WORLD NETBALL

ANNUAL REPORT 2025



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NWYC2025 Hosts, Gibraltar, thank their home fans.

BOARD OF DIRECTORS

Board met for four full meetings and two interim meetings, including once face-to-face.



Dame Liz Nicholl DBE
President
RE-ELECTED 2023

OFFICERS



STACEY FRANCIS-BAYMAN
ATHLETE DIRECTOR
APPOINTED 2023



SHIRLEY HOOPER ONZM
VICE PRESIDENT
RE-ELECTED JULY 2025



ROB MILLS
INDEPENDENT DIRECTOR
RE-APPOINTED JULY 2025



SURI BARTLETT
INDEPENDENT
FINANCE DIRECTOR
APPOINTED 2023

REGIONAL DIRECTORS



DR BRIDGET ADAMS
DIRECTOR (AMERICAS)
ELECTED 2023



VICTORIA LAKSHMI
DIRECTOR (ASIA)
ELECTED 2023



LYN HOOK
DIRECTOR (EUROPE)
ELECTED 2019



VIVIAN KOSTER
DIRECTOR (OCEANIA)
ELECTED 2025

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



‘We also launched our Global Events Strategy in June, which stated WN’s intentions to host its pinnacle event, the Netball World Cup (NWC), every two years, introduce a new WN event, and launch a new men’s NWC.’

DAME LIZ NICHOLL DBE
WORLD NETBALL PRESIDENT

NWC2027 Brand Launch.

PRESIDENT'S ADDRESS

DAME LIZ NICHOLL DBE

In 2025, we progressed in all three areas of our strategy: to grow, to play and to inspire, and as always, I want to take this opportunity to reflect and celebrate what we have achieved, whilst also looking ahead with optimism and excitement to what 2026 will bring.

The strategic area that stands out the most to me in 2025 is play, as we launched our new Global Events Strategy, saw the return of the Netball World Youth Cup (NWYC) for the first time since 2017 and, alongside Netball Australia (NA), launched our Brisbane 2032 Olympic campaign as well as the new format for the Netball World Cup Sydney 2027 (NWC2027).

The final WN World Rankings update of the year, including all results up until 1st December 2025, was used to invite the top six teams as well as the hosts Australia, to the NWC2027, which will take place from 25th August – 5th September 2027.

The CEO report will go into more detail on the new NWC2027 format, but if the bold brand launch in September to mark two years to go is anything to go by, we are in for an unmissable event in Sydney.



The first six teams to qualify for the NWC2027, based on their WN World Ranking as of 1st December 2025.

The launch of our Global Event Strategy in June stated WN's intentions to host its pinnacle event, the NWC, every two years, introduce a new WN event, and launch a new men's NWC.

Alongside our Global Events Strategy announcement, we re-affirmed our intention to work alongside NA to continue pursuing the inclusion of netball in the Brisbane 2032 Olympic Games.

We have since worked tirelessly on this campaign with NA, launching a pledge on the final day of the NWYC2025, asking the Netball Family to 'Back the Bid'. Again, there will be more details on this campaign's success, as well as our progress towards Olympic inclusion, and new Global Event Strategy in the CEO report.

Our new Global Events Strategy and Olympic Bid will in turn help us grow our game and inspire the next generation to come, and the NWYC2025 showed what an exciting and talented next generation that is.

Our thanks once again go to the hosts, Gibraltar, and the NWYC2025 Local Organising Committee, who created an unforgettable event for the young players, their families, friends, fans in Gibraltar, and everyone tuning in around the world.

We continued to grow across the organisation both in terms of Membership, with two new Members joining and in the officiating space with a number of officials receiving various international awards.

More exciting news in the officiating space included WN announcing a new deal with an officials kit supplier. The officials first wore their new kit at the NWYC2025, and it looked fantastic.

Everything we do is always underpinned by good governance, and 2025 was no different.

We hosted our virtual Congress in August, where Shirley Hooper ONZM was re-elected as Vice President, and Rob Mills was re-appointed as WN's Independent Director.

Australia's winning celebrations at the NWYC2025.



43 Members attended as we celebrated the collective commitment of all our national leaders in creating an environment where lives are changed and talents thrive.

To continue supporting our Members' fantastic work, we launched the second round of our Strategic Development Fund in October, allowing our Members to apply for funding from WN in line with both their own strategy and WN's.

This year hasn't come without its challenges and sadness though, including the sudden passing of our Oceania Regional Director, Wainikiti (Kiti) Bogidrau, who we sorely miss, and the devastating hurricane in Jamaica and floods in Sri Lanka, which have impacted thousands of people, with families displaced, homes destroyed and livelihoods shattered.

It was in these times of sadness and difficulty that we saw the true strength of our Netball Family, and the importance of our core value 'Friendship', as we all stood together and supported those that needed it most.

As we look ahead to 2026, we enter the year of the Glasgow 2026 Commonwealth Games (CWG), which will take place from 25th July – 2nd August at The Hydro with all 12 teams already confirmed.

It doesn't stop in 2026, as we are excited that netball has also been announced as a core sport on the CWG programme for the Amdavad (also known as Ahmedabad), India 2030 Games.

I want to thank all the Netball Family for embodying our values of Excellence, Teamwork, Heart, Integrity, Courage, Athletes and Leadership, in everything that you do. Without you, there would be no netball.

Finally, I would like to thank our CEO Fiona Harold, who will be leaving the organisation in 2026, for leading WN through this transformative year.

We look forward to continuing this bold new era with you all in 2026 and beyond.

It's Netball's Time.



DAME LIZ NICHOLL DBE
WORLD NETBALL PRESIDENT

IN

LOVING

MEMORY



WAINIKITI (KITI) BOGIDRAU

1968 – 2025

GROW

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

Membership and Workforce

At World Netball (WN) we are extremely lucky to have such a broad range of volunteers who are willing to give up their time and expertise so freely to help grow our game, and for that we are eternally grateful.

Without our volunteer workforce, there would be no netball.

In 2025, it was fantastic to see that volunteer workforce continue to grow and flourish, particularly in the officiating space with various officials being awarded the International Netball Umpire Award (INUA), as well as International Talent Identified (ITID) status, and both International Testing Panel (ITP) and ITP Cadet status too.

Current ITP, Fay Meiklejohn, was also appointed as the WN Rules Advisory Panel Chair. In this role, she will advise the CEO and Board, working closely with them to support the development and implementation of key Strategic Plan priorities, particularly in relation to supporting the development of the Rules of Netball.

As a Membership body we are also always looking to grow our Membership and I am pleased to see that we finished 2025 with 65 Full Members and 12 Associate Members, after Anguilla and Italy joined as new Full Members during the year.

I would like to take this opportunity to thank 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 and Marketing

A key milestone for us in 2025 was the launch of our Global Events Strategy.

Launched in June, this stated WN's intentions to host its pinnacle event, the Netball World Cup (NWC), every two years and introduce a new WN event, as well as a men's NWC.

We are now in the process of procuring hosts for these three major international events, between 2028 – 2035, alongside The Sports Consultancy with an announcement of future hosts set to be made in 2026.

This will ensure a world-class international event takes place every year, meaning the best players in the world will be competing against each other more often in environments of real meaning – building rivalries, expanding reach, and lighting up new markets, all in turn growing our game.

At a time when the global sporting landscape has never been more challenging, this bold and decisive strategy will ensure the game is sustained in the immediate term and have a material impact on the growth of the game in the long term.

Another key area of growth commercially for WN in 2025 was on our digital channels and this was heavily impacted by success of the Netball World Youth Cup 2025 (NWYC2025), of which I will go into more detail in the play section of this report.

In 2025, our digital channels delivered several key highlights:

- **Over 53 million video views on TikTok**, showcasing 305% year-on-year growth
- **878,575 content interactions on Instagram**, showcasing 85% year-on-year growth
- **A reach of over 18 million on Facebook**, showcasing 162% year-on-year growth
- **238,240 article views on our website**, showcasing 75% year-on-year growth

NWYC2025 Finals officials in Nike kit.



In addition to our digital channels mentioned above, we also have our OTT platform, NetballPass, which has once again continued to grow in both users and content offering.

In 2025, for the second year, NetballPass was the international home for the top three elite domestic leagues – The ANZ Premiership, Netball Super League and Suncorp Super Netball League – as well as many international series, including the NWYC2025 which we streamed exclusively live and on demand for free globally.



WN's OTT platform, NetballPass.

This expanded content offering drove a 66% year-on-year increase in registered users on NetballPass.

Finally, in 2025 we also announced a new deal with KitQueen in partnership with Nike, as the WN officials kit supplier.

KitQueen is passionate about diversity and inclusivity in sport, which aligns with WN's values and vision to create a sport that is open to all, whilst Nike is a globally recognised brand that has stood at the forefront of innovation and performance in sports clothing for decades.

Sport Development

As we mentioned at the start of this report, 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.

It is therefore extremely important that as we grow, we also support our Members on their growth journey too.

A key enabler for this throughout 2025 was 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.

In 2024, we awarded our first round of funding to Netball Argentina, Barbados Netball Association, Fédération Ivoirienne de Netball, Netball Fiji and Netball Northern Ireland.

It was fantastic to see the impact of this SDF come into fruition during 2025, with the funding being used for coach development, building netball awareness in new netball countries, governance, diversity and inclusion planning, and more.

Fédération Ivoirienne de Netball, one of WN's developing Members, have been using their funding to establish a hub sites model in country, which has already been done in Zambia in 2019.

So far, six days of training have been delivered in the country with 57 trainees from 13 different regions in the Ivory Coast completing the Orientation Completion Certificate.

These 57 trainees then went on to deliver their first outreach activities in the Ivory Coast, engaging over 1,000 participants, all of which were youth and children.

It has been great to continue to work alongside the Wallace Group of Universities in 2025, as they celebrated their 20th anniversary, supporting the expansion of more hub sites across Africa.

In order to continue to help our Members with all the fantastic work they are doing, in October we launched the second round of our SDF.

Applications for the SDF are now closed, with the successful Members to be announced and awarded their Grants in 2026.

Key decisions made by the Federation in relation to grow:

- Approved the proposed Global Events Strategy
- Approved stopping usage of X (previously Twitter) account due to negativity and toxic messaging



Fédération Ivoirienne de Netball, site set up through SDF.

GROW – INCREASE GLOBAL PARTICIPATION, REACH, REVENUE AND CAPACITY					
KPI	**CATEGORY/ VALUE**	**STATUS DEC 2023**	**STATUS DEC 2024**	**STATUS DEC 2025**	**TARGET DEC 2026**
NO. OF MEMBERS	FULL	64	65	65	67
	ASSOCIATE	20	13	12	14
	TOTAL	84	78	77	81
WORLD NETBALL WORKFORCE	BOARD	10 PRESIDENT ELECTION INDEPENDENT DIR FINANCE ATHLETE DIRECTOR & REGIONAL DIRECTORS APPOINTED	10	10 VICE PRESIDENT RE-ELECTED	10
	STAFF & CONTRACTORS (FTE)	7.8 HEAD OF EVENTS	8.2 PERMANENT CEO APPOINTED	7.5 HEAD OF GOVERNANCE and Member Relations	7.5 PERMANENT CEO APPOINTED
	BOARD COMMITTEE MEMBERS	23	23	21	23
	WORKING GROUPS	ESTABLISHED EVENT QUAL. WG CONCLUDED VOA WG	ESTABLISHED PANEL CHAIRS GROUP CONCLUDED EQWG	ESTABLISHED MEN & BOYS WORKING GROUP	ESTABLISH INTERNATIONAL PLAYER MOVEMENT WORKING GROUP
	OFFICIALS	90	95	91	FURTHER GROWTH
	TECHNICAL PANELS	23	23 RE-APPOINT MAP RE-APPOINT OAP ESTABLISH ATHLETE COMMISSION	25 RE-APPOINT MAP ATHLETE COMMISSION NOT ESTABLISHED	29
	EVENT (TDs)	1 NWYC 2025	2 NWYC 2025 & NWC2027	NWYC 2025 CG2026	CG2026 CYG2027 NWC2027
WORKFORCE DIVERSITY	FEMALE/ MALE	74.8% 25.2%	76% 24%	74% 26%	INCREASING GENDER BALANCE
	ETHNICITY	RECRUITMENT MONITORING	RECRUITMENT MONITORING	RECRUITMENT MONITORING	RECRUITMENT MONITORING

SOCIAL SPOTLIGHT: NETBALL WORLD YOUTH CUP 2025

Across the Netball World Cup (NWC) and World Netball (WN) social media channels, the following was achieved during NWYC2025:

27,074,535
Reach

1,800,627
Profile Views

1,131,026
Engagements

54,234
New Followers

TikTok

Our best NWYC2025 channel was TikTok, with these figures:

14,809,277
Reach

133,310
Profile Views

527,076
Engagements

13,245
New Followers

STREAMING PERFORMANCE

The NWYC2025 streamed free globally on NetballPass from 19 September to 13 October. The NWC YouTube channel also broadcast the first five days. Here are the results.

1,391,025
Total Views

YouTube	NETBALL PASS
991,800	399,225

296,211
Total Hours Watch Time

YouTube	NETBALL PASS
213,500	82,711

34,476
Total New Subscribers

YouTube	NETBALL PASS
10,522	23,954

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.

In line with this, as has already been mentioned in the grow section of our annual report, World Netball (WN) this year launched its new Global Events Strategy which aims to bring more netball, to more people, more often.

Keeping with the theme of new international event opportunities, throughout 2025 we have worked closely with Netball Australia (NA) as we have continued our pursuit for Brisbane 2032 Olympic inclusion.

Together with NA, we launched our 'Back the Bid' campaign at the Netball World Youth Cup 2025 (NWYC2025) Final in Gibraltar, calling for the Netball Family to show their support and sign the pledge for netball to be included in the Olympic Games.

Together with NA we had over 100K signatures on our pledge. I would like to take this opportunity to thank NA for their tireless work behind the scenes and every member of the Netball Family that has supported us so far.

We will continue to keep you up to date on our journey in 2026.

Whilst we have lots to look forward to in the events space, it is also important to take the time to reflect on what has been another very successful year.

The NWYC2025 was one of the most highly anticipated events in the WN calendar, with the last edition of the NWYC in 2017, and the wait was certainly worth it.

For many of the international players that took to court across the nine days of competition it was the first time that they had come up against teams from other WN Regions around the world, and experienced different styles of play.



Back the Bid asset.

It was fantastic to watch the next generation of netballers shine on the international stage and embrace the opportunity, whilst also showing integrity, respect, excellence and above all else, teamwork in abundance.

WN's digital channels alone reached over 27 million people during the nine days of competition, as Australia were crowned Champions beating New Zealand 68 – 43 in the Final.

I know this event and these athletes will have inspired another generation of netballers to come.

At the very top level of our sport 161 WN World Ranking matches took place in 2025, with teams from all five WN Regions competing.

At the WN Board Meeting in February, a paper was presented recommending that a revised approach to WN World Rankings updates was



NWYC2025 Captains Call.

NWC2027 Brand Launch.



created to ensure that a sophisticated, relevant and clear strategy was in place going forward.

This paper was approved by Board and implemented with immediate effect, meaning that WN World Rankings updates will now take place four times a year at consistent quarterly intervals – 1st March (annual update), 1st June, 1st September and 1st December.

The final WN World Rankings update of the year, including all results up until 1st December 2025, was used to invite the top six teams as well as the hosts Australia, to the Netball World Cup Sydney 2027 (NWC2027), which will take place from the 25th August – 5th September 2027.

Congratulations to Australia, New Zealand, Jamaica, England, South Africa and Uganda who were the six teams that qualified to be invited. The remaining 10 teams will be decided through the five Regional Qualifiers, which will take place in 2026.

The NWC2027 will follow a new format, as announced in June 2025, prioritising a schedule that increases equity across all teams, operational excellence and commercial success, whilst keeping athlete welfare and fan experience at the heart of decision making.

This will see the introduction of a Plate competition, enhancing competitiveness, engagement and storytelling opportunities for the full duration of the tournament across all key stakeholder groups, as well as all matches taking place in one venue, giving players an equal opportunity to play in the biggest and best venue, whilst also elevating the fan experience, broadcast production and event presentation.

With player welfare at the forefront of decision making, the competition will also take place over 12 days, with equitable recovery time between matches for all teams.



NWYC2025 action shot.

The NWC2027 promises to be the best yet, with the two years to go brand launch revealing Brace Yourself – a bold and contemporary brand identity for WN's pinnacle event, designed to move netball into the future for the next generation of fans, players and partners.

We will continue to make key announcements in relation to the NWC2027 throughout 2026.

Continuing the theme of world-class international events already confirmed on our events calendar, the Glasgow 2026 Commonwealth Games (CWG) will take place in July next year, with the hosts Scotland welcoming Australia, England, Jamaica, Malawi, New Zealand, Northern Ireland, South Africa, Tonga, Trinidad & Tobago, Uganda and Wales, to compete at The Hydro.

It was also confirmed in 2025 that netball will be part of the next edition of the CWG, Amdavad (also known as Ahmedabad), India 2030 Games, and the next edition of the Commonwealth Youth Games, taking place in Malta in 2027.

We look forward to all the world-class international netball in 2026 and beyond.

Key decisions made by the Federation in relation to Play:

- Approved new dates for the WN World Rankings to be issued
- Approved changes in procedure for WN Event notification and appointment of officials to ranking matches
- Approved the establishment of a working group in Q3-Q4 2026 to discuss WN World Rankings
- Approved position statement on Olympics



Stacey West (Netball Australia CEO) and Fiona Harold (WN CEO) Meet with Brisbane 2032 Local Organising Committee.

PLAY – DRIVING GAME DEVELOPMENT AND WORLDWIDE DELIVERY OF A PORTFOLIO OF THRILLING World-class EVENTS

KPI	CATEGORY/VALUE	STATUS DEC 2023	STATUS DEC 2024	STATUS DEC 2025	TARGET DEC 2026
GLOBAL CALENDAR	STATUS	ROLLING ANNUAL PROCESS IN PLACE	ROLLING ANNUAL PROCESS IN PLACE	ROLLING ANNUAL PROCESS IN PLACE	ROLLING ANNUAL PROCESS IN PLACE
NETBALL WORLD YOUTH CUP	EVENT STATUS	ON TRACK FOR DELIVERY OF NWYC 2025	REGIONAL QUALIFIERS TAKEN PLACE	DELIVER NWYC 2025	ON HOLD PENDING REVIEW
NETBALL WORLD CUP	EVENT STATUS	DELIVERED NWC 2023 NWC2027 ON TRACK	NWC2027 ON TRACK	ESTABLISHED NWC2027 LOC AND SIGN OFF APPROVED NEW FORMAT	ENSURE NWC2027 LOC REMAINS ON TRACK WITH MASTER TOURNAMENT PLAN
COMMONWEALTH GAMES	EVENT STATUS C/F PLAN	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	COMMONWEALTH GAMES GLASGOW 2026 COMPLETED EOI PROCESS FOR CYG MALTA 2027
EVENT PORTFOLIO	STATUS		EOI SOUGHT FOR NWC 2031	RFP RELEASED FOR NWC 2031 & 2035	APPROVE HOSTS FOR WN EVENTS BETWEEN 2028 - 2035
FAST5 NWS	EVENT STATUS C/F PLAN	CONCEPTS DEVELOPED INTO FULL PROPOSAL	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	ON HOLD PENDING GLOBAL EVENT PORTFOLIO REVIEW

INSPIRE

Under our inspire strategy, we have an aim to harness the power of netball to change lives. Throughout 2025, both World Netball (WN) and its charitable arm, the World Netball Foundation (WN Foundation) made progress in this area.

As previously mentioned in the grow section of the report WN launched round two of its Strategic Development Fund (SDF) in 2025.

Through the power of this funding, as well as growing our game and supporting our Members, we also hope to be able to continue to create a better world through netball.

For example, the Ivory Coast's hub sites that were set up thanks to the initial round of the SDF, have not only given the participants an opportunity to develop their netball skills, but they have also developed their life skills too, thanks to having the opportunity to attend youth development sessions.

Similarly, the WN Foundation has continued to work in partnership with Maitrayana Charity Foundation (Maitrayana), an Indian not-for-profit organisation that they initially partnered with in April 2024.

Maitrayana 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, which aligns with the WN Foundation's mission.

Through this partnership, the WN Foundation set out to give 500 girls access to life-changing programmes where they will have the opportunity to take part in both netball and life skills programmes, where the girls gain knowledge about their rights, sexual and reproductive health, menstrual health and hygiene, and much more.

In 2025, the WN Foundation reported that this partnership had exceeded expectations, with 530 girls having received netball and life skills training due to the grant, across both Delhi and Mumbai.

Diya, one of the graduates from the leadership programme known as YPI Pragati, has since gone on to join a local netball club, Kalachowki Netball Club, where she is now the club's umpire.

Her confidence and knowledge as an umpire is said to have transformed how community members, who had previously harassed girls on the playground, interact with the club.

Diya has now started to be invited by local teams to officiate their games changing the social dynamic and bringing positive attention to girls not only playing sport but also building a career in it too.

Key decisions made by the Federation in relation to Inspire:

- Recruited a volunteer admin assistant
- Developed a one-page framework for fundraising strategies
- Contacted Griffith University to decline the internship offer for this year but express ongoing interest
- Explored opportunities for the WN Foundation at the Netball World Cup Sydney 2027.



Maitrayana's work in India.



One of Maitrayana's netball programmes.

INSPIRE – HARNESS THE POWER OF NETBALL TO CHANGE LIVES					
KPI	**CATEGORY/VALUE**	**STATUS DEC 2023**	**STATUS DEC 2024**	**STATUS DEC 2025**	**TARGET DEC 2026**
WORLD NETBALL FOUNDATION GOVERNANCE	TRUSTEES	REGULAR MEETINGS	IMPLEMENTATION OF SLA		
	ARTICLES OF ASSOCIATION		FOUNDATION TO HAVE OWN TARGETS & KPIs		
	CHARITABLE STATUS	APPROVED			
	STRATEGY	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 2025, we continually improved our already strong governance structure, ensuring compliance with all relevant legislation, maintaining our position as a drug-free 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.

In July, we hosted our Congress virtually which was attended by 43 Members.

During this meeting of the WN Membership, WN Vice President Shirley Hooper ONZM was re-elected, whilst Rob Mills was also re-appointed by Members as WN's Independent Director.



Rob Mills, Independent Director.

I would also like to take this opportunity to congratulate Dr Grace Bryant OAM (Australia), Noeleen Dix AM (Australia), Pam Smith (Australia), and Waimarama Taumaunu (New Zealand) who were awarded Service Awards.

In September WN then went on to elect Vivian Koster as the new Oceania Regional Director, following the sad passing of Wainikiti (Kiti) Bogidrau.

Koster was elected by her Regional Federation, Oceania Netball, and will now sit on the WN Board for a term of four years.

The Board approved the following revised codes, guidelines and terms of reference in 2025:

- Approved Code of Conduct
- Approved Ethics and Anti-Corruption Code
- Approved Guidelines and Code of Conduct for Elections
- Approved Terms of reference for male game working group



Shirley Hooper ONZM, Vice President.

WN's governance structure is built up from Committees, Advisory Panels and Working Groups that have been set up to deal with specialised and technical areas and advise the WN Board of Directors.

Key advancements in this space saw the Board approve the Medical Advisory Panel's establishment of a Scientific Committee to assist with policy creation, rename the Governance Committee to the Ethics and Governance Committee to widen its Terms of Reference, and approve the appointment of a new Rules Advisory Panel Chair, Fay Meiklejohn.

In addition to this, the Board also approved the set-up of a working group for Men and Mixed Netball, namely the 'Embracing the Male Game', of which the Terms of Reference have also now been approved.

Full updates from each of our Panel and Committee Chairs will be supplied later in this report.

WN also 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 recorded in 2025.

We have commissioned the International Testing Agency to conduct all future testing at WN Events.

Key decisions made by the Federation in relation to Govern:

- Approved creation of a working group 'Embracing the Male Game'
- Approved WN Financial Statements to 31st December 2024
- Approved Audit Management letter
- Approved letter of representation to be sent to the auditors
- Approved appointment of Beever & Struthers as Auditors for 2025
- Approved the WN Medical Advisory Panel establishment of a Scientific Committee to assist with policy creation
- Approved renaming Governance Committee to Ethics and Governance Committee and to widen its terms of reference

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

KPI	CATEGORY/VALUE	STATUS DEC 2023	STATUS DEC 2024	STATUS DEC 2025	TARGET DEC 2026
STRATEGIC PLAN	STATUS	DELIVERING KPIs	PLAN FOR 2024-2028 AGREED	DELIVERING KPIs	DELIVER KPIs
WORLD NETBALL CONGRESS	STATUS	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	PLANNING FOR 2027 IN PLACE
BOARD MEETINGS	FULL/INTERIM	4 FULL/ 4 INTERIM UPDATES 1 FACE-TO-FACE	4 FULL / 2 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	4 MEETINGS PER YEAR
ATHLETES VOICE	MEETINGS	AD APPOINTED TOR APPROVED FOR ATHLETE ADVISORY PANEL		ATHLETE COMMISSION NOT ESTABLISHED	ESTABLISH A MECHANISM BY WHICH THE VOICE OF THE ATHLETE CAN INFLUENCE POLICY MAKING
INDEPENDENT DIRECTOR (COMMERCIAL & FINANCIAL)	APPOINTMENT	ID (F) APPOINTED		ID (C) RE-APPOINTED	
FINANCIAL AUDIT	CLEAN (PREV YR) 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 AUDIT (2025) 2026 AUDIT PLANNING MEETING
CLEAN SPORT	ANTI-DOPING RULES VIOLATIONS IN INTL. TESTING POOL	0 ADRV TDP (TEST DISTRIBUTION PLAN) COMPLETED COMPLIANCE QUESTIONNAIRE COMPLETED	0 ADRV DELIVER TDP (TEST DISTRIBUTION PLAN) COMPLIANCE QUESTIONNAIRE COMPLETED	1 ADRV DELIVER TDP (TEST DISTRIBUTION PLAN) COMPLIANCE QUESTIONNAIRE COMPLETED	OUTSOURCE ALL TESTING & TESTING PLAN TO THE INTERNATIONAL TESTING AGENCY
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 was supported by Angela Sanderson (WN Head of Finance and Governance) until her retirement in August 2025, Amanda Needham (WN Finance Manager) from June 2025 and Paul Smith (WN Head of Governance and Member Relations) from September 2025.

In 2025 the Audit and Risk Committee met by video conference on four occasions and face-to-face once. They completed the following activities:

- Agreed to recommend the appointment of Beever & Struthers as auditors for 2025
- Approved Debtor Policy
- Approved Expenses Policy for staff and volunteers
- Approved Disaster Recovery Plan and Information Security Policy
- Approved revised Risk Register

Commercial Committee

Members: Shirley Hooper ONZM (Chair), Dame Liz Nicholl DBE, Rob Mills (independent member), Louise Cullinan (independent member) and Aarti Dabas (independent member). 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)

In 2025 the Commercial Committee met by video conference on four occasions. They completed the following activities:

- Agreed to rebuild the Global Events Strategy
- Agreed to launch a Global Participation Survey alongside YouGov Sport
- Agreed to review the commercial structure and tournament format for the NWC2027
- Agreed to review the Commercial Guidelines for WN events from 2029 onwards
- Agreed on the purpose and structure of the Commercial Committee

Governance Committee

Members: Vacant (Chair), Dr Bridget Adams; Leanne O'Leary (independent member) and Vacant (independent member). This Committee is supported by Paul Smith (WN Head of Governance and Member Relations)

Following the untimely death of Wainikiti (Kiti) Bogidrau (Chair) and a period of illness for Octavia Gibson (independent member), the Governance Committee did not meet in 2025.

The departure of Angela Sanderson (previous Head of Finance and Governance) in August 2025 and subsequent recruitment of Paul Smith (Head of Governance and Member Relations) provided an opportunity to review the function of the Governance Committee and relaunch it in 2026.

This involved:

- Revisiting the Terms of Reference to include the role of ethics oversight, as such the committee is now referred to as the Ethics and Governance Committee
- Appointment of Dr Bridget Adams (Regional Director for the Americas Region) as Chair
- Recruitment of Stacey Francis-Bayman (Athlete Director) to the Committee
- Recruitment of Sue Taylor AM (former Vice President of WN and former President of Netball Australia) as an independent member
- Review of the WN Disciplinary Regulations
- Work to establish the formation of Disciplinary Panels

Nominations Committee

Members: Lyn Hook (Chair), Dame Liz Nicholl DBE, Catherine Lewis (independent member) and Kate Palmer (independent member). This Committee was supported by Angela Sanderson (WN Head of Finance and Governance) until her retirement in August 2025, and Paul Smith (WN Head of Governance and Member Relations) from September 2025.

In 2025 the Nominations Committee met by video conference on four occasions. They completed the following activities:

- Agreed to establish a Regional Director (RD) subgroup to discuss process for future appointments of RDs
- Agreed to undergo another 'Board Skills Audit' post Congress 2025
- Agreed to review any changes to be made to the Articles of Association re director appointments
- Agreed to review Board induction plan
- Agreed to conduct Board/Committee exit interviews
- Agreed to create options papers considering how other International Federations nominate and elect their Presidents
- Agreed to change the terms for Regional Directors in order to stagger their appointment

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 2025 the Coaching Advisory Panel met by video conference on four occasions. They completed the following activities:

- Created a Coaching Competency Framework to support nations who might want to devise their own coaching award pathway. This framework was reviewed and approved by the International Council for Coaching Excellence
- Reviewed the Player of the Tournament protocols for the Netball World Youth Cup 2025 (NWYC2025) and this was used at the competition
- Completed their CAP Strategy and submitted to WN Board
- Continued discussions around portability of coaching awards and produced a document to show how awards from Australia, New Zealand, South Africa, England and Europe achieve equivalency
- Supported the preparation and training of officials via zoom sessions with Officiating Advisory Panel and Rules Advisory Panel (RAP) for the NWYC2025
- Provided feedback to RAP around rule interpretations particularly game management
- Continued to review national and regional submissions for endorsement, with the Level 3 Americas Coaching Course endorsed in 2025

Medical Advisory Panel

Members: Professor Christa Janse van Rensburg (Chair), Sharon Kearney, Dr Laura Lallenec, Janet Young, Luke Ford, Maria Mulunga, Samuel Ogbondeminu. This Panel was supported by Angela Sanderson (WN Head of Finance & Governance) until her retirement in August 2025, and Paul Smith (WN Head of Governance and Member Relations) from August 2025.

In 2025 the Medical Advisory Panel (MAP) met by video conference on three occasions. They completed the following activities:

- Requested WN to establish a Scientific Committee to advise the Panel on various issues e.g. concussion
- Agreed to host first medical webinar aimed at coaching/medical staff on the topic of concussion
- Revised the Needles Policy
- Reviewed the Pregnancy Guidelines
- Recommended the wearing of strapping by umpires which should not be seen as masking an injury

Officiating Advisory Panel

Members: Janis Teesdale (Chair), Alan Anderson, Gareth Fowler, Josh Bowring, Dr Carmeta Douglin, Joan Yuliani, and Jenny Fissenden.

In 2025 the Officiating Advisory Panel met by video conference on nine occasions and completed the following activities:

- Worked in conjunction with the Officials Representative Group, other Panels and Committees in the broader context of WN strategic development objectives to ensure alignment
- In conjunction with MAP, agreed to the recommendation regarding the wearing of Preventative and Support Strapping by umpires appointed to officiate at WN Events
- Produced procedures relating to officiating and advised the CEO of these
- Worked in conjunction with WN Panels to facilitate the delivery of education and training workshops for match officials at international and regional level events as appropriate. For example, the umpires and Umpire Appointment Panel appointed to the Netball World Youth Cup 2025 (NWYC2025) took part in a pre-event online series of workshops

Rules Advisory Panel

Members: Cheryl Danson (Chair, until August 2025), Jonathan Bredin, Michelle Phippard, Waimarama Taumaunu and Yvette Smith. Fay Meiklejohn (Chair, appointed August 2025).

In 2025 the Rules Advisory Panel (RAP) met by video conference three times and completed the following activities:

- Responded to Member queries regarding the Rules of Netball 2024
- Updated the RAP Terms of reference
- Advertised, interviewed and appointed new RAP Chair
- RAP Chair attended Panel chairs meetings
- Reviewed the modifications to rules of netball for domestic leagues in Australia, England, South Africa and New Zealand
- Defined netball fundamentals with input from WN and other WN Panels
- Completed the FAST5 rules text update
- Five new RAP Members appointed, ensuring diverse international representation, who will begin work on the Panel in 2026
- Established a comprehensive three-year strategic plan directly supporting WN's play pillar
- Finalised a dedicated budget and a detailed timeline to guide the Panel's work through to Congress 2027
- Implemented a centralised system to collate all 'suspension and ordering off' incidents globally, providing RAP with critical oversight of officiating consistency and game management trends
- Began planning the Rules Review which will take place ahead of the Netball World Cup Sydney 2027/Congress 2027. A formal framework has been created to ensure a transparent pipeline, empowering stakeholders from all five regions to contribute rule proposals

FINANCE DIRECTOR'S REPORT

SURI BARTLETT



Suri Bartlett, Independent Director - Finance

The Directors are pleased to report on the financial performance of the International Netball Federation Limited, trading as World Netball for the year ended 31st December 2025.

Financial Performance Review
In 2025 World Netball recorded a deficit before tax of £316,659. This deficit was due in the main to lack of competition income during the year.

General
In 2025 World Netball reported income of £618,485 (£372,033 in 2024). This income was mainly in respect of membership subscriptions, event income for international development, grants and royalties.

Financial Report

Member Numbers
Membership reduced to 77 Members, 65 full and 12 associate in 2025 (78 in 2024). During the year the Federation welcomed 2 new Full Members, while 2 Full Members and 1 Associate Member failed to maintain membership.

Membership Subscriptions
Annual subscriptions from our Members were £196,889 in 2025 (£161,591 in 2024). This increase reflects an increase in the charge.

Competitions
In 2025 the Federation recognised £293,301 as income from competitions in respect of international development support earmarked within the NWC2027 host agreement (£79,224 in 2024).

Royalties
Income received from royalty agreements was £65,000 in 2025 (£60,000 in 2024).

Grants
In 2025 the International Olympic Committee (IOC) provided a grant to World Netball totalling £25,010 (£24,863 in 2024) to support the Federation's anti-doping programme.

GROW
Expenditure associated with grow was £228,514 in 2025 (£334,601 in 2024). £58,700 was spent on Global and Regional Development. £169,814 was spent on commercial, marketing and communications. This includes management and investment into significant projects such as NetballPass.

PLAY
Expenditure in respect of play was £74,004 in 2025 (£163,395 in 2024). Of this, £49,630 was spent on event support and management, and £22,516 on upgrading the Umpire kit.

INSPIRE
Expenditure in respect of the inspire strategy was £14,602 in 2025 (£44,282 in 2024). This reflects the funding awarded to the World Netball Foundation from World Netball to develop its strategy and partnerships.

GOVERN
Expenditure supporting World Netball's governance agenda was £618,024 in 2025 (£533,345 in 2024) the increase due to legal costs.

GROUP CASH AND RESERVES
World Netball held Member funds of £608,874 on 31st December 2025 (£929,763 in 2024). The reduction being due to the reduction in event income and subsequent deficit reported in 2025, this is in line with the cycle of World Netball events.

CONCLUSION
With no World Netball events in 2025, World Netball continued to build on its key strategies of grow, play and inspire underpinned by great governance.

World Netball's Board recognises the increasingly challenging financial landscape and has responded proactively to this shift. The Board and management will continue to work diligently to identify new revenue streams, while ensuring that all expenditure delivers strong value for money and is aligned with the goals of the Federation and its Members.

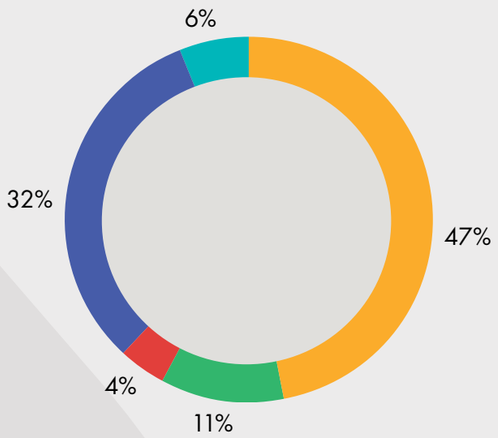


SURI BARTLETT
INDEPENDENT DIRECTOR – FINANCE

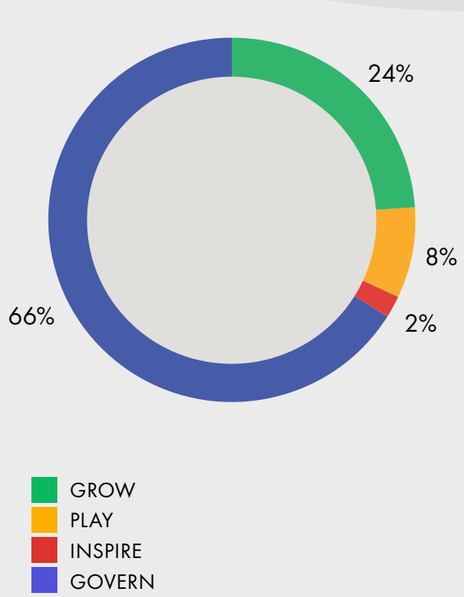
SUMMARY OF INCOME FOR THE YEAR TO 31ST DECEMBER 2025		
INCOME	**2025 £**	**2024 £**
INCOME FROM COMPETITIONS	293,301	79,224
RIGHTS & ROYALTIES	65,000	60,000
GRANTS	25,010	24,863
MEMBERSHIP SUBSCRIPTIONS	196,889	161,591
OTHER INCOME	38,285	46,355
TOTAL INCOME	**618,485**	**372,033**
EXPENDITURE		
GROW	228,514	334,601
PLAY	74,004	163,395
INSPIRE	14,602	44,282
GOVERN	618,024	533,345
TOTAL EXPENDITURE	**935,144**	**1,074,623**
SURPLUS/(DEFICIT) BEFORE TAX	-316,659	-702,590

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS OF 31ST DECEMBER 2025		
FIXED ASSETS	**£**	**£**
OFFICE EQUIPMENT	2,125	
		2,125
CURRENT ASSETS		
DEBTORS	525,138	
CASH AT BANK	223,442	
		748,580
CURRENT LIABILITIES		
CREDITORS: SHORT TERM	-141,831	
		-141,831
CURRENT ASSETS LESS CURRENT LIABILITIES:		**606,749**
TOTAL ASSETS LESS CURRENT LIABILITIES:		**608,874**
CAPITAL & RESERVES		
MEMBER FUNDS	929,763	
P & L ACCOUNT FOR THE YEAR	-320,889	
		608,874

SOURCES OF INCOME



EXPENDITURE BY STRATEGY



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World Netball is the trading name of International Netball Federation Ltd.
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Rob Mills, Stacey Francis-Bayman, Suri Bartlett, Victoria Lakshmi, Vivian Koster.

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