Delegate	P	0
LBA	Emad	Atwed	Delegate	P	0
LES	Letsatsi	Ntsibolane	Voting delegate	V	1
LES	Nthabiseng	Tolofi	Delegate	V	0
LES	Lietsiso	Mohapeloa	Delegate	V	0
LTU	Mindaugas	Griskonis	Voting delegate	P	3
LTU	Saulius	Ritter	Delegate	P	0
LTU	Donata	Karaliene	Delegate	P	0
MAD	Mouhidine	Mohamad	Voting delegate	V	1
MAR	Abderrahaman	Mouadden	Voting delegate	V	3
MAR	Lamia	Laghmati	Delegate	V	0
MAR	Nourdine	Elmikani	Delegate	V	0
MAS	Norhadi	Bin Ishari	Voting delegate	V	1
MAS	Khoo	Kah Beng	Delegate	V	0
MAS	Musleha	binti Nasmian	Delegate	V	0
MDA	Larisa	Popova	Voting delegate	P	3
MEX	Arge	Diez	Voting delegate	P	3
MEX	Oscar	Tams	Delegate	V	0

MEX	Eduardo	Arrillaga	Delegate	V	0
MKD	Petar	Ibročić	Voting delegate	P	1
MON	Mathias	Raymond	Voting delegate	P	1
NAM	Michael	Haimbodi	Voting delegate	P	1
NED	Seada	Van Den Herik	Voting delegate	P	1
NED	Sjoerd	Hamburger	Delegate	P	0
NED	Christa	Grootveld	Delegate	P	0
NEP	Sampanna	Shrestha	Voting delegate	V	1
NOR	Thorvald	Jakobsen	Voting delegate	P	3
NZL	David	Meates	Voting delegate	P	3
PAK	Hamdan	Nazir	Voting delegate	V	1
PAR	Pablo	Seitz	Voting delegate	V	3
PER	Augusto	Farfan	Voting delegate	V	3
POL	Adam	Korol	Voting delegate	P	3
POL	Maria	Wolff	Delegate	P	0
POR	Luis	Teixeira	Voting delegate	P	3
RUS	Alla	Tarasova	Voting delegate	V	3
SEN	Cheikh Moubarak	Wade	Voting delegate	V	1
SEN	Awa	Thiam	Delegate	V	0
SLO	Eva	Skufca	Voting delegate	P	3
SLO	Vladimir	Meglic	Delegate	P	0
SLO	Jernej	Slivnik	Delegate	P	0
SOM	Said	Mohamuud	Voting delegate	P	1
SOM	Sundus	Abdi	Delegate	P	0
SOM	Iman	Osman	Delegate	P	0
SRB	Dusan	Kovacevic	Voting delegate	P	1
SRB	Zoran	Jovanovic	Delegate	P	0
SRB	Tanja	Tosic	Delegate	P	0
SUD	Mutwakil	Ahmed	Voting delegate	P	1
SUI	Neville	Tanzer	Voting delegate	P	3
SUI	Germaine	Bauer	Delegate	P	0
SUI	Christian	Stofer	Delegate	P	0
SWE	Charlotte	Andersson	Voting delegate	P	3
SWE	Joachim	Brischewski	Delegate	P	0
THA	Chainarong	Charoenruk	Voting delegate	V	3
THA	Sanitwong	Wongsanit	Delegate	V	0
THA	Wimonrad	Bootsathien	Delegate	V	0
TUN	Hassen	El Hadj	Voting delegate	P	3
TUR	Erhan	Ertürk	Voting delegate	P	1
UAE	Mohamed	Abdulla Alobeidli	Voting delegate	V	1
UGA	Hamza	Kahwa	Voting delegate	P	1
UGA	Dean Ivan	Odongo	Delegate	P	0
UGA	Jamillah	Nampebwa	Delegate	P	0
UKR	Mykola	Chupryna	Voting delegate	V	3
UKR	Oleksandr	Fedotov	Delegate	P	0
UKR	Irina	Dotsenko	Delegate	V	0
USA	Nobuhisa	Ishizuka	Voting delegate	P	3
USA	Amanda	Kraus	Delegate	P	0
UZB	Rustam	Ruziev	Voting delegate	V	1
VEN	Yoel	Perez	Voting delegate	V	1
VEN	Ana	Santoyo	Delegate	V	0
VIE	Hai Duong	Nguyen	Voting delegate	V	1
VIE	Thi Hong Hanh	Duong	Delegate	V	0
ZAM	Whiteson	Silondwa	Voting delegate	V	1
ZIM	Emily	Brace	Voting delegate	V	3

<b>Council</b>	<b>Name</b>	<b>Last Name</b>	<b>Capacity</b>	<b>Attendance</b>
	Jean-Christophe	Rolland	Council	P
	Denis	Oswald	Council	P
	Tricia	Smith	Council	P
	Vincent	Gaillard	Council	P
	Gerritjan	Eggenkamp	Council	P
	Frida	Svensson	Council	P
	Rosie	Mayglothling	Council	P
	Eva	Szanto	Council	P
	Patrick	Rombaut	Council	P
	Victoria	Aguirregomezcorta	Council	P
	Guin	Batten	Council	P
	Mathias	Binder	Council	P
	Ronald	Chen	Council	P
	Sarah	Cook	Council	P
	Lenka	Dienstback-Wech	Council	P
	Mehdi Garidi	Garidi	Council	P
	Fay	Ho	Council	P
	Masakuni	Hosobuchi	Council	P
	Filip	Ljubicic	Council	P
	Dusan	Machacek	Council	P
	Rebecca	Orr	Council	P
	Algirdas	Raslanas	Council	P
	Jacomine	Ravensberge	Council	P
	Juergen	Steinacker	Council	P

<b>World Rowing</b>	<b>Name</b>	<b>Last Name</b>	<b>Capacity</b>	<b>Attendance</b>
	Ludovica	Caprino	Staff	P
	Matt	Evans	Staff	P
	Daniela	Gomes	Staff	P
	Prateek	Gumbar	Staff	P
	Pat	Lambert	Sustainability Adviser	P
	Brian	Orsini	Staff	P
	Christian	Osterode	Staff	P
	Ngoc-Bich	Pham	Staff	P
	Nathalie	Phillips	Staff	P
	Mauricie	Summers	Staff	P

<b>Observers</b>	<b>Name</b>	<b>Last Name</b>	<b>Capacity</b>	<b>Attendance</b>
ARF	Dehai	Liu	Observer	V
ARF	Chunxin	Chen	Observer	V
ARF	Jin	Liu	Observer	V
BAH	Michael	Knowles	Observer	V
BAR	Dave	Pooler	Observer	P
BEL	Axel	Müller Asensio	Observer	P
COPARE	Alvaro	Vazquez	Observer	V
COPARE	Arge	Diez	Observer	V
COPARE	Kristopher	Grudt	Observer	P
Coupe de la Jeunesse	Gary	Harris	Observer	P
CRA	Peter	Cookson	Observer	P
CRO	Branko	Markota	Observer	P
CRO	Mico	Mikulic	Observer	V
European Rowing	Annamarie	Phelps	Observer	P
FAA	Hussain	Abdelsalam	Observer	P
FAA	Yuleima	Charris	Observer	P
FAA	Martine	Dimouawa	Observer	P
GER	Torsten	Gorski	Observer	P
GER	Axel	Eimers	Observer	P
GER	Mario	Woldt	Observer	P
HKG	Chris	Perry	Observer	V
HKG	Mike	Tanner	Observer	V
HKG	Victor	NG	Observer	V
ITA	Claudio	Tranquilli	Observer	P
ITA	Niccolò	Bagnoli	Observer	P
JPN	Toichi	Sakata	Observer	V
KEN	Mohamed	Said	Observer	V
KOR	Semun	Oh	Observer	P
L'équipe	Marc	Ventouillac	Observer	P
MEX	Joaquín	Díez-Canedo	Observer	V
MON	Jean-Louis	Antognelli	Observer	P
NAM	Theo	Tijueza	Observer	V
PER	Sergio	Viacava	Observer	V
POR	Luis	Faria	Observer	P
Swift	Gareth	Gruenbaum	Observer	P
USA	Barbara	Grudt	Observer	P
UZB	Rustam	Ruziev	Observer	P
UZB	Vyacheslav	Didirih	Observer	P