

ANNUAL REPORT 2024

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INSTITUTIONAL PARTNER

International Federation recognised by the International Olympic Committee

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New Zealand Men in the FAST5 NWS 2024.

BOARD OF DIRECTORS

The Board met five times online and once in person in 2024.



DAME LIZ NICHOLL DBE
PRESIDENT
RE-ELECTED 2023

OFFICERS



STACEY FRANCIS-BAYMAN
ATHLETE DIRECTOR
APPOINTED 2023



SHIRLEY HOOPER
VICE PRESIDENT
ELECTED 2021



ROB MILLS
INDEPENDENT DIRECTOR
APPOINTED 2022



SURI BARTLETT
INDEPENDENT
FINANCE DIRECTOR
APPOINTED 2023

REGIONAL DIRECTORS



CECILIA MOLOKWANE
DIRECTOR (AFRICA)
ELECTED 2019



DR BRIDGET ADAMS
DIRECTOR (AMERICAS)
ELECTED 2023



VICTORIA LAKSHMI
DIRECTOR (ASIA)
ELECTED 2023



LYN CARPENTER
DIRECTOR (EUROPE)
ELECTED 2019



WAINIKITI BOGIDRAU
DIRECTOR (OCEANIA)
ELECTED 2019

Tomorrow, MediaCityUK, Salford, M50 2AB, United Kingdom



"The year also marked the return of international netball for the elite emerging U21s in our game as our Regional Netball World Youth Cup 2025 (NWYC2025) Qualifiers took place.

Congratulations to all 20 teams that have qualified for the NWYC2025, to be hosted in Gibraltar from the 19th – 28th September 2025".

DAME LIZ NICHOLL DBE
WORLD NETBALL PRESIDENT

NWYC2025 Qualifiers Oceania match between Tonga and Cook Islands.

PRESIDENT'S ADDRESS

DAME LIZ NICHOLL DBE



At the end of every year, it is important for us all in the Netball Family to come together and reflect on the enormous contribution of each and every netball volunteer and those professional staff members who give so much of their time, energy and experience to our sport. We should all take time out to celebrate the growth we have seen, the incredible play we have witnessed and feel proud for all those that we have inspired to get involved in our sport.

Whilst writing this report we sadly lost our Oceania Regional Director, Kiti Bogidrau. Kiti has been an integral part of the Netball Family for many years and during this time has made many friends and has held a number of crucial leadership roles, which have led to significant developments within Fiji, the Oceania region and within WN.

At WN Kiti will always be remembered for her friendship, gentle personality and thoughtful reflections that helped shape many of our decisions. On behalf of WN and our Netball Family all over the world, we offer our heartfelt condolences to her family and friends.

We started 2024 by launching our new Rules of Netball on the 1st January. The new rules saw us say goodbye to the toss-up, and welcome tactical changes, as well as making further safety focused changes to our game.



WN Digital Marketing team at the Sports Business Awards 2024.

Our Members worldwide had until September 2024 to implement these rules at a grassroots level, but at the international level they went straight into effect from the 1st January, with the Hong Kong Four Nations series the first international event to use the rules.

From then onwards 168 World Netball (WN) World Ranking matches were played throughout 2024. Many of these matches were streamed on NetballPass, allowing us to reach more fans around the globe and giving fans a central location to watch their favourite international stars in action.

We were thrilled to see NetballPass awarded 'Best Fan Engagement Programme' at the Sports Business Awards 2024, in a very competitive category.

We ended the year with 52 ranked teams in our WN World Rankings.



FAST5 NWS 2024 winners.

In the shorter and faster format of our game, FAST5, the FAST5 Netball World Series (NWS) 2024 took place in November in Christchurch, New Zealand, with Australia making a clean sweep as both their women's and men's squads were victorious.

The FAST5 NWS 2024 was the final of the three consecutive FAST5 NWS to be played in New Zealand, and we would like to thank Netball New Zealand once again for hosting three fantastic spectacles for the world to see.

It wasn't just the senior teams we saw in action in 2024 though. The year also marked the return of international netball for the elite emerging U21s in our game as our Regional Netball World Youth Cup 2025 (NWYC2025) Qualifiers took place.

Congratulations to all 20 teams that have qualified for the NWYC2025, to be hosted in Gibraltar from the 19th – 28th September 2025.

For many of our qualified teams, the NWYC is often the first time their young players get the opportunity to compete against teams from other Regions around the world and experience different styles of play. It was a privilege for me to be able to be there in Gibraltar to be part of the NWYC2025 draw and watch the matchups unfold, whilst also having the opportunity to meet the local leadership team and visit the competition venues.

We have also announced that Janet Young will be the Medical Advisory Panel Representative for the NWYC2025. Welcome to the team Janet!

Away from our events, 2024 has been a year of growth in terms of membership with WN welcoming St Eustatius as a new Full Member in October.

In extraordinary circumstances, Uganda re-joined WN as the newly formed Netball Uganda, following a period of significant administrative turmoil. With the support of experienced and independent sporting leaders, an Independent Normalisation Committee took temporary control and developed a new constitution which was passed at an extraordinary assembly.

I would like to take this opportunity to thank all those involved in the Normalisation Committee. At WN we are on a mission to grow, play and inspire through netball, keeping athletes at the heart of our decision making, and your actions ensured this happened.



Uganda back in action in 2024 at the Nations Cup.
Credit: Getty Images.

During 2024 we also grew our officiating workforce, with new officials being recognised in various roles and many officials continuing their journeys.

Without our incredible officials there would be no netball, and in 2024 especially, with the officials having to learn the new rules launched in January, we are very thankful for their invaluable support.

Another key area of focus for us has been commercial growth, as we continued to explore new strategies to generate more commercial revenue going forward and build on the success of the Netball World Cup 2023.

With that in mind, in 2024 we welcomed two new Independent Members to our Commercial Committee; Aarti Dabas and Louise Cullinan.

Louise and Aarti's skills complement those of Independent Director, Rob Mills, and WN Vice President and Commercial Committee Chair, Shirley Hooper, and they are all providing both strategic and pragmatic guidance to WN.

I mention the above because we have found that by openly advertising for specific expertise aligned to our strategic plan we have been able to attract and recruit some amazingly talented individuals, and if you are not already doing so, I would encourage you to explore these possibilities for your own organisations.

Keeping with the theme of growth, we also saw a change in leadership at the WN HQ this year. Following the end of Clare Briegal's 10-year tenure as Chief Executive Officer (CEO), Vicky Lowe joined WN in April 2024 as interim CEO.

Vicky did a fantastic job leading the team until November 2024, when we welcomed our new CEO, Fiona Harold.

We were very fortunate to be able to celebrate in style with Clare when the WN Board met in London in June. The whole Board and WN Family members from England were all invited to a very special banquet at the Guildhall in the City of London which was built in the 15th century. It was a memorable occasion.

I am already very impressed by our new CEO Fiona and look forward to working with her over the coming years in our respective leadership roles for WN.

At WN our priorities stem beyond facilitating grow and play, and throughout 2024 we launched various projects under our inspire strategy with the aim of creating a better world through netball.

This included focusing further on our sustainability strategy. Progressing WN's commitment to working towards a Net Zero target by 2040, paving the way for a more sustainability-conscious Netball Family, WN joined the United Nations Sport for Climate Action Community and partnered with Net Zero Group (NZG).

We also announced our first Strategic Development Fund (SDF) awardees. With the SDF, our aim is to support our Members in developing netball aligned with the WN strategy and their own strategy.

We are looking forward to seeing the SDF make a tangible difference.

Under our inspire strand we also have the World Netball Foundation (WN Foundation), of which I am a trustee and Chair, supported by three other trustees providing invaluable expertise.

In 2024, the WN Foundation announced its first partnership with Indian Non-Governmental Organisation (NGO), Maitrayana.

Maitrayana facilitates programmes for adolescent girls and young women from the ages of 10 – 25 years, giving them the opportunity to take part in both netball and life skills. Fiona will go into more detail on this fantastic partnership in her CEO report.

The WN Foundation also began building a global library of netball-driven social change projects as part of its ongoing commitment to harnessing the power of netball to drive social change.

We all need to amplify our voices, proudly sharing examples of how netball has for over a century, and is still, changing the lives of so many women and girls in particular.

So, following a successful year in all three areas of our strategy: to grow, to play and to inspire, we also have lots to look forward to.

As we have already mentioned, we are now entering the year of the NWYC, and in other event news it has now been confirmed that netball will be included in the Glasgow 2026 Commonwealth Games.

In 2025, our Global Events Strategy will continue to be a key focus of ours as we look to unlock greater commercial revenue to further and fast track the development of our sport, and I look forward to being able to bring you all on this journey with us.

With my very best wishes and sincere thanks to you all for everything you do for our netball community at world, regional, national and local levels.



DAME LIZ NICHOLL DBE
WORLD NETBALL PRESIDENT

CHIEF EXECUTIVE'S REPORT

FIONA HAROLD



Fiona Harold WN CEO

GROW

Through our grow strategy we set out to increase global participation, reach, revenue and capacity.

Membership and Workforce

World Netball (WN) is fundamentally a membership organisation and our Members are key to driving forward the growth and development of the game at a global level.

I was delighted that in 2024, we welcomed a new Full Member, St. Eustatius to our Americas Region, and Uganda re-joined as the newly formed Netball Uganda, following a period of significant administrative turmoil. My thanks go to the Independent Normalisation Committee who managed this process exceptionally by developing a new constitution that was successfully passed at an extraordinary assembly.

These two developments brought our membership to 65 Full Members and 12 Associate Members by the end of 2024.

As more countries join WN, the need to grow our officiating workforce becomes increasingly important, ensuring we have the capacity to support more international matches. I am delighted to report the addition of:

- Five new International Umpire Awardees (IUA)
- One new International Testing Panel (ITP) Cadet
- 10 new International Talent Identified (ITID) Umpires

We also saw many officials continue their journeys in various roles, with several being re-endorsed or having their statuses renewed or extended.

On the theme of growth, many of you will be aware of the change in leadership at WN HQ this year. Following the conclusion of Clare Briegal's 10-year tenure as Chief Executive Officer (CEO), Vicky Lowe stepped in as interim CEO in April 2024.

I was honoured to take over as CEO at such a pivotal moment in the organisation's growth. I look forward to exploring new strategies to drive commercial development, building on the success of the Netball World Cup (NWC), and working closely with our Members and Regions to continue growing, playing, and inspiring around the globe.

It has already been inspiring to see the dedication across our sport. My sincere thanks go to our volunteer and staff workforce — the Board, Committees, Technical Advisory Panels, Working Groups, and of course, our incredible team of officials — for leading the way in netball's global development.

Commercial & Marketing

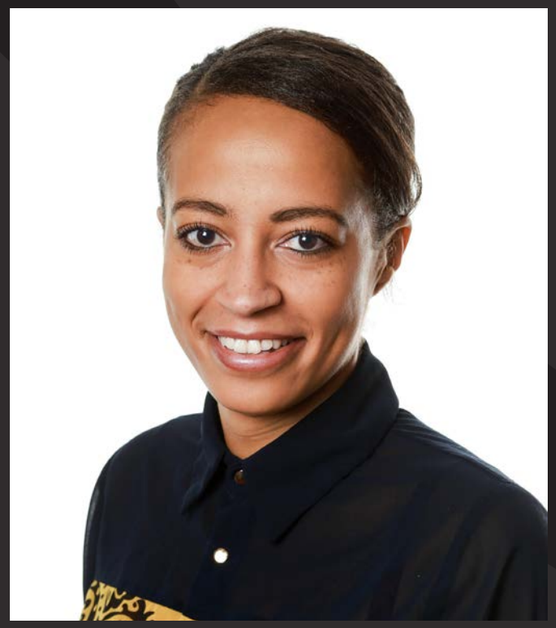
Our Commercial Committee has also seen growth with the addition of two new highly experienced Independent Members: Aarti Dabas and Louise Cullinan.

Aarti brings significant expertise in media, broadcast, digital, sponsorship, and events, with experience at Formula E and the ICC. Louise, currently Director of Insights at TEAM Marketing AG, specialises in transforming sports data into insights that drive revenue.

Aarti Dabas, new Commercial Committee Member.



Louise Cullinan new Commercial Committee Member.

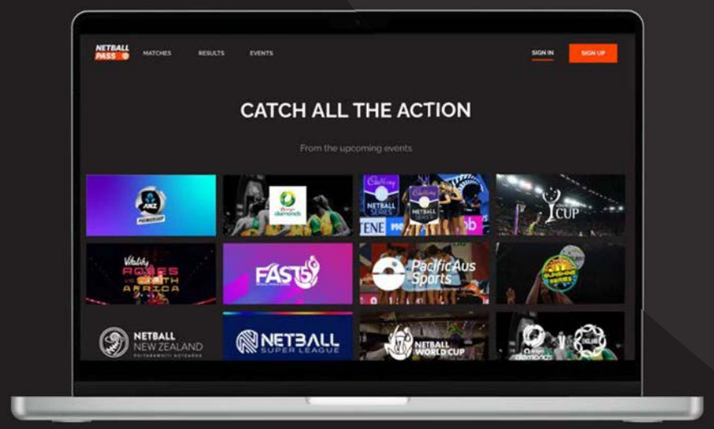


A key priority in 2024 was the development our Global Event Strategy, including a review of our existing events and exploration of new ones. We've gathered vital market feedback and continue to refine our strategy further, and remain focused on finalising a Global Events Calendar that delivers consistency and added value for all stakeholders.

As part of this work, the bidding processes for the Netball World Youth Cup 2029 (NWYC2029) and NWC2031 were temporarily paused during 2024. In 2025 a key priority will be to remodel and launch this process.

Another major area of focus has been NetballPass, WN's Over The Top (OTT platform), which continues to grow both in users and content offering. It has proudly become the home of the world's top three elite domestic leagues – the Suncorp Super Netball League, ANZ Premiership, and Netball Super League – as well as many international series, providing access for fans across the globe.

NetballPass is enabling us to connect with more fans, more often, offering a central destination for netball content. It is building a strong reputation in the sports industry and was recognised with



NetballPass becomes the home of netball.

the 'Best Fan Engagement Programme' at the 2024 Sports Business Awards — a tremendous achievement in a competitive field.

I encourage all Members hosting events in 2025 to connect with us about streaming their matches on NetballPass.

Outside of NetballPass, our digital channels have also seen impressive growth. Headline statistics include:

- 13 million video views on TikTok
- 6.3 million accounts reached on Instagram with nearly 500,000 content interactions
- 7.2 million reached on Facebook
- 93,000 WN newsletter subscribers
- 2.3 million screen views on the Rules of Netball App

Sport Development

We remain focused on strengthening and supporting our diverse Netball Family by facilitating deeper alliances across our Member nations and Regions.

A key enabler of this has been the launch of our Strategic Development Fund (SDF).

The SDF is designed to support Members in developing netball initiatives that align with both the WN strategy and their own national strategies.

Following the first round of applications in September 2024, we were thrilled to announce our first five successful awardees:

- Netball Argentina
- Barbados Netball Association
- Fédération Ivoirienne de Netball
- Netball Fiji
- Netball Northern Ireland

Applications covered a wide range of focus areas, including coach development, increasing awareness of netball in emerging countries, governance, and diversity and inclusion planning. The selection process was thorough, with the SDF panel carefully assessing all submissions.

We're excited to see the SDF make a tangible difference in each of these five countries as they continue to grow and strengthen their netball programmes.

In 2025, WN will also continue to partner with the Wallace Group of Universities, who will be celebrating their 20th anniversary, to support the expansion of hub sites in Africa.

Key decisions made by the Federation in relation to grow:

- Paused in 2024, the Board agreed to consider the overarching strategy for grow, following the development of a strategy for Male participation in quarter two of 2025.



Netball Argentina, using their SDF from WN, held their first Netball Training Workshop in Bolivia.

GROW – INCREASE GLOBAL PARTICIPATION, REACH, REVENUE AND CAPACITY

KPI	CATEGORY/ VALUE	STATUS DEC 2022	STATUS DEC 2023	STATUS DEC 2024	TARGET DEC 2025
NO. OF MEMBERS	FULL	57	64	65	68
	ASSOCIATE	22	20	12	14
	TOTAL	79	84	77	82
WORLD NETBALL WORKFORCE	BOARD	9 SUCCESSION PLANS IN PLACE AD & IFD RECRUITMENT IN PLACE	10 PRESIDENT ELECTION INDEPENDENT DIR FINANCE ATHLETE DIRECTOR & REGIONAL DIRECTORS APPOINTED	10	10 VICE PRESIDENT ELECTION
	STAFF & CONTRACTORS (FTE)	7.8 NO STAFF TURNOVER IN YEAR	7.8 HEAD OF EVENTS	8.2 PERMANENT CEO APPOINTED	9.5 HEAD OF GOVERNANCE & MEMBER RELATIONS REGIONAL DEVELOPMENT CO-ORDINATORS
	BOARD COMMITTEE MEMBERS	22	23	23	24
	WORKING GROUPS	VOA CONTINUES EVENTS	ESTABLISHED EVENT QUAL. WG CONCLUDED VOA WG	ESTABLISHED PANEL CHAIRS GROUP CONCLUDED EQWG	ESTABLISH MEN & BOYS WORKING GROUP
	OFFICIALS	90	90	95	FURTHER GROWTH
	TECHNICAL PANELS	23 OAP ESTABLISHED RE-APPOINT CAP	23	23 RE-APPOINT MAP RE-APPOINT OAP ESTABLISH ATHLETE COMMISSION	28 RE-APPOINT RAP RE-APPOINT MAP ESTABLISH ATHLETE COMMISSION
	EVENT (TDs)	2 NWC2023 & NWYC2027	1 NWYC2025	2 NWYC2025 & NWC2027	2 NWYC2025 & CG2026
WORKFORCE DIVERSITY	FEMALE/ MALE	80%/ 20%	74.8% 25.2%	76% 24	INCREASING GENDER BALANCE
	ETHNICITY	RECRUITMENT MONITORING	RECRUITMENT MONITORING	RECRUITMENT MONITORING	RECRUITMENT MONITORING

TikTok PLATFORM SPOTLIGHT

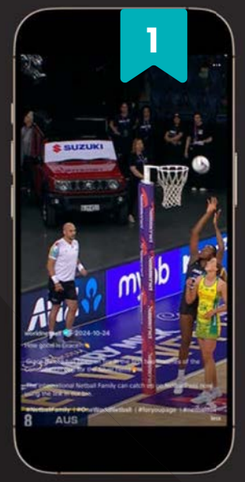
13,064,211
Video Views
+150%
YoY increase

25,298
Post comments
599%
YoY increase

34,362
New Followers
150%
YoY increase

TikTok TOP THREE

ANZ Premiership
International Player Watch Video



2,402,740
views across TikTok
44,763
Engagements

FAST5 NWS 2024
Pick Your Favourite Moment Video



605,185
views across TikTok
36,382
Engagements

Rules of Netball 2024
Update Launch Video



557,875
views across TikTok
56,279
Engagements

PLAY

Under our core strategic pillar, play, we set out with the aim to drive game development and world-wide delivery of a portfolio of thrilling world-class events.

This year we have continued to deliver on that with 168 World Netball (WN) World Ranking matches taking place throughout the year. This included the Europe Netball Open Challenge in Isle of Man, the inaugural Horizon series in Jamaica and England, the Mirxes Nations Cup in Singapore, the Africa Cup in Namibia and the PacificAus Sport Netball Series in Australia, just to name a few with countries from all five of our WN Regions taking to court.

Brunei, British Virgin Islands, France, Maldives and Philippines entered the WN World Rankings for the first time in their history in 2024, having played the minimum number of matches required (8) since becoming Full Members of WN. My congratulations to you all!

This meant we ended 2024 with 52 teams in the WN World Rankings, eight more teams than in 2023.

In addition to this in 2024 we also saw the return of international youth netball, with the Netball World Youth Cup 2025 (NWYC2025) Qualifiers taking place.

The last NWYC took place in 2017, with the 2021 edition cancelled due to the COVID pandemic.

This made it even more special to see the journey to the NWYC2025 Gibraltar begin, with athletes in all five of our WN Regions taking to court to battle it out for a spot in our pinnacle U21 netball competition taking place in Gibraltar from the 19th – 28th September 2025.



NWYC2025 Pools following the draw.

All 20 teams have now been confirmed for the competition, with Gibraltar pre-qualifying as hosts, and New Zealand, Australia, England and Fiji also all pre-qualifying due to their top-four finishes at the NWYC2017.

Our congratulations go to South Africa, Malawi, Zambia, Malaysia, Singapore, Sri Lanka, Jamaica, Barbados, Trinidad and Tobago, Scotland, Wales, Northern Ireland, Samoa, Tonga and the Cook Islands, who all qualified due to finishing in the top three during their regional qualifiers.

We would also like to say a big thank you to Cook Islands, Guadeloupe, South Africa, South Korea and Wales who were all fantastic hosts of the NWYC2025 Qualifiers. Thank you for giving our next generation of talent the opportunity to perform on the international stage.



Winners of the NWYC2025 Qualifiers namely Jamaica (Americas).

Following the qualifiers, attention turned to Gibraltar in November as they live streamed the event draw globally on the Netball World Cup's (NWC) YouTube channel.

The draw confirmed that the hosts Gibraltar will face the defending NWYC Champions New Zealand, as well as Malaysia, Cook Islands and Zambia in their opening matches.

As one event returns to the international calendar, another has taken a pause as we end 2024.

As you will be aware, WN awarded Netball New Zealand (NNZ) the rights to host the FAST5 Netball World Series for three years, between 2022-2024.

NNZ did a fantastic job over this three-year period creating a world class spectacle for us all to enjoy.

Following the conclusion of this agreement in 2024, WN will now take this time to undertake a strategic review, meaning the FAST5 NWS will be paused for 2025.

Our congratulations go to Australia, as both their men's and women's squads were crowned Champions at the FAST5 NWS 2024.

As well as the NWYC2025, we have lots to look forward to in the international events space moving forward within the Netball Family, including the NWC2027 in Sydney.

In October 2021 the Commonwealth Games Federation (CGF) set out a new roadmap and announced that there would be only two compulsory sports at the 2026 and 2030 Commonwealth Games, Swimming and Athletics. This meant netball would now be an optional sport.

We are delighted that this year it was announced that netball was confirmed as one of the sports on the programme for the Glasgow 2026 Commonwealth Games, and we are now in close consultation with the CGF on the details of the competition.

The netball competition at the Commonwealth Games was extremely popular with fans at the recent edition, Birmingham 2022, with over 150,000 tickets sold and a further 34.5 million tuning in to watch on Linear TV across netball's core markets. We've no doubt this trend will continue at the next Games in 2026.

Within our core strategy, play, it is our goal to deliver a Global Event Strategy that showcases the very best of our sport to more people, more often.



Winners of the NWYC2025 Qualifiers namely Malaysia (Asia).



Winners of the NWYC2025 Qualifiers namely Scotland (Europe).

Inclusion in multi-sport games such as the Commonwealth Games is a key part of this, but WN will also continue to evolve its own events and explore potential new events as part of this due to the uncertainty of netball's involvement in future Commonwealth Games.

In addition to increasing the number of events in our portfolio, under our core strategy play we have also been working to ensure that we continue to drive game development throughout 2024, specifically in relation to the Rules of Netball.



Winners of the NWYC2025 Qualifiers namely Samoa (Oceania).

In 2023, our Rules Advisory Panel (RAP) delivered a review of the International Rules of Netball. The recommended rules changes were then presented by RAP at Congress in 2023 and approved following a robust debate.

The new Rules of Netball came into effect for all international matches from the 1st January 2024, with the changes focusing on player safety and game management, as well as streamlining existing rules such as contact and advantage.

To help educate the wider Netball Family on the new rules, WN worked alongside RAP and NETFIT NZ on two social media campaigns in 2024, which both included educational videos and explanatory PDFs.

The initial 40-day social media campaign which launched the rules had a reach of 4.1 million during the campaign period, with WN gaining just under 17,000 followers.

The new rules book, educational videos and explanatory PDFs can be found in the rules section on our website.

We are proud that through implementing these rules changes we have ensured that the spectacle of netball has been maintained whilst player welfare has been protected, and we look forward to seeing more matches played by these rules in 2025.

Key decisions made by the Federation in relation to Play:

- Board agreed that being a part of the Commonwealth Games 2026 remains a positive position for netball
- The Board continued to provide oversight in relation to the planning of NWYC2025



Winners of the NWYC2025 Qualifiers namely South Africa (Africa).

PLAY – DRIVING GAME DEVELOPMENT AND WORLDWIDE DELIVERY OF A PORTFOLIO OF THRILLING WORLD CLASS EVENTS

KPI	CATEGORY/VALUE	STATUS DEC 2022	STATUS DEC 2023	STATUS DEC 2024	TARGET DEC 2025
GLOBAL CALENDAR	STATUS	WN CALENDAR FOR 2022 AND 2023 ISSUED	ROLLING ANNUAL PROCESS IN PLACE	ROLLING ANNUAL PROCESS IN PLACE	ROLLING ANNUAL PROCESS IN PLACE
NETBALL WORLD YOUTH CUP	EVENT STATUS	EARLY PLANNING OF NWYC2025 LOC TO BE ESTABLISHED	ON TRACK FOR DELIVERY OF NWYC2025	REGIONAL QUALIFIERS TAKEN PLACE	DELIVER NWYC2025 CARRY OUT FULL REVIEW TO DETERMINE FUTURE OF NWYC
NETBALL WORLD CUP	EVENT STATUS	ON TRACK 16 TEAMS QUALIFIED	DELIVERED NWC2023 NWC2027 ON TRACK	NWC2027 ON TRACK	ESTABLISH NWC2027 LOC AND SIGN OFF APPROVED NEW FORMAT
COMMONWEALTH GAMES	EVENT STATUS C/F PLAN	DELIVERED SUCCESSFULLY NETBALL IN PROG FOR V2026	VICTORIA CANCELLED FOR 2026 FAST5 NETBALL IN CYG TRINBAGO 2023	GLASGOW ANNOUNCED AS HOST FOR 2026	12 TOP RANKED COMMONWEALTH TEAMS (INCLUDING SCOTLAND) TO BE NAMED
EVENT PORTFOLIO	STATUS			EOI SOUGHT FOR NWC 2031	RFP RELEASED FOR NWC 2031 & 2035
NEW WORLD EVENTS	STATUS	EVENT PRINCIPLES CONFIRMED PROPOSAL IN DEVELOPMENT	WORKING GROUP PROPOSAL AGREED WITH BOARD	ONGOING EVENT PORTFOLIO DISCUSSIONS	NEW GLOBAL EVENT CALENDAR AND PORTFOLIO FINALISED
FAST5 NWS	EVENT STATUS C/F PLAN	WORKSHOP WITH MEMBERS AT CG B2022		FAST5 PAUSED FOLLOWING END OF 3 YEAR HOSTING CYCLE IN NZ	DECISION MADE ON WHETHER THERE IS A FUTURE FOR FAST5 WITHIN GLOBAL EVENT PORTFOLIO
		DELIVERED SUCCESSFULLY IN NOV 2022	DELIVERED SUCCESSFULLY IN NOV 2023 PLAN FOR 2024 AGREED	DELIVERED SUCCESSFULLY IN NOV 2024 PLAN FOR 2025 ONWARDS TO BE AGREED	

INSPIRE

Under our inspire strategy, we have an aim to harness the power of netball to change lives. Throughout 2024, both World Netball (WN) and its charitable arm, the World Netball Foundation (WN Foundation) made substantial progress in this area.

Sustainability

Our purpose is to create a better world through netball, and we recognise that through this we have a responsibility to play our part when it comes to creating a sustainable world.

Following a successful 'Pivot for the Planet' campaign at the Netball World Cup 2023 (NWC2023), WN continued its journey towards creating a more sustainability conscious Netball Family throughout 2024.

In July 2024, WN confirmed its commitment towards a Net Zero target of 2040, with the first steps towards achieving this goal being WN partnering with Net Zero Group (NZG) and joining the United Nations (UN) Sport for Climate Action Community.

The partnership with NZG, a climate-technology business that helps companies measure, reduce, offset and communicate their carbon footprint, will see WN commit to measuring and reducing their internal carbon footprint.

In addition to this, ahead of the FAST5 Netball World Series 2024 (FAST5 NWS 2024), alongside NZG WN created a Carbon Engagement Portal, which allowed those attending the event to measure, reduce and share their carbon footprint using our carbon calculator.

In 2024 WN joined the UN's Sport for Climate Action Community and agreed to begin measuring its GHG emissions, submit a Climate Action Plan, have a 50% emission reduction by 2030 and be Net Zero by 2040.

We will keep you all updated on our sustainability journey.

WN Foundation

WN's charitable arm, the WN Foundation, made significant progress throughout 2024, including announcing their first two partners.

In May 2024, the WN Foundation announced a partnership with the Indian non-for-profit organisation, Maitrayana Charity Foundation (Maitrayana), and in December, it announced its first academic institution partnership with Griffith University, Australia.

Having launched its strategy in 2023, the WN Foundation outlined its mission to build opportunities, environments, and partnerships that are inclusive, promote equality and change lives, as well as to use the sport of netball to drive positive change around the world.

This aligns with the purpose of Maitrayana, which aims to leverage the power of sport, to create ecosystems that empower girls and young women to fulfil their potential, whilst also furthering girls and women's rights.

Maitrayana facilitates programmes for adolescent girls and young women from the ages of 10 – 25 years, giving them the opportunity to take part in both netball and life skills programmes, with a focus on their rights. They also offer leadership pathways and economic justice programmes.



WN partners with NZG and creates carbon calculator.



Image from one of Maitrayana's netball programmes.

Through this partnership the WN Foundation will now help implement Maitrayana's programme for 500 girls in India, whilst also helping to build an online community for netball players to communicate with the girls on the programmes, enabling them to learn from others netball and life experiences.

Alongside Griffth University the WN Foundation will aim to create impact through work-integrated learning opportunities for students, collaborative research and community engagement, advancing their joint mission to create social change.

Key decisions made by the Federation in relation to Inspire:

- WN Foundation launched its first partnership with Maitrayana
- World Netball signed the United Nations Sport for Climate Action agreement pledging to be Net Zero by 2040
- WN Foundation partnered with Griffith University Australia.

INSPIRE – HARNESS THE POWER OF NETBALL TO CHANGE LIVES

KPI	CATEGORY/VALUE	STATUS DEC 2022	STATUS DEC 2023	STATUS DEC 2024	TARGET DEC 2025
WORLD NETBALL FOUNDATION GOVERNANCE	TRUSTEES	APPOINTED	REGULAR MEETINGS	IMPLEMENTATION OF SLA	
	ARTICLES OF ASSOCIATION	FILED WITH COMPANIES HOUSE		FOUNDATION TO HAVE OWN TARGETS & KPIs	
	CHARITABLE STATUS	APPROVED AND APPLICATION FILED FOR CHARITABLE STATUS	APPROVED		
	STRATEGY	IN DEVELOPMENT	APPROVED & LAUNCHED AT NWC	ONGOING MANAGEMENT OF PARTNERS AND BUSINESS DEVELOPMENT INITIATIVES	INCREASE VISIBILITY/ GROW REVENUE/& SUSTAIN PARTNERSHIPS

GOVERN

All of what we do at World Netball (WN) is underpinned by good governance.

Throughout 2024 we continually improved our already strong governance structure, ensuring compliance with all relevant legislation, maintaining our position as a clean sport, as well as bringing the Voice of the Athlete to the heart of our sport, whilst always focusing on remaining a leader in best governance practice.

As discussed earlier in this report, one big change in 2024 year was the change of Chief Executive Officer (CEO) reporting into the Board. With Clare Briegal leaving in March, Vicky Lowe joined WN as interim CEO doing a fantastic job from May to November 2024, when I then joined the team on a permanent basis.

Business continued as usual throughout this time, and the Board approved the following revised policies and guidelines:

- Sport Related Concussion Guidelines
- Equality and Diversity Policy
- Whistle-Blower Policy
- Participation and Inclusion Policy
- Guidelines for Safeguarding and Protecting Children
- World Netball Anti-Doping Rules
- Employee Handbook

In addition to this WN once again, following assessment through WADA's code compliance process, maintained full compliance with the World Anti-Doping Code.

WN is proud of netball's reputation as a clean sport, and it remains committed to supporting the clean athlete. There was one Anti-doping Rules Violation (ADRV) recorded in 2024.

To show our support and further educate our Netball Family on clean sport in 2024, we also worked with our international athletes to create a series of videos to support the World Anti-Doping Agencies Play True Day.

In these videos players from the Netball World Cup 2023 spoke about the importance of clean sport and what integrity means to them, before giving advice to the next generation of athletes on how they can be the best at their sport, whilst making it fair for all.



Australian Diamond Jo Weston filming Play True Day video for the WADA x WN campaign.

WN continued to develop its policies and processes on ethics, integrity and conduct in 2024. During the year, two disciplinary investigations were initiated. In each case the allegations were upheld and sanctions imposed.

Finally, in September 2024 the WN Board took the decision that Congress 2025 would be held virtually,.

Upon taking this decision the WN Board reviewed the benefits of each approach, particularly focusing on attendance, finances, stakeholder management and sustainability.

I have no doubt the virtual Congress will be a true success, just as it was in 2021, when we saw a record number of Members in attendance.

The date for Congress is confirmed as 10th July 2025.

Key decisions made by the Federation in relation to Govern:

- Agreed Congress 2025 would be held online
- Agreed the updated review of Strategic Plan and KPIs
- Approved the contents of the financial statements 12 months to 31st December 2023
- Approved the appointment of Beever & Struthers as auditors for 2024
- Agreed the Budget for 2025
- Agreed to contact the three professional player associations inviting them to take part in designing the structure for WN's Athlete Commission
- Agreed to recommend a WN Board Director representative on the NWYC2025 and NWC2027 Local Organising Committees

GOVERN – EVOLVE THE GOVERNANCE STRUCTURE TO ENSURE WE REMAIN A LEADER IN BEST PRACTICE

KPI	CATEGORY/VALUE	STATUS DEC 2022	STATUS DEC 2023	STATUS DEC 2024	TARGET DEC 2025
STRATEGIC PLAN	STATUS	DELIVERING KPIs	DELIVERING KPIs	PLAN FOR 2024-2028 AGREED	
WORLD NETBALL CONGRESS	STATUS	DELIVERED SPECIAL MEETING PLANNING FOR 2023 IN PLACE	DELIVERED JULY 2023 ELECTIONS FOR PRESIDENT ROLE (RE) APPOINTMENT REGIONAL DIRECTORS	VENUE FOR CONGRESS 2025 CONFIRMED PLANNING FOR 2025 IN PLACE	VIRTUAL CONGRESS 10 JULY 2025
BOARD MEETINGS	FULL/INTERIM	4 FULL	4 FULL/ 4 INTERIM UPDATES 1 FACE-TO-FACE	4 FULL / 2 INTERIM UPDATES 1 FACE-TO-FACE	4 FULL / 4 INTERIM UPDATES AS REQUIRED 1 FACE-TO-FACE
COMMITTEES	MEETINGS	4 MEETINGS PER YEAR	4 MEETINGS PER YEAR	4 MEETINGS PER YEAR	
ATHLETES VOICE	MEETINGS	REPORT TO WN BOARD AND PROPOSALS ACCEPTED BY BOARD & MEMBERS	AD APPOINTED TOR APPROVED FOR ATHLETE ADVISORY PANEL		ESTABLISH ATHLETE COMMISSION
INDEPENDENT DIRECTOR (COMMERCIAL & FINANCIAL)	APPOINTMENT	ID (C) APPOINTED	ID (F) APPOINTED		APPOINT ID (C)
FINANCIAL AUDIT	CLEAN (PREV YR) PLANNING MEETING HELD	CLEAN AUDIT (2021) 2022 AUDIT PLANNING MEETING HELD	CLEAN AUDIT (2022) 2023 AUDIT PLANNING MEETING HELD	CLEAN AUDIT (2023) 2024 AUDIT PLANNING MEETING HELD	CLEAN AUDIT (2024) 2025 AUDIT PLANNING MEETING
CLEAN SPORT	ANTI-DOPING RULES VIOLATIONS IN INTL. TESTING POOL	0 ADRV TDP (TEST DISTRIBUTION PLAN) COMPLETED	0 ADRV TDP (TEST DISTRIBUTION PLAN) COMPLETED COMPLIANCE QUESTIONNAIRE COMPLETED	1 ADRV DELIVER TDP (TEST DISTRIBUTION PLAN)	0 ADRV DELIVER TDP (TEST DISTRIBUTION PLAN)
COMPLIANT WITH RELEVANT LEGISLATION		COMPLIANT WITH ALL RELEVANT LEGISLATION	COMPLIANT WITH ALL RELEVANT LEGISLATION	COMPLIANT WITH ALL RELEVANT LEGISLATION	COMPLIANT WITH ALL RELEVANT LEGISLATION
POLICIES & REGULATIONS		REVIEWED IN LINE WITH CHECKLIST	REVIEWED IN LINE WITH CHECKLIST	REVIEWED IN LINE WITH CHECKLIST	REVIEWED IN LINE WITH CHECKLIST

WN COMMITTEE, WORKING GROUP AND TECHNICAL PANEL REPORTS

Audit and Risk Committee

Members: Suri Bartlett (Chair), Victoria Lakshmi and Lindsay Sartori (Independent Member). This Committee is supported by Angela Sanderson (WN Head of Finance and Governance).

In 2024 the Audit and Risk Committee met by video conference on three occasions and face-to-face once. They completed the following activities:

- Approved the 2023 financial statements
- Recommended the appointment of the external auditor
- Undertook regular reviews of the Risk Register including complete re-format of Register
- Reviewed Membership Compliance
- Approved the quarterly financial statements for presentation to the Board
- Developed a high-level plan for the 2024 audit
- Provided oversight in respect of the development of Budget Assumption for 2025
- Reviewed and made recommendations in respect of the Ethics and Anti-Corruption Code, Whistle Blower Policy and Policy on Delegated Authority

Commercial Committee

Members: Shirley Hooper (Chair), Dame Liz Nicholl DBE, Rob Mills, Louise Cullinan (Independent Member appointed July 2024) and Aarti Dabas (Independent Member appointed July 2024). This Committee is supported by Fiona Harold (WN CEO), Kate Agnew (WN Head of Events) and Emily Whiteside (WN Head of Marketing Digital and Broadcast).

- Tested the commercial viability of a new event portfolio by going to market for confidential feedback
- Updated the commercial strategy to ensure it was still fit for purpose
- Recruited two new independent members to the Committee
- Updated Social Media Policy but recognised certain areas need to be reviewed by Athlete Director
- Conducted feasibility study for potential inclusion of netball in the Olympic Games Brisbane 2032
- Began work to restructure the Netball World Cup 2027 (NWC2027) commercial programme
- Further growth of NetballPass through the delivery of more netball content
- Stored all data that had been consolidated through the fanbank platform and ensured data governance was in place
- Developed a research plan for 2025 and beyond

Governance Committee

Members: Kiti Bodigrau (Chair), Dr Bridget Adams, Leanne O'Leary (Independent Member) and Octavia Gibson (Independent Member). This Committee is supported by Angela Sanderson (WN Head of Finance and Governance).

In 2024 the Governance Committee met by video conference on two occasions and face-to-face once. They completed the following activities:

- Reviewed all procedures this year to ensure harmonisation/streamline between them
- Reviewed Articles of Association in line with Olympic Charter
- Ongoing work on Code of Conduct and Ethics and Anti-Corruption Policy
- Reviewed International Olympic Committee (IOC) Framework on Human Rights

- Discussed EU rulings relating to European Competition law against the rules of sports governing bodies
- Updated Code of Conduct and Ethics and Anti-Corruption Policy before executive summary created
- Completed Association of Summer Olympic International Federations (ASOIF) benchmarking self-assessment

Nominations Committee

Members: Lyn Carpenter (Chair), Dame Liz Nicholl DBE, Catherine Lewis (Independent Member) and Kate Palmer (Independent Member). This Committee is supported by Angela Sanderson (WN Head of Finance and Governance).

In 2024 the Nominations Committee met by video conference on four occasions. They completed the following activities:

- Implemented a paper on storing contact details for applicants who have applied for roles at WN
- Agreed to add succession planning as an ongoing agenda item and for this to be added to workplan
- Created job description for interim CEO role
- Created role description for equality champion
- Timeline created to ensure key deadlines are met for re-appointment of current independent and any new board directors
- Updated Committee Terms of Reference to include appointments process for appointed directors
- Undertook further skills matrix of current directors
- Reviewed WN Equality and Diversity Policy
- Noted succession planning to be undertaken for Vice President in 2025 and President in 2027

Coaching Advisory Panel

Members: Anita Navin (Chair), Anna Stembridge, Burta De Kock, Leigh Gibbs, Nic Jones, Sue Gaudion, Sue Hawkins, Tracey Neville and Vicki Wilson.

In 2024 the Coaching Advisory Panel (CAP) met by video conference and face-to-face once.

They completed the following activities:

- Held a workshop in Singapore for over 30 coaches alongside CAP meeting
- Continued appraisal of Member country courses as part of the Coaching Endorsement Programme and successful accreditation awarded to the Americas (Level 3), Europe Netball (Level 1-3), and the first Commercial Endorsement awarded to Inspire Group in Australia for their coach development programme with USA Netball
- Raised visibility and profile of CAP through social media activity on coaching tips for success
- Contribution to Rules Advisory Panel's continued dialogue and feedback from the new rules' implementation
- Developed a Coaching Strategic and Operational Plan
- Supported the World Netball Global Learning Hub to create more accessible coaching resources
- Commenced work to build a coaching database of Member nations

Medical Advisory Panel

Members: Christa Janse van Rensburg (Chair), Janet Young, Laura Lallenec and Sharon Kearney. This Panel is supported by Angela Sanderson (WN Head of Finance and Governance).

In 2024 the Medical Advisory Panel met by video conference on three occasions. They completed the following activities:

- Updated wording relating to Covid in Infectious and Communicable Diseases Guidelines
- Agreed 12-day minimum return to play for elite international athletes as stated in WN Concussion Policy
- Agreed to recruit further Panel members

- Appointed Janet Young as WN Medical Representative for NWYC2025
- Agreed to include Infectious and Communicable Diseases Guidelines in WN Event and Commercial Operations Manual
- Requested Player and Team Official Participation Agreement (PTOPA) be updated to include 6th International Conference on Concussion in Sport
- Completed annual review of Participation and Inclusion Policy
- Agreed to plan for a medical conference prior to NWC2027
- Agreed to seek advice on noise and whistles
- Ongoing review of DSD policies from other sports
- Agreed to form a medical network for netball nations and for a register of team doctors/priority carers to be created

Officiating Advisory Panel

Members: Garratt Williamson (Chair) resigned March 2024, Gary Burgess, Lisa Douglas and Stacey Campton term ended February 2024. Christina Barrow reappointed March 2024. Alan Anderson (Acting Chair), Carmeta Douglin, Gareth Fowler, Joshua Bowring and Joan Yuliani were appointed March 2024.

In 2024 the Officiating Advisory Panel met by video conference on three occasions and completed the following activities:

- Worked in conjunction with other Panels and Committees in the broader context of WN strategic development objectives to ensure alignment
- Advised the CEO and produced procedures relating to Officiating
- Worked in conjunction with WN Panels to facilitate the delivery of education/training workshops for match officials at International and Regional levels as appropriate
- Re-prioritised projects driven by the Officiating Advisory Panel Strategy and led on portfolios of work

Rules Advisory Panel

Members: Cheryl Danson (Chair), Jonathan Bredin, Michelle Phippard, Waimarama Taumaunu and Yvette Smith.

In 2024 the Rules Advisory Panel (RAP) met by video conference on five occasions and face-to-face once. They completed the following activities:

- Presented webinars to disseminate the 2024 updated Rules of Netball
- Published rules 2024 Q and A responding to Member questions
- Presented a zoom session to WN umpires and WN International Testing Panel (ITP) on game management
- Produced additional rules resource videos
- Prepared and published updated FAST5 rules and trials and presented to umpires and UAP attending the 2024 FAST5 event
- RAP members attended and observed FAST5 Netball Word Series 2024
- Undertook a Member review of FAST5 rules and prepared updated draft FAST5 rules for Member approval
- Reviewed Member feedback on the short pass and game management rules, as agreed by congress 2023 and determined that no changes were required
- In partnership with Netball New Zealand undertook a trial for different division of the court for umpires
- Responded to Member queries regarding the Rules of Netball 2024

FINANCE DIRECTOR'S REPORT

SURI BARTLETT



Suri Bartlett
WN Finance Director.

The Directors are pleased to report on the financial performance of the International Netball Federation Limited, trading as World Netball (WN) for the year ending 31st December 2024.

Financial Performance Review
In 2024 WN recorded a deficit before tax of £702,590. This deficit was due in the main to lack of competition income during the year.

General
In 2024 WN reported income of £372,033 (£2,194,826 in 2023). This income was mainly in respect of membership subscriptions, grants and royalties.

Financial Report

Member Numbers
Membership reduced to 77 Members, 65 Full and 12 Associate in 2024 (84 in 2023). During the year the Federation welcomed 1 new Full Member, and 7 Associate Members failed to maintain membership.

Membership Subscriptions
Annual subscriptions from our Members was £161,591 in 2024 (£126,868 in 2023). This increase reflects the increase in membership and marginal increase in the charge.

Competitions
In 2024 the Federation recognised £76,925 as income from competitions in respect of international development support earmarked within the Netball World Cup 2027 (NWC2027) host agreement (£1,754,415 in 2023. The figure was higher than anticipated due to the recognition of £1,063,800 guaranteed minimum payment for NWC2027).

Royalties
Income received from royalty agreements was £60,000 in 2024 (£65,702 in 2023).

Grants
In 2024 the International Olympic Committee (IOC) provided a grant to World Netball totalling £24,863 (£24,771 in 2023) to support the Federation's anti-doping programme.

GROW
Expenditure associated with grow was £334,601 in 2024 (£416,107 in 2023). Net Effect grants to support Members' development initiatives amounting to £29,000 were made to Regional Federations once again in 2024. £178,254 (£62,454 in 2023) was spent on Global and Regional Development and £56,147 (£134,674 in 2023) was spent on digital marketing and communications in 2024.

PLAY
Expenditure in respect of play was £163,395 in 2024 (£205,297 in 2023) of this £121,085 was spent on event support and management.

INSPIRE
Expenditure in respect of the inspire strategy was £44,282 in 2024 (£48,933 in 2023). This reflects the funding awarded to the World Netball Foundation from WN to develop its strategy and partnerships.

GOVERN
Expenditure supporting WN's governance agenda (including staffing) was £533,345 in 2024 (£468,690 in 2023) the increase due in the main to foreign exchange fluctuations.

GROUP CASH AND RESERVES
WN held Member Funds of £925,063 on 31st December 2024 (£1,642,004 in 2023). The significant reduction being due to the reduction in event income and subsequent deficit reported in 2024, this is in line with cycle of WN events.

CONCLUSION
With no WN events in 2024, WN continued to build on its key strategies of grow, play and inspire underpinned by great governance.

WN's Board and management will continue to work hard to identify new sources of income and ensure that all expenditure incurred represents best value for money and is spent in pursuit of the goals of the Federation and its Members.

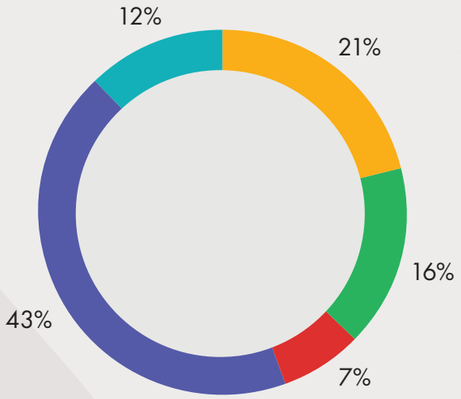


SURI BARTLETT
INDEPENDENT DIRECTOR – FINANCE

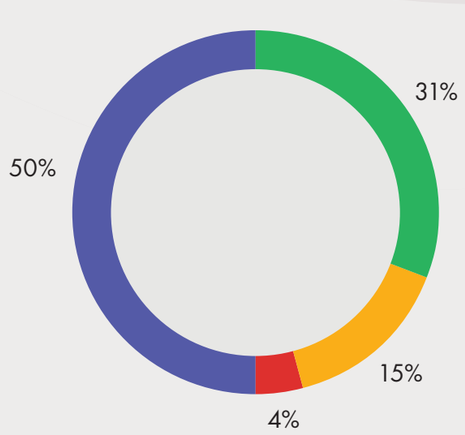
SUMMARY OF INCOME FOR THE YEAR TO 31ST DECEMBER 2024		
INCOME	**2024 £**	**2023 £**
INCOME FROM COMPETITIONS	79,224	1,754,415
RIGHTS & ROYALTIES	60,000	65,702
GRANTS	24,863	24,771
MEMBERSHIP SUBSCRIPTIONS	161,591	126,868
OTHER INCOME	46,335	223,070
TOTAL INCOME	**372,033**	**2,194,826**
EXPENDITURE		
GROW	334,601	416,107
PLAY	163,395	205,297
INSPIRE	44,282	48,933
GOVERN	533,345	468,690
TOTAL EXPENDITURE	**1,074,623**	**1,139,027**
SURPLUS/(DEFICIT) BEFORE TAX	(702,590)	1,055,798

COMPANY STATEMENT OF FINANCIAL POSITION FOR THE AS OF 31ST DECEMBER 2024		
FIXED ASSETS	**£**	**£**
OFFICE EQUIPMENT	2,095	
		2,095
CURRENT ASSETS		
DEBTORS	828,279	
CASH AT BANK	296,430	
		1,124,709
CURRENT LIABILITIES		
CREDITORS: SHORT TERM	(197,041)	
		(197,041)
CURRENT ASSETS LESS CURRENT LIABILITIES:		**927,668**
TOTAL ASSETS LESS CURRENT LIABILITIES:		**929,763**
CAPITAL & RESERVES		
MEMBER FUNDS	1,647,003	
P & L ACCOUNT FOR THE YEAR	(717,240)	
		929,763

SOURCES OF INCOME



EXPENDITURE BY STRATEGY



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