

Agenda Item 8
For Decision

2024 World Sailing Election Committee

1. Proposal

- 1.1 The World Sailing Election Committee is appointed via a recommendation from the Board to the World Sailing Members, who will confirm the appointment at the Annual General Meeting 1 year before the election.
- 1.2 The Chief Executive Officer was tasked by the Board to recommend an Election Committee for the November 2024 Presidential and Vice President elections.
- 1.3 The Chief Executive Officer consulted ASOIF, explained the World Sailing situation and took some guidance on best practice with election panels in The Olympic Movement. The clear front runner is World Athletics. They have a very robust vetting process and a complex structure which would be too much for us.
- 1.4 The reputational and financial damage of the 2020 elections was deep and widespread. Getting the Election Committee and election rules and procedures bedded in for this coming election will be valuable experience for the team and also be a dry run for 2028 which is likely to be much more politically active.
- 1.5 Post desk research, The Chief Executive Officer selected and spoke to individuals from the Olympic Movement and is confident that the recommended list below has the requisite skills and experience. If appointed the Committee will provide invaluable support to World Sailing in the lead up to and during the 2024 elections, and subsequently have “World Sailing” experience for the 2028 election.
- 1.6 The Board recommendation is that the Annual General Meeting approves the appointment of:

Margot Foster (Chair)	Australian Lawyer (former Olympic medallist – Rowing, LA) Chair of World Athletics Election Oversight Committee
Phil Cotton (Member)	UK Auditor – Chair of World Sailing Audit Committee
Niels Lindholm (Member)	Croatia - Compliance and Risk Expert - Member of Badminton World Federation Vetting Panel.
Jon Napier (Member)	UK Lawyer Member of World Athletics Oversight Committee

2. Recommendation

The Annual General Meeting approves the above-named persons as the Election Committee for 2024.



Margot Foster AM BA LLB OLY

Margot is an achiever, an Olympian and a highly experienced director having held roles in a variety of organizations, though principally in sport, for over 35 years. Simultaneously she ran her own general practice law firm and, more recently, her board leadership and governance consultancy.

Margot's legal background complements her skills, experience and facility for practical, effective integrity-based good governance which is a constant focus of her board roles. She takes a creative approach to business and problem solving. She is also an excellent strategic thinker and is a clear sighted and objective decision maker.

Margot has the capacity to assess commercial risk and the management of multiple stakeholders in both fast moving and challenging circumstances. She has significant experience in dealing with government at both state and federal levels arising from her various appointments.

Margot likes a challenge and enjoys the opportunity to lead, to think big, differently with an over the horizon approach to problem solving. She thinks around corners, sees and looks at problems and arguments from all directions; debates, listens, reads and informs herself in order to contribute to the making of the best decisions for the organisations she serves. *We've always done it this way* is not one of her favourite phrases; she much prefers *why not consider a change*.

In addition to the work she does on boards and through her consultancy Margot provides confidential advice and mentoring to a number of directors and CEOs of a variety of organisations and is abreast of many of the on-the-ground issues they face both within their organisations and externally.

Rowing was the water, Margot was the duck and the rest is on-water history. She competed in the 1984 Olympic Games in Los Angeles stroking the women's coxed four winning Australia's first Olympic medal in women's rowing. She also stroked the eight that won gold at the 1986 Commonwealth Games in Edinburgh, winning one of two women's rowing gold medals at that regatta. She also competed at two world championships.

In 2015 Margot became a Member of the Order of Australia for her significant contribution to sports administration and governance; as an elite athlete and for her support for women's sport.

In 2016 she was recognized on the University of Melbourne's Law School Honour Board launched in the 160th anniversary year of the law faculty's founding.

She became a Fellow of Trinity College University of Melbourne, one of only 30 such



honorees at any time, in 2017.

In 2011 she was awarded ANZSLA's highest honour, the Contribution to Sports Law and Sport Award. Margot is the only woman among 8 recipients since the Award's inception in 2004.

Chair and Board achievements

Margot has a comprehensive and expansive background in sport as a director of both sport and non-sport organisations at every level: club, state, national and international bodies many of which are listed below in a non-exhaustive list.

She has also served on audit and risk, and nominations, committees for a number of boards on which she has been a director. In addition she has had several stints as the independent chair of other organisations' nominations committees.

In 2018 Margot was appointed to the board of FIA member Motorsport Australia (formerly CAMS) as its only woman. She has since been joined by three more women. On 1 January 2020 she became the first woman elected Vice President of the organization and continues to hold that role. She was invited to join the Board because she knew nothing about motorsport.

In late 2018 Margot was selected as the inaugural Chair of the then newly established 5 member World Athletics Election Oversight Panel. The purpose of the EOP is to regulate, manage and monitor the conduct of candidates seeking election to the WA Council every 4 years, with smaller functions in between. She has been reappointed in 2023 for a further 4 years as Chair. Previously she was a member of World Rowing's Masters Commission.

In January 2020 she was appointed to the Selection Advisory Panel for the newly established Australian National Sports Tribunal, tasked with selecting appropriately qualified people to be appointed as Tribunal Members.

Also in 2020 she was appointed by the Federal Government as a Member of the inaugural Sports Integrity Australia Advisory Council a position which she held until September 2023.

Early in 2020 she assumed the chairmanship of Sports Environment Alliance a start-up not for profit the purpose of which is to help the sports industry reduce its footprint through education and advocacy.

Skills and capabilities

Margot's skills and capabilities include



- Leadership skills, both sound and strong, with its genesis through her rowing career and subsequent board roles
- Director experience dating from her university days and continuing
- Excellent governance skills
- Broad commercial experience with a focus on risk identification and risk management
- Strategic and critical thinking and planning
- Business development experience both personally and on behalf of organisations
- An appreciation of the principles of and issues in marketing
- A focus on stakeholders always within a framework of the essence of good governance
- Excellent writing and clear thinking skills
- Strong judgment and decision-making skills
- A constant focus on integrity and best practice.

Current and previous board roles – Sport focus

A selection of roles held in sport bodies, present and past, government and private follows. A complete list can be provided if required, as can a further explanation of any of these roles.

Government

- Sports Integrity Australia – Advisory Council Member 2020-23
- National Sports Tribunal Advisory Committee on Member appointments December 2019- 2022
- VicHealth (Victorian government) June 2011 – June 2016
- VicHealth Finance & Risk Committee June 2015
- Australian Sports Commission (Cth government) 1998-2006 including audit cttee
- Sport New Zealand –NZ Sports Commission (NZ government) 2001-2004
- Sports Minister Advisory Council (Victorian government) 1996-1999
- Melbourne & Olympic Parks Trusts (Victorian government) 1994-1999
- Melbourne 1996 Olympic Bid Committee (Victorian government) 1988-1990
- Melbourne Major Events Committee (Victorian government) 1990-1993

Private

- Sports Environment Australia – chairman January 2020 –
- Lyceum Club Melbourne – director October 2020 – April 2022
- Consultant Member SIGPA (Sports Integrity & Governance Partners) August 2020 -
- World Athletics Election Oversight Panel – inaugural Chair December 2019 – 2023, 2023-2027



- Motorsport Australia (CAMS) January 2018 -
- Chairman Vicsport – 2011-2016, board member since 2008
- Director Rowing Victoria 2013 - 2014 (formerly RV board member 1993-97)
- Gymnastics Australia board 2001-2011
- Australian University Sport 2008 -2016 including audit & risk, fundraising committees
- Football Federation Victoria Discipline Tribunal & Appeals Board 2007-2016
- University of Melbourne Sport & Physical Recreation Committee 2004-2010
- International Rowing Federation (FISA) Masters Committee 1995-1997
- Olympians Club of Victoria 1985-2022 (wound up by AOC); chairman 1996-2000
- Founding member; President Womensport Australia 1990 to 2006
- Founder & President Womensport & Recreation Victoria 1996 to 2004
- Convenor Rowing Australia working group on Gold Medal Plan for 2000
- 1990 World Rowing Championships Pty Ltd 1989-1991 director
- 2005 World Gymnastics Championships Pty Ltd 2003-2006 director
- Australian Olympic Committee Athletes' & Education committees 1985-1994
- Rowing Australia Secretary General 1989-1991

Other positions formerly held (not exhaustive)

- Presbyterian Ladies' College School Council
- National Parks Advisory Council (Vic govt)
- Trinity College University of Melbourne board member
- Trinity College University of Melbourne chairman of Alumni Association
- Victorian Women's Consultative Council (Vic govt)
- Victorian Women's Trust
- World University Games team manager for Uni of Melbourne 1993
- Chairing and being a member of various discipline & selection tribunals

Qualifications

Bachelor of Laws University of Melbourne

Bachelor of Arts (first class honours in Economic History) University of Melbourne

Mediator – Resolution Institute 2015

AICD Director course 2006

University of Melbourne Sports Law Course 1991



AICD Chairmen's course 2014

MBA (one year) Monash University

Admitted to practice as a Barrister & Solicitor of the Supreme Court of Victoria, the Federal Court of Australia and the High Court of Australia

In addition Margot

- Received an Australian Olympic Committee Contribution Award 2022
- Was awarded the Contribution to Women's Sport Award at the 2018 5th annual Women and Sport Breakfast
- Is a recipient of the Australia & New Zealand Sports Law Association Contribution to Sport Award 2011 (8 recipients in 28 years and the only woman)
- Featured in University of Melbourne sesquicentenary publication 150 Years 150 Lives
- Is a Member of the Victorian Rowing Hall of Fame
- Is a recipient of Rowing Australia's McVilly Pearce Australian Rowing Team member pin
- Is listed in the *Who's Who of Australian Women*
- Received an Order of Merit for service to Gymnastics Australia 2008
- Has the University of Melbourne trophy for Women's Intercollegiate Rowing named for her
- Founder and host of Women of Sport quarterly lunches
- Mentors women aspiring to be part of the sports industry

Memberships

Law Institute of Victoria

Law Council of Australia

Melbourne Cricket Club

Royal Melbourne Golf Club

Melbourne University Boat Club

Australian & New Zealand Sports Law Association

RACV

Lyceum Club Melbourne

Williamson Community Leadership Programme (Leadership Victoria)

Resolution Institute

NIELS LINDHOLM

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Re: Voluntary application – World Sailing's Election Panel

Areas of Expertise and Skills

I currently serve as the global Risk and Compliance Officer for World Athletics – I joined the organisation in 2018 to design and implement its first-ever compliance and risk programmes. My role includes being the key staff liaison for World Athletics' Congress elections and overseeing all vetting for Candidates for election.

Some of my previous work has been under high public scrutiny, including as expert in arbitration and criminal court settings.

I am used to operating in degraded and high-risk business environments with 8+ years spent between Central Asia and Latin America doing anticorruption investigations and field work in more than 20 countries. I am fluent in four languages (French, English, Portuguese and Spanish) and very adaptable to complex operational contexts and fluid situations.

Career Highlights include:

- 10 years of consulting experience in compliance and risk management for Fortune 100 corporations and international sport governing bodies;
- 5.5 years as Compliance and Risk Officer for World Athletics, including the delivery of the 2019 and 2023 World Athletics' Congress elections, and the 2019, 2022 and 2023 Athletes' Commission elections;
- Professional certificates in Strategic Decision-Making and Risk Management by Stanford University (2017), and in Risk and Crisis Management by the London School of Economics and Political Science (2022).

Professional Experience

World Athletics (since Feb 2018)

Compliance and Risk Officer

Global role based in Monaco, reporting to the General Counsel

In this global role, I serve the athletics community to help everyone make intelligent and honest decisions.

This includes:

- Management of all things compliance and risks, including design, innovation, implementation and development of the whole range of better practices, due diligence, policies, standards and learning; ethical and risk advice to the Board, Management team, and staff at all levels; ownership of vetting rules, candidacy rules for elections, bidding rules, and conflicts, disclosures and gifts rules.
- Minimize risks and bring logic to help achieve desired corporate outcomes on major processes and decisions such as elections, award of hosting rights, sponsorships, partnerships, grant management and solidarity funds.

As part of the role I provide corporate governance support and act as:

- Secretary, Risk Committee of the Executive Board, Election Oversight and Vetting Panels;
- Member ex-officio, Bid Evaluation Panel;
- Staff lead, various Solidarity Funds (over \$1mi paid out) – Caribbean infrastructure, Covid Fund, Ukraine fund 2022 & 2023

Skills: Compliance Management · Decision-Making · Diplomacy · Training & Development · Risk Management; disciplinary and conduct management.

Control Risks (global management of political, security, and integrity risks) – (Jan 2008 to Feb 2018)

Last position as Director for Western Europe, Business Intelligence

Regional role based in London, UK (2014 - 2018), reporting to the Partner, Europe and Africa

- Managed one of the top 3 teams of compliance and intelligence specialists in Europe; responsible for a multi-million P&L;
- Advised private equity, sport governing bodies and regulated companies and risk and compliance management;
- Acquired 10 years of due diligence, investigative and risk experience in the extractives, gambling, sports and financial sectors.

Various positions from Junior Consultant to Practice Leader at Control Risks

Sao Paulo, Brazil (Jan 2008 to Sept 2014); *Includes fixed term deployments to Mexico City, Mexico (2009-2010) and Bogota, Colombia (2012).*

- Consulting projects in the commodity sector, including a slave labor investigation (sugar cane in Brazil), bribery and corruption in minerals (gold assets in Brazil) and community assessments (potash in Argentina, emerald in Colombia, and copper mines in Mexico).

Previous experience

- French Ministry of Defence, Military Mission in Kazakhstan and Kirghizstan based in Almaty (Sept 2005 to Mar 2006);
- United Nations Development Programme, Santa Catarina (Brazil) field office (Jun-Aug 2004);
- Ministry of Justice of the Kingdom of Cambodia, Rule of Law Reform programme funded by France (Jul-Aug 2003).

Volunteering

International Paralympic Committee

Independent Member, Audit and Risk sub-committee of the IPC Governing Board (since Sept 2022)

Badminton World Federation

Independent Member, Vetting Panel (since Jan 2021, reappointed September 2023)

- The BWF Vetting Panel assesses the eligibility of appointed and elected BWF Officials.

FFA - Fédération Française d'Athlétisme

Independent Member, Elections Oversight Commission (since June 2020)

- The FFA's Elections Oversight Commission ensures all elections and campaign operations comply with FFA's Rules and Regulations.

International Partnership Against Corruption in Sport

Member, Task Forces 2 and 4 (since Oct. 2019)

- IPACS' Task Force 2 advises on transparency and integrity in the awarding process of sport events selection.
- Task Force 4 works to enhance cooperation between law enforcement and criminal justice authorities and sport organizations.

UNODC

Expert - review of Global Report on Safeguarding Sport from Corruption (May – December 2021)

- Member of the pool of international experts invited by UNODC to review its upcoming publication on safeguarding sport from corruption;

Education, Certificates, Publications & Languages

Master's Degree in International Affairs

- Institute of Political Studies (**Sciences Po**), Paris, France (2001-2006);
- Concentration: Diplomacy, Political Sciences, & Economics.
- *Co-founder: Sciences Po Alumni Chapters in Brazil and Monaco*

Continued Education and Professional Certificates:

- Strategic Decision-Making & Risk Management, **Stanford University** (2017);
- Preventing corruption: practical approach to ISO 37.001, **Acte International** (2020);
- The Risk and Crisis Management Course 2022, **London School of Economics and Political Science** (2022);

Publications:

- *Corruption in Latin American Ports* (Forbes, 2013) ; *La France rattrape son retard dans la lutte contre la corruption* (Challenges, 2016) ; interview on anti-corruption regulation in a competitive landscape (Les Echos, 2017) ; *TV interview on French anticorruption law "Sapin 2"* on France24, 28 June 2017; regular public speaker at events on due diligence, corruption and compliance.

Languages:

- Native in French; fluent in English, Brazilian Portuguese and Spanish.

Sports and hobbies

- 3 times National Champion (France) in precision shooting, rifle prone 50m (1999 & 2000);
- Gardening & Trekking

Philip Cotton FCA

Former KPMG Audit Partner with 36 year's professional experience. Board level experience in public practice, higher education, sport and the voluntary sector.

Professional Experience

Pennant International plc

Board Director 2019 – to date

Chair of the Board 2023-date

Remuneration Committee Chair 2021 -to date

Audit Committee Chair 2019 -2023

KPMG LLP (UK) 1979 - 2015

South Regional Chair 2011 - 2015

Overall responsibility for the trading performance of KPMG South Region across all markets and functions. The region comprises five offices across the South and South West employing approximately 1,000 staff and 30 partners.

Office Senior Partner, Bristol 2010 - 2015

Office Senior Partner, Southampton 2005 - 2011

Senior Audit Partner 1999 – 2015

Audit Director 1996 - 1999

Audit engagement partner for many listed and larger private companies across a range of sectors. Latterly specializing in the Aerospace and Defence sector. Clients included VT Group, Agusta Westland (now Leonardo), Airbus UK, Eurocopter UK, BAe Systems and Rotork.

I was also selected to undertake audit engagement quality control reviews for the region's higher risk audit engagements and to lead on peer group audit quality control reviews.

In addition to audit work I also advised clients on pre-IPO advice, due diligence and Reporting Accountant's work.

Volunteering

Solent University

Chair of the Governing Board and Pro-Chancellor 2017 - to date

Responsible for the leadership of the University's governing body with collective oversight for the University's strategic direction. Solent University is a £100m business with approximately 1,000 staff and 10,000 students.

Solent University (Continued)

Governing Board Member and Audit Committee Chair 2015 - 2017

Governance Committee Chair 2017 - to date

Remuneration Committee member 2017 - to date

World Sailing

Independent Audit & Risk Committee Chair 2017 - to date

Election Committee Chair 2020

Sail Training International

Co-opted member of the Finance Committee 2022 – to date

Business in the Community South West

HRH The Prince of Wales – The Prince’s Ambassador for South West 2014 – 2016

Board member 2012 - 2015

Professional qualifications and education

Fellow of the Institute of Chartered Accountants in England and Wales (FCA)

BSocSc Economics (2:1) University of Birmingham 1976 – 1979

Chesterfield Grammar School 1970 – 1976

Other interests and information

Married 38 years. Home in Poole Dorset.

Hobbies include sailing to a competitive amateur level, skiing and cycling. Cycled from Land’s End to John O’Groats in 2018. Commodore of the Multihull Offshore Cruiser Racer Organisation (MOCRA) (2015-2019) and President of the UK Diam24od Association (both UK based yachting associations) (2016 – 2019).

Contact details

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Jon Napier - CV

Legal

- Solicitor (non-practising, 2007 – current).
- Legal adviser to the 2012, 2016 and 2020 Election Committees.
- Member, Law Society of England & Wales.
- Independent Verifier, English Ice Hockey Association Elections (2021).

International

- World Athletics Election Oversight Panel (2019 – current, re-appointed to second term in 2023).
- ASOIF Legal Consultative Group (2018 – current).
- WS Governance Commission/Working Party (2017 – current).
- WS Racing Rules Committee (2021 – current),
- WS Constitution Committee, (2009 – 2012).
- WS Sailor Categorization Commission (2010 – 2012).
- WS International Judge, WS International Umpire, WS International Technical Delegate.
- WS International Umpire & Performance Assessor (Team Racing).

National

- GBR Racing Rules Committee (2007 – current).
- GBR Judges & Umpires Committee (2018 – 2022).