ANNEXURE N

WORLD SQUASH FEDERATION
50th ANNUAL GENERAL MEETING
AND CONFERENCE

NOMINATION FORM
FOR WSF EXECUTIVE BOARD ELECTIONS
(President)

WSF MEMBER FEDERATION: FEDERATION FRANCAISE DE SQUASH

On behalf of the above Full Member Federation of the WSF, I Jean-Denis BARBET
being the duly authorised official, hereby nominate the person below for the position of President of the World Squash Federation:

NOMINEE: Jacques FONTAINE

SIGNED: [Signature]

POSITION: President FFSQUASH

DATE: 4 septembre 2020

Please note:

i) Not more than two members of WSF Executive Board shall come from the same WSF Region – Article 55.

ii) Nominations may only be made by Full Members of the WSF – Article 32.1.

iii) Nominations will only be accepted provided the following criteria are met by the closing date (6 September 2020) - Article 31.

- Nominations comply with notes (ii) and (iii) above and conform to the WSF Memorandum & Articles of Association.
- This form is completed in full and returned to the WSF by email to wsf@worldsquash.org.
- A statement, accompanies this form, signed by the nominee specifying:
  - His/Her willingness to stand for election – Article 32.2.
  - He/She has no financial interest in the game of Squash. Or, if he/she does have such interests, setting out in full their nature and extent – Article 32.3.
  - His/Her confirmation that they will not have reached the age of 75 at 31 December 2020. Article 33.
  - His/Her agreement to resign with immediate effect from the Board of any Squash Organisation. Article 35.10.
- A statement (CV) is provided, of reasonable length, in support of his/her nomination, which will be circulated with the WSF AGM Agenda – Article 34.3.

The closing date for return of this form, accompanied by the statements required in note iii) above, is 6 September 2020.

Post: WSF, 25 Russell Street, Hastings, United Kingdom TN34 1QU
Email: wsf@worldsquash.org
Nomination for the position of the World Squash Federation

STATEMENTS

I hereby accept the nomination and I declare that I am willing to stand for the position of President at the WSF AGM November 2016 (Art 31b)

I declare that I have no financial interest in the game of squash (Art 31b)

I confirm that I will not have reached the age of 75 at 31st December 2016 (Art 32)

Jacques FONTAINE
MY PLEDGE TO THE WORLD SQUASH FEDERATION AND ITS MEMBERS

MY VIEW ON THE CURRENT SITUATION

Since March 2020, the entire world has been experiencing an unprecedented crisis due to the Covid 19 pandemic. More than half of the worldwide population was locked down to some extent and more than 7 months after the start of this pandemic, the ripple effect continues to impact our economy and our daily life in a way that is unseen by most of us. To predict what will happen in the next 6 months remains almost impossible.

Consequently, the sporting industry will continue to economically suffer for a long period of time. More than 20 thousand of International and National events have been already postponed or canceled resulting in the loss of hundreds of millions of $US and forcing International Federations, including the IOC, sponsors, broadcasters to reconsider their current and future investments and budgets.

MY APPROACH

All sporting bodies, including the WSF, have now to rethink their priorities to cope with local and International issues. Drastic decisions need to be taken to preserve the long-term capacity of our organization to fulfill his role and continue to offer a positive perspective to our community.

To position squash as one of the healthiest sports and most entertaining racquet sports in the world remains increasingly relevant for our Members. In order to reach that ambition, we must clearly redefine our priorities and build on the two pillars innovation and adaptation.

Since the beginning of the Covid-19 crisis, the role of the WSF as the governing body of squash has become essential and will continue as we need to deeply interact with all the National and International authorities, governments which set now the rules and regulations. Then, our members have been the legitimate interface of their government to produce the relevant guidelines allowing the squash activities to resume.

Creating new events, tapping into new markets, developing meaningful community projects, strengthening our relationships with PSA are now some of the routes the WSF needs to consider for the next 4 years to fulfill its mission. We can emerge from the pandemic with a clear roadmap and new opportunities to grow our sport with the unwavering support of our Members.

WHY THESE 2 PILLARS, INNOVATION, AND ADAPTATION

Since I have been elected President of the WSF, establishing constructive relationships with PSA has been one of my main priorities. The MOU signed in 2017, the World Squash Officiating (WSO) project jointly managed which is about to kick off before the end of 2020, our communication activities now handled by the PSA Communication team are true examples of the positive outcome of the long-lasting partnership. I plan to deepen this partnership centered around the respect of our own identity and fair collaboration. The innovative tactic to jointly commercialize all our assets will enable us to target new sponsors and generate additional revenues.

To become a true "global sport" implies a global strategy based on the most significant "events" of our sport (International individual and team tournaments). Those should be commercialised to new potential partners with a more common approach as the competition to attract sponsors
becomes more and more severe. Squash must develop a new perspective as it cannot afford to go to the market in scattered order without tangible benefits for our current and future partners.

The new media landscape with the arrival of platforms such as Netflix or Amazon Prime, the reduced public funding, the way sports fans consume sports, experience sports, live sports will be different in the next five to ten years. Sports such as Badminton, Baseball, Volleyball, Basketball, Rowing, etc. have introduced sporting innovations and created new events to ensure they remain perceived as modern, dynamic with a stronger presence on all social media platforms.

International events where teams are competing for a world title under their country flag are favorably considered by the Nations, spectators, and sponsors. Therefore, I think we should revisit our mixed-gender world team event (a World Cup awards a World Title) as a natural and innovative addition to our WSF’s current team event portfolio. It represents also a new natural pathway for our Nations and Regions through a qualification process starting at the National level.

THE NEW TYPE OF GOVERNANCE

Member National Federations are our first partner and the Regions are the obvious communication channels to advocate the decisions of the Board and the Executive Committee Meetings. It is important to note that approximately 10 e-meetings have occurred since March showing the ability to e-meet and take decisions virtually. I’m convinced the governance of the WSP must adapt its governance to the new environment and work more virtually to improve its regular communications and decision-making process between the Board and the Regional Federations.

The core of the development of our sport is based on the development of new clubs and new courts. Our Members represent the reality and the diversity of squash in all countries around the world. Per definition, they must be involved as soon as possible in an ambitious plan in order to set up this global project and its necessary local adaptations with the support of our accredited partners.

To conclude, we are passionate about squash because we love our sport and are bound by its positive values. The 2 pillars Innovation and Adaptation are the guiding principles to focus on in the years to come. It is time to see the future pragmatically with fresh new eyes and tools

Yours sincerely

[Signature]

Jacques Fontaine

[Email] jfontaine2620@gmail.com
# World Squash Federation Candidacy for Presidency 2020 – 2024

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## Jacques Fontaine

**French Citizenship**

26 April 1947

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### Education

- **University Paris X**
  - DES – Public Law
- **Institut d’Études Politiques de Paris**
  - DES 3rd Level

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### Experiences

**World Squash Federation President 2016-2020**
**European Squash Federation Vice-President 2011-2016**
**French Squash Federation President 1996-2016**
**Paris Ile de France Regional League President 1986-1994**

#### Major achievements:

- Creation of the "SQUASH TOUR PSA/WSA-FFSQUASH" 2014

#### French Federation Squash results

- Camille Serme – 2015 British Open winner
- 6500 licences in 1996 => 30.000 in 2015
- A €1.5 million turnover with 12 employees

Legacy: 3 glass courts installed in the 3 national training centres

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### Professional

- Managing Director “CARTIER Germany”
- Managing Director and shareholder of a company operating in the luxury watches industry (Brand License)
- Average turn over 10,000,000€. 100 employees located in Paris, Switzerland and Hong Kong.

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### Military Service

- **Ministère de la Défense Nationale**
  - 1972-1973
  - Bureau des Relations Internationales (International Relationship Office) - Press Department Desk of the Ministry and Defense State Secretary

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### Sporting and Olympic Expertise

**French National Olympic Committee – CNOSF**

Board Member of the French National Olympic Committee 2013 and present
Committee of the non-olympic federations, in charge of International Relations

"Chef de Mission" of the French Delegation World Games. Cali (Colombia 2013)

Co-Director of the “Club France” in London (Olympic Games 2012)
WSF MEMBER FEDERATION: **England Squash**

On behalf of the above Full Member Federation of the WSF, I **Keir Worth** being the duly authorised official, hereby nominate the person below for the position of President of the World Squash Federation:

**NOMINEE:** **Zena Wooldridge**

**SIGNED:** **Keir Worth**

**POSITION:** **CEO**

**DATE:** **03 September 2020**

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The closing date for return of this form, accompanied by the statements required in note iii) above, is **6 September 2020**.

Post: **WSF, 25 Russell Street, Hastings, United Kingdom TN34 1QU**

Email: **wsf@worldsquash.org**
3rd September 2020

World Squash Federation,
25 Russell Street,
Hastings,
United Kingdom,
TN34 1QU

NOMINATION FOR WSF PRESIDENT: ZENA WOOLDRIDGE

This is to confirm my willingness to stand for election for WSF President at the 2020 AGM.
I have no personal financial interest in the game of squash, though at the time of submitting my nomination I am still employed by the University of Birmingham, which will receive a fee as venue host for the 2022 Commonwealth Games squash competition. However, I am due to take early retirement from the University on 31st October 2020, so that indirect interest will end.
I will not have reached the age of 75 by 31st Dec 2020.
I do not hold a current role on the board of a squash organisation, hence will not need to relinquish such a role.

Yours faithfully

Zena Wooldridge OBE
PERSONAL STATEMENT

Squash and the WSF face the most challenging period in the sport’s history, with the unprecedented impact of the pandemic on players and facility operators across the world. The unpredictable future is forcing us to radically re-think the way we do things. Federations will face different, unpredictable challenges for the foreseeable future. Now, more than ever, the WSF, Regional and National Federations, and the PSA need to work together, and support each other, as we navigate through the ‘Covid19 Storm’, and take maximum advantage of the opportunities such as multi-sport Games to showcase our sport to new audiences. This has to be a collaborative team effort.

WSF Board priorities:
The WSF Board will need to tackle many issues, including:

1. Engagement:
   WSF is essentially a federation of federations. It exists to serve the interests and needs of its Member Nations (and ultimately their players). This is not just about communication but meaningful engagement of Regional & National Federations, of PSA and others who can bring expertise, new ideas, networks, influence and resources to our sport. Covid has created a new world of virtual meeting spaces, which makes IF engagement easier and affordable. We need to commit to a more collaborative mindset to make this happen.

2. Strategy:
   The future direction and priorities of WSF should be driven by a clear and collective strategy, including shared vision and values. The strategy should shape and guide our annual conference and AGM, and WSF’s annual business plan. We come together once a year at the WSF Conference, and the collective commitment and cost of those delegates makes every hour together very precious. Every delegate should leave invigorated, and clear about how their federation and their leadership can play a part in the future success of the sport.

3. Business Leadership:
   As a small business in financial terms, WSF would benefit from more robust business practices. Financially, the WSF has survived with virtually no reserves for too long, which leaves it weak and vulnerable, with limited scope for development. In consultation with key stakeholders, the board will need to agree and share clear strategic priorities, and empower and support Commissions and other stakeholders to help achieve those.

What the WSF needs right now is a leadership team with a track record that proves they can be trusted to put the sport and its Members at the heart of its decision-making. It needs a united board, with the right mix of expertise and experience to safeguard and develop the game we love and ensure squash will be in the best position to take full advantage of every opportunity going forward.

Squash has been an important part of my life for the last 45 years. The combination of paid and extensive volunteer leadership roles in sport throughout my career gives me a very relevant mix of skills, knowledge and experience for the WSF Presidency. That includes a successful career in sport management / leadership, previous leadership of National and Regional Squash Federations, and in the successful bidding and delivery of a range of major squash events, including the British Junior Open, World University Championships and the 2022 Commonwealth Games.

My imminent early retirement from full-time employment presents an ideal opportunity to serve my sport at the highest level, should you decide to elect me.
Curriculum Vitae
ZENA WOOLDRIDGE OBE

Strategic leader in sport management/business with extensive experience in the development and operation of multi-sport facilities, programmes and services at all levels from health-related fitness to international athletes/players.
Practical insight as competitor, referee, coach and event manager. Extensive events experience at national and international levels. Senior leadership roles across a range of national and international sport federations.

PERSONAL DETAILS
Name: Zena Jane Wooldridge
E-mail: zenawooldridge@icloud.com
Mobile: +44 (0)7768 156218

EDUCATION
University of Warwick (UK)
BA Hons Economics
Loughborough University (UK)
MSc Sport Management
UK Sport
International Leadership Programme

EMPLOYMENT
Recent Employment:
Position: Director of Sport, University of Birmingham (UK), Oct 2003 to Oct/Nov 2020
Role Summary:
Responsible for strategic & business leadership for UoB Sport. Annual turnover of c £8million, employing over 200 staff including over 100 part-time coaches/instructors. Circa 20,000 members (students, staff & community) plus other users and over 1.2 million annual footfall.

Sport Facility Developments:
Responsible for business planning, and client lead on design for £65 million of sports facility developments completed during 2017-18. Projects include a £55m Sport & Fitness Club; 3 international standard water-based/3G pitches; 8-lane athletics track; 10 netball/ tennis courts; gymnastics training facility.

Sport Events:
Host to a range of national and international sporting events, both single and multi-sport, including host for the 2018 World University Squash Championships and joint-host of the British Junior Open Squash Championships 2018-20.
Part of Birmingham 2022 Commonwealth Games Bid Committee. As host venue, have led the planning for squash & hockey. University now also the main Games’ Village.

CURRENT & PREVIOUS BOARD / LEADERSHIP ROLES (selected examples)
• Regional Vice-President, World Squash Federation 2013-19
• Chair, England Squash, 2006-12 (Director from 2003). ES achievements include:
o Increase in turnover from £2.3m to £4.6m and reserves from £166k to £434k
o 3 men & 3 women consistently in world top 10, including men’s world champion
o Top 10 participant sport in England

• Vice-President, England Squash, 2013 to present
• Member of Birmingham 2022 (Commonwealth Games) Bid Committee 2016-17
• FISU Technical Chair for Squash (World University Squash Championships) for Cairo (2008), Melbourne AUS (2010), Chennai 2014 (first ever FISU event in India) and Shanghai (2020)
• British Universities & Colleges Sport (BUCS). Roles include:
  o Board member 2014-17 ~ Domestic & International Sport portfolio
  o Led strategy review across the sector in 2013
  o Led review of International Programme 2017-18
  o Chaired BUCS Squash Advisory Group 1994-2008
  o Team Manager / Head of Delegation to GB Team for 4 World University Squash Championships, 1996 – 2006
• Founding member of National Management Group for Talented Athlete Scholarship Scheme

### EVENT MANAGEMENT EXPERIENCE includes:

• LOC Chair for British Junior Open Squash Championships 2018, 2019 & 2020
• Event Director for World University Squash Championships 2018
• World Masters’ Squash Championships 2012 ~ host venue and OC
• UK Transplant Games 2018 (including Games Village) ~ host venue and OC
• Jamaican Pre-Games Camp 2012 (including Usain Bolt) and 2017 ~ Director
• World Blind Sport Games 2023 (awarded 2020) ~ host venue & partner, including Village
• Hockey European Cup Winners’ Cup (men’s & women’s Div 1 finals) ~ Event Manager
• Sports Presentations Deputy Manager for CWG Squash at Manchester 2002
• TD for many British Universities’ Squash Championships over 30 years

### PERSONAL SPORTING PROFILE

• Competed in 2 World Masters Championships: South Africa (1997) and Australia (2001)
• Racketball National Masters (O45) Champion 2006
• Tournament Grade Referee and Level 3 Squash Coach (not current)

### OTHER

• Awarded an OBE in Queen’s Honours in June 2009 for Services to Sport
• UK Sport’s International Leadership Programme 2008-9
• CGF Observer Programme, Gold Coast 2018
• Instigated Mission 2022 via England Squash, a project to transform refereeing across 4 nations (GB and Ireland) in readiness for Birmingham 2022 Commonwealth Games