Governance |

Candidate information pack

President and Vice President (2027-31)

World Physiotherapy

Contents

1. Introduction

1.1 Elections for the positions of president and vice president of World Physiotherapy for a two and/or four-year term beginning on 1st July 2027 will be held during the 21st General Meeting in Guadalajara, Mexico on Tuesday 11th and Wednesday 12th May 2027.

1.2 This candidate information pack provides essential guidance and information for those wishing to stand for and/or be nominated for these important leadership positions. The areas covered in this document include:

(a) **Eligibility:** who can stand for and/or be nominated for president and/or vice president of World Physiotherapy.
(b) **Nomination requirements and procedures:** who can nominate candidates for president and/or vice president and the mandatory forms and information that candidates must submit by the nomination deadline.
(c) **Constitutional and legal obligations:** the role of president and vice president, including their constitutional duties and legal obligations as trustees of World Physiotherapy and company directors of WCPT Trading Limited.
(d) **Code of practice for elections:** how candidates should conduct themselves throughout the campaign period.

1.3 The president and vice president are elected by member organisations present at a general meeting. The election timetable is as follows:

Election milestones	Key dates/ deadlines
Call for nominations:	Thursday 10 September 2026
Deadline for nominations (**Nomination Deadline**):	Thursday 12 November 2026, 23:59 (UTC)
Notice of candidates:	Thursday 26 November 2026
Candidates address 21st General Meeting:	Tuesday 11 May 2027, 16:30-17:00 (CST)
Voting commences:	Tuesday 11 May 2027, 18:00 (CST)
Voting closes:	Wednesday 12 May 2027, 12:00 (CST)
Election results announced:	Wednesday 12 May 2027, 13:45 (CST)
New presidential and vice presidential terms commence:	Thursday 01 July 2027

Election secretariat and contact information

1.4 World Physiotherapy's chief executive officer (CEO), **Sidy Dieye**, is the Returning Officer for the elections. Those interested in standing for president or vice president are invited to have an informal and confidential discussion with the CEO to clarify expectations and responsibilities regarding these leadership roles. Prospective candidates are free to arrange a call by emailing sdieye@world.physio.

1.5 Prospective candidates who have any questions regarding the nomination and/or election process may also contact **Rosemary Emodi**, Governance and policy manager via email at governance@world.physio.

2. About World Physiotherapy

2.1 World Physiotherapy, formerly known as the World Confederation for Physical Therapy (WCPT), is the international voice and professional association representing the global physiotherapy profession. Its membership comprises 128 national physiotherapy associations who collectively represent more than 600,000 physiotherapists around the world.

2.2 Originally founded as World Confederation for Physical Therapy ("WCPT", an unincorporated charity) in 1951, the business of the organisation is planned for transfer to World Physiotherapy (a charitable incorporated organisation (CIO), registration number 1207425) on 1st January 2027. World Physiotherapy is regulated by the Charity Commission for England and Wales.

2.3 Candidates should note that at an emergency general meeting (EGM) on 16 June 2026, members voted to adopt the new constitution for the CIO, transfer the business, assets and liabilities of WCPT (registered charity number 234307) to the CIO, and wind up and close WCPT. In the latest accounts for the WCPT charity (to December 2025), income was approximately £1.1million.

2.4 Those wishing to stand for the position of World Physiotherapy president or vice president should familiarize themselves with the Trustees' annual reports and financial statements of WCPT, which are publicly available on the Charity Commission website.

2.5 Trustee annual reports and financial statements for World Physiotherapy will be prepared after 1st January 2027.

WCPT Trading Limited

2.5 WCPT Trading Limited is a company limited by guarantee, incorporated in England and Wales (company registration: 08322671). It is treated as a subsidiary of World Physiotherapy and is included in the group financial statements (previously, with the group financial statements for WCPT).

2.6 WCPT Trading Limited is responsible for delivering the biennial Congress and operates to mitigate the exposure to any financial risk associated with the Congress whilst also enabling any profits from the event to be gifted back to World Physiotherapy in the most tax effective manner. In the latest accounts (to December 2025), turnover for WCPT Limited was approximately £2.5million.

2.7 Those wishing to stand for the position of World Physiotherapy president or vice president should familiarise themselves with the company's annual returns and accounts. These are publicly available on the Companies House website.

3. President: role, term and nomination process

3.1 The president is the primary representative of World Physiotherapy and chair of the board. The position requires that the office holder:

(a) exercise all powers and authority in accordance with the board's direction, to further World Physiotherapy's objects in a manner consistent with World Physiotherapy's Constitution.

(b) ensure the integrity of the board's governance arrangements and the effective management of the board's processes.

(c) have the right to attend and speak at meetings held by or in any World Physiotherapy region.

(d) have the right to attend and speak at meetings held by any World Physiotherapy committees, specialty groups or working groups.

(e) serve as the primary spokesperson for World Physiotherapy and represents the organisation to external bodies as required.

3.2 The president serves a first term of four years, commencing on 1 July immediately after they are elected or appointed at a general meeting. A president standing for a second term serves a shorter term of two years, ending on 30 June in the second year after that second term commenced, unless they cease to hold the position earlier in accordance with the constitution. Throughout their term, the president is bound by World Physiotherapy's constitution, regulations, policies and guidelines and has no authority to alter, amend or ignore these governance documents.

3.3 While it is necessary and appropriate for there to be a close working relationship between the president and the CEO, this does not displace the CEO's accountability to the board.

Nomination requirements

3.4 Those seeking nomination for the position of World Physiotherapy president must:

Ref	Checklist	(✓)
(a)	be a physiotherapist.	
(b)	be a member in good standing of a World Physiotherapy member organisation that is entitled to nominate and vote.	
(c)	have served for a period of at least two years on the governing body of a member organisation.	
(d)	Abide by and conduct themselves in accordance with the Code of Practice for World Physiotherapy Elections (Appendix A)	
(e)	have their nomination approved by at least two member organisations entitled to nominate and vote, one of which must be the nominee's own member organisation.	
(f)	Complete and submit a Declaration Form by the Nomination Deadline.	
(g)	Submit by the Nomination Deadline, a completed Nomination Form in support of their candidacy. The form must be endorsed by two member organisations, one of which must be the candidate's own member organisation. *(Note: nominations can only be accepted from member organisations that have paid their annual membership subscriptions in full).*	
(h)	Submit a candidate statement of no more than 1,000 words, using the election Candidate Statement Form. The statement must be suitable for publication and distribution with the general meeting materials.	
(i)	Submit a curriculum vitae of no more than two sides of A4.	
(j)	Submit a profile/ headshot photograph in PNG format and 350 dpi minimum.	

3.5 Submission is made by uploading the completed candidate documents (nomination and declaration forms, curriculum vitae, candidate statement and headshot photo) via the following link: Nomination Portal by **23:59 UTC** on **Thursday 12 November 2026** (the Nomination Deadline).

4. Vice President: role, term and nomination process

4.1 The vice president of World Physiotherapy deputises for the president if they are unable to perform their function. The position requires that the office holder:

(a) exercise all powers and authority in accordance with the board's direction, to further World Physiotherapy's objects in a manner consistent with World Physiotherapy's Constitution.

(b) support the president in ensuring the integrity of the board's governance arrangements and the effective management of the board's processes.

(c) chair one of the board's committees.

(d) by convention, chair the company director meetings of WCPT Trading Limited.

4.2 The vice president serves a term of four years, which commences on 01 July immediately after they are elected or appointed and ends on 30 June in the fourth year after their term started (unless they cease to hold the position earlier in accordance with the constitution). Throughout their term, the vice president is bound by World Physiotherapy's constitution, regulations, policies and guidelines and has no authority to alter, amend or ignore these governance documents.

Nomination requirements

4.3 Those seeking nomination for the position of World Physiotherapy vice president must:

Ref	Checklist	(✓)
(a)	be a physiotherapist.	
(b)	be a member in good standing of a World Physiotherapy member organisation that is entitled to nominate and vote.	
(c)	have served for a period of at least two years on the governing body of a member organisation.	
(d)	Abide by and conduct themselves in accordance with the Code of Practice for World Physiotherapy Elections (Appendix A)	
(e)	have their nomination approved by at least two member organisations entitled to nominate and vote, one of which must be the nominee's own member organisation.	
(f)	Complete and submit a Declaration Form by the Nomination Deadline.	
(g)	Submit by the Nomination Deadline, a completed Nomination Form in support of their candidacy. The form must be endorsed by two member organisations, one of which must be the candidate's own member organisation. *(Note: nominations can only be accepted from member organisations that have paid their annual membership subscriptions in full).*	
(h)	Submit a candidate statement of no more than 1,000 words, using the election Candidate Statement Form. The statement must be suitable for publication and distribution with the general meeting materials.	
(i)	Submit a curriculum vitae of no more than two sides of A4.	
(j)	Submit a profile/ headshot photograph in PNG format and 350 dpi minimum.	

4.4 Submission is made by uploading the completed candidate documents (nomination and declaration forms, curriculum vitae, candidate statement and headshot photo) via the following link: Nomination Portal by **23:59 UTC** on **Thursday 12 November 2026** (the Nomination Deadline).

5. Experience and commitment

5.1 There is a significant time commitment attached to the positions of president and vice president of World Physiotherapy. Candidates wishing to stand should be aware that an average weekly commitment of between twelve and fifteen hours will be required to fulfil the responsibilities attached to these leadership positions. The work is demanding and a willingness to be flexible is required as the president and vice president may be called upon to respond quickly to urgent business in a timely manner.

5.2 The president and vice president should expect to travel internationally every six to eight weeks to attend high level and regional meetings, industry and member organisation conferences and other significant events.

5.3 It is essential that the president and vice president have significant experience of leading and chairing a board of either a member organisation, a regional executive committee, or another board-level committee. These roles also come with serious legal responsibilities, which are set out in the sections below. When prospective candidates submit their signed nomination and declaration forms, they must confirm that they are familiar with these legal responsibilities and that they have the capacity and understanding to meet them.

5.4 Although World Physiotherapy is a global organisation, the official language of the board is English. Translators have been used, for very detailed documents and some meetings, however, it is not possible to translate every document. The feasibility of providing simultaneous translation or having multiple translators present at face-to-face meetings is always explored and investment in the use of multilingual communications platforms and digital tools enables World Physiotherapy to provide solutions during events, conferences, broadcasts, webinars and meetings.

5.5 Anyone seeking to be elected as a member of the board must be sure that they are comfortable reading detailed documents in English and expressing themselves in English for board discussions. The president and vice president are often requested to present at international forums. Therefore, you must be comfortable in speaking publicly at these high-level events, which are most often conducted in English.

6. Governance framework

6.1 World Physiotherapy's governance framework is designed to assist the executive board to meet best practice governance arrangements for non-profit organisations and statutory obligations, particularly under the UK Charities Act 2022.

6.2 The governance framework sets out the required practices and procedures that the executive board and its committees must follow. These include the following:

(a) **Board Charter**, which sets out the responsibilities, accountabilities and relationships between World Physiotherapy's governance bodies.

(b) **Board Operating Guidelines**, which guide the scheduling, agenda and timing of meetings and requirements for the presentation and approval process for providing information for consideration by the board and its committees.

6.3 World Physiotherapy has a ‘Board of Trustees’, which is also known as the ‘Executive Board’. WCPT Trading Ltd has a ‘Board of Directors’.

6.4 The president is chair of World Physiotherapy and WCPT Trading Limited.

6.5 Candidates who are considering standing for the position of World Physiotherapy president or vice president must familiarise themselves with World Physiotherapy’s governance framework, Board Charter and Board Operating Guidelines, which are included in this candidate information pack at Appendix B and Appendix C respectively.

Charity trusteeship: eligibility criteria

6.6 When preparing to appoint a new trustee, a charity must ensure that the person is legally eligible to act in this capacity in accordance with the Charities Act 2022. The law prohibits (i.e. disqualifies) certain people from acting as trustees if they:

(a) are disqualified as a company director.

(b) have an unspent conviction for an offence involving dishonesty or deception (such as fraud).

(c) are an undischarged bankrupt (or subject to sequestration in Scotland) or have a current composition or arrangement including an individual voluntary arrangement (IVA) with your creditors.

(d) have been removed as a trustee of any charity by the Charity Commission (or the court) because of misconduct or mismanagement.

6.7 It is a criminal offence to act as a charity trustee while disqualified.

6.8 Candidates considering standing for the position of World Physiotherapy president or vice president should familiarise themselves with Charity Commission’s guide: *The essential trustee: what you need to know, what you need to do (2018)*

Company directorship: eligibility criteria

6.9 Company directors in the UK are primarily regulated by the Companies Act 2006, which sets out their legal responsibilities, statutory duties, and accountability to the company. The Companies Act 2006 defines seven general duties that every director must follow:

(a) **Promote success:** act in a way most likely to promote the success of the company for the benefit of its shareholders.

(b) **Independent judgment:** make decisions independently without compromising judgment to external influences.

(c) **Care, skill, and diligence:** exercise the level of care, skill, and diligence that would be expected from a reasonably diligent person.

(d) **Avoid conflicts:** avoid situations where personal interests conflict or may conflict with the company's interests.

(e) **No third-party benefits:** refuse gifts, bribes, or benefits from third parties offered because of being a director.

(f) **Declare interests:** declare any direct or indirect interest in proposed transactions or arrangements with the company.

(g) **Act within powers**: follow the company’s constitution and articles of association.

6.10 Directors are legally responsible for submitting required company documents to Companies House (the official UK government agency that incorporates and dissolves limited companies and maintains the public business register) on time. This includes:

(a) annual accounts, tax returns and reports.

(b) confirmation statements.

(c) notices of changes to company officers, addresses, or significant control details.

6.11 Directors may hire other people to manage some of these responsibilities and day-to-day activities (for example, World Physiotherapy staff) but they are still legally responsible for the company's records, accounts and performance. Directors may be fined, prosecuted or disqualified if they don't meet their legal responsibilities as a director.

6.12 Charities such as World Physiotherapy that wish to claim UK tax reliefs and exemptions (e.g. Gift Aid) must meet the management condition set out in the Finance Act 2010. This requires all the charity's managers (including trustees) to be "fit and proper persons".

6.13 Candidates considering standing for the position of World Physiotherapy president or vice president should familiarise themselves with the HM Revenue and Customs *Guidance on the fit and proper persons test (2017)*.

6.14 Candidates considering standing for the position of World Physiotherapy president or vice president should familiarise themselves with World Physiotherapy's Constitution**.**

Declaration Form: President 2027 – 2031

Candidate name:	
Position:	**President**
Candidate's country:	
Candidate's member organisation:	

Declaration

In accordance with the General Data Protection Regulation (GDPR) (EU) 2016/679, I hereby give my consent for the information contained in this form to be processed for the purposes of the 2027 World Physiotherapy Presidential election. I understand that if elected, this form will be retained as part of World Physiotherapy's governance records. I declare that the information contained in this form is true and accurate. I understand that any false or misleading information may lead to the immediate termination of my trusteeship of World Physiotherapy ("the Charity") and my directorship of WCPT Trading Limited ("the Company") without notice.

By completing and signing this form, I hereby agree to abide by the Code of Practice on World Physiotherapy Elections, and I declare that if elected I:

1. will serve as a trustee of the Charity and a director of the Company throughout the duration of my presidency.
2. will observe and act in accordance with my legal obligations as a trustee of the Charity and director of the Company at all times.
3. will work to further and abide by World Physiotherapy's purpose, objectives and governing documents.
4. am not prevented from acting as a trustee or company director due to the following:
    (a) have an unspent conviction for an offence involving dishonesty or deception.
    (b) am currently declared bankrupt (or subject to bankruptcy restrictions or an interim order).
    (c) have an individual voluntary arrangement (IVA) to pay off debts with creditors.
    (d) am disqualified from being a company director.
    (e) am subject to an order made under section 429(2) of the Insolvency Act 1986 (UK) or equivalent law in any country.
    (f) have previously been removed as a trustee by World Physiotherapy, any charity regulator or any court for any reason, including misconduct or mismanagement.
    (g) have been removed from management or control of any body under the laws of any country, including section 34(5)(e) of the Charities and Trustee Investment (Scotland) Act 2005 (or earlier legislation)
    (h) am disqualified from being a trustee or company director in any country, including by an order of the Charity Commission of England and Wales under section 181A of the Charities Act 2011.

Signature*		Date	

*By entering my name, I am providing my digital consent to the declarations above.

Nomination Form: President 2027 – 2031

Candidate name:	
Position:	**President**
Candidate's country:	
Candidate's member organisation:	
Has candidate consented to this nomination?	Yes ☐ No ☐

First nominating Member Organisation*

**This must be the candidate's member organisation.*

Name	
Position in member organisation	
On behalf of (member organisation)	
Signature: *(upload an image of the signature)*	
Date:	

Second nominating Member Organisation

Name	
Position in member organisation	
On behalf of (member organisation)	

Signature: *(upload an image of the signature)*	
Date:	

Declaration Form: Vice President 2027 - 2031

Candidate name:	
Position:	**Vice President**
Candidate's country:	
Candidate's member organisation:	

Declaration

In accordance with the General Data Protection Regulation (GDPR) (EU) 2016/679, I hereby give my consent for the information contained in this form to be processed for the purposes of the 2027 World Physiotherapy Vice Presidential election. I understand that if elected, this form will be retained as part of World Physiotherapy's governance records. I declare that the information contained in this form is true and accurate. I understand that any false or misleading information may lead to the immediate termination of my trusteeship of World Physiotherapy ("the Charity") and my directorship of WCPT Trading Limited ("the Company") without notice.

By completing and signing this form, I hereby agree to abide by the Code of Practice on World Physiotherapy Elections, and I declare that if elected I:

1. will serve as a trustee of the Charity and a director of the Company throughout the duration of my presidency.
2. will observe and act in accordance with my legal obligations as a trustee of the Charity and director of the Company at all times.
3. will work to further and abide by World Physiotherapy's purpose, objectives and governing documents.
4. am not prevented from acting as a trustee or company director due to the following:
   - (a) have an unspent conviction for an offence involving dishonesty or deception.
   - (b) am currently declared bankrupt (or subject to bankruptcy restrictions or an interim order).
   - (c) have an individual voluntary arrangement (IVA) to pay off debts with creditors.
   - (d) am disqualified from being a company director.
   - (e) am subject to an order made under section 429(2) of the Insolvency Act 1986 (UK) or equivalent law in any country.
   - (f) have previously been removed as a trustee by World Physiotherapy, any charity regulator or any court for any reason, including misconduct or mismanagement.
   - (g) have been removed from management or control of any body under the laws of any country, including section 34(5)(e) of the Charities and Trustee Investment (Scotland) Act 2005 (or earlier legislation)

(h) am disqualified from being a trustee or company director in any country, including by an order of the Charity Commission of England and Wales under section 181A of the Charities Act 2011.

Signature*		Date	

*By entering my name, I am providing my digital consent to the declarations above.

Nomination Form: Vice President 2027 - 2031

Candidate name:	
Position:	**Vice President**
Candidate's country:	
Candidate's Member Organisation:	
Has candidate consented to this nomination?	Yes ☐ No ☐

First nominating Member Organisation*

**This must be the candidate's member organisation.*

Name	
Position in member organisation	
On behalf of (member organisation)	
Signature: *(upload an image of the signature)*	
Date:	

Second nominating Member Organisation

Name	
Position in member organisation	
On behalf of (member organisation)	

Signature:
(upload an image of the signature)

Date:

Candidate Statement Form

Candidate name:

Position:

Candidate's member organisation:

The statement must be no longer than 1,000 words.

The statement must be no longer than 1,000 words.

Appendix A: Code of Practice for World Physiotherapy Elections

Dated: September 2026 | Version: 1.0

1. Introduction

1.1 World Physiotherapy encourages all members of the global physiotherapy community to engage in its regional and international election cycles and activities. This code of practice ("Code") sets out the way candidates participating in elections to senior World Physiotherapy leadership roles (including the president and vice president positions), must conduct themselves. This Code applies as a standing document to all World Physiotherapy election cycles unless amended or replaced.

1.2 The overall purpose of this Code is to ensure transparent and fair elections. The prohibitions identified in this Code are designed to avoid and/or eliminate risks associated with any actual and/or perceived impressions of bias, favouritism or support being given to a particular candidate or candidates.

1.3 This Code also applies to all World Physiotherapy employees, volunteers, member organisations and regions. Candidates should also familiarise themselves with World Physiotherapy's values. A suspected breach of the Code by any of these parties will be addressed in accordance with section 6.

1.4 World Physiotherapy reserves the right to amend this Code at any time. Where revisions are made during an election, these changes shall be communicated to all candidates at the same time. All candidates must comply with these amendments or any subsequent guidance issued relating to campaigning.

1.5 Campaigning may commence once election candidates are announced. Campaigning must cease at the close of voting for the relevant election.

2. Governing principles

2.1 World Physiotherapy supports and encourages campaigning, but it is essential that it is conducted in a transparent, respectful and fair manner. Candidates must comply with the terms and spirit of this Code, and act in line with World Physiotherapy's values, or they may be disqualified from the election.

2.2 Candidates must maintain the confidentiality, integrity and good standing of the election and World Physiotherapy. They must not bring the election or World Physiotherapy into disrepute.

2.3 Candidates who are serving members of a World Physiotherapy board, committee or working group must respect the confidentiality of that board, committee or working group in the context of any canvassing statements.

2.4 Candidates may conduct campaigning activity which speaks specifically to their qualifications, competencies and vision for the role unless expressly prohibited by this Code. Candidates should campaign through the positive promotion of their candidacy and not through negative campaigning. This includes ensuring that all statements or claims made by them, or their supporters, are accurate, fair, reasonable and not misleading. Any actual or presumed conflicts of interest must be declared, and candidates must be realistic in their promised mandate to the electorate.

2.5 Candidates must refrain from making negative personal comments about other candidates. No candidate should be subjected to any form of discrimination or unequal treatment for any reason, including age, gender, race, ethnicity, sexual orientation, disability, faith/ belief or political affiliation.

2.6 Campaigning on behalf of candidates is acceptable where it is undertaken with the candidate's consent. For the avoidance of any doubt, the supporters of candidates shall be bound by the terms of this Code and must not do anything that will bring World Physiotherapy or the conduct of the elections into disrepute.

2.7 World Physiotherapy resources (e.g. email address, social media channels, WhatsApp groups, staff time, logos etc.) must not be used for campaign purposes.

2.8 Candidates who hold an existing World Physiotherapy officer, board, committee, regional or specialty group role must not use any data, contact lists, materials or platforms obtained through that role for campaign purposes, and must ensure their campaign activity is clearly distinguishable from the conduct of their official duties.

2.9 Candidates are not required, and are not expected, to incur campaign expenditure. Any candidate who nonetheless incurs significant campaign costs must ensure this does not create, or appear to create, an unfair advantage over other candidates.

2.10 Candidates and their supporters must not use fabricated, manipulated or artificially generated content (including AI-generated text, images, audio or video) that misrepresents the statements, likeness or position of any candidate.

3. Social media

3.1 Candidates can promote themselves on their own social media accounts provided they do so in line with this Code.

3.2 Candidates must not engage in any negative or disparaging social media activity with any of their fellow election candidates.

3.3 Member organisations (or other interested stakeholders) are permitted to hold online hustings and/or forums with candidates.

3.4 Member organisations (or other interested stakeholders) are requested to treat all candidates equally by inviting all candidates to take part in any online hustings and/or forums that may be held. Provided all candidates have been invited, online hustings and/or forums may proceed even if one or more candidates decline to participate.

3.5 The principle of equal treatment in clause 3.5 also applies to any formal endorsement of a candidate by a member organisation, region or specialty group, whether made via social media, a published statement or otherwise.

4. World Physiotherapy Congress 2027

4.1 Candidates attending the World Physiotherapy Congress 2027 in Guadalajara, Mexico from 14 - 16 May 2027, must not use any congress sessions to campaign. This includes any responsibilities to chair or speak.

4.2 Candidates attending and participating in the congress in a designated World Physiotherapy role must not campaign whilst they are carrying out any duties related to the role. This includes, but is not limited to, taking part in any board, regional and/or specialty group activities.

4.3 Candidates wishing to campaign during the congress are free to explore informal and/or offsite opportunities for this purpose.

5. World Physiotherapy staff and volunteers

5.1 World Physiotherapy staff and volunteers must always remain neutral throughout the election process. Candidates must not ask staff to get involved in the election process in any way and must not ask staff or other volunteers to obtain email/mailing lists or send out communications related to the election on their behalf.

5.2 Official World Physiotherapy social media accounts (including region social media accounts) must not be used to publicise or promote candidates.

5.3 No candidate can be quoted, mentioned, liked, retweeted, or have their posts or stories shared using World Physiotherapy official social media accounts (including region social media accounts).

5.4 The personal social media accounts of World Physiotherapy staff must not be used to publicise or promote candidates.

5.5 World Physiotherapy staff may not quote, mention, like, retweet or share posts or stories from candidates even if the subject is not about the election.

5.6 Any contact details or mailing lists used for campaign purposes must be obtained and used in accordance with World Physiotherapy's privacy policy and applicable data protection law; personal data obtained through any official World Physiotherapy or member organisation role must not be used for canvassing.

6. Breaches of the code

6.1 Any suspected breaches of this code by a candidate, supporter, employee, volunteer, member organisation, region or specialty group should be reported to World Physiotherapy's chief executive officer (CEO) (governance@world.physio), who will initiate an investigation of the suspected breach.

6.2 Where the suspected breach concerns the CEO, or the CEO has a conflict of interest, the report should instead be made to a member of the World Physiotherapy Board, who will initiate the investigation.

6.2 Before any sanction is imposed under this section, the individual or organisation concerned will be notified of the complaint and given a reasonable opportunity to respond before a determination is made.

6.3 World Physiotherapy will investigate and seek to resolve suspected breaches as promptly as reasonably possible, having regard to the proximity of any relevant election deadline.

6.4 World Physiotherapy reserves the right to determine whether a candidate has breached this Code or not acted in line with World Physiotherapy's values, and to take appropriate steps. Any action taken will be proportionate to the severity of the breach and may include an informal warning, a formal warning, or disqualification from the election.

6.5 The decision of World Physiotherapy on all matters relating to this Code shall be final and binding on all candidates, save that a candidate who is disqualified may request a review of that decision under clause 6.6.

6.6 A candidate who has been disqualified may, within five working days of notification, request that the World Physiotherapy board review whether the process set out in this Code was properly followed. Any such review is limited to that procedural question, and the outcome of the review shall be final.

7. Definitions

7.1 "Candidate" means any individual confirmed by World Physiotherapy as standing for election to a World Physiotherapy officer or leadership role.

7.2 "Campaigning" means any activity intended to promote a candidate's candidacy, including statements, communications, social media activity and participation in hustings.

7.3 "Supporter" means any individual or organisation that campaigns on behalf of a candidate with that candidate's consent.

7.4 "Disrepute" includes, without limitation, dishonesty, harassment, discrimination, the sharing of false or misleading information, and conduct that undermines confidence in the fairness of the election process. This list is illustrative and not exhaustive.

7.5 "Member organisation", "region" and "specialty group" have the meanings given to them in World Physiotherapy's governing documents.

Appendix B: Board Charter

Dated: September 2026

1. Board responsibilities

1.1 The executive board ("the board") is the governing body of the World Physiotherapy. It is the board's responsibility to:

(a) develop the strategic plan for the operation of World Physiotherapy and to monitor compliance with that plan.

(b) approve the operational plan and budgets that ensure the accountability, efficient management, and long-term financial viability of World Physiotherapy.

(c) establish and maintain effective systems to ensure that World Physiotherapy is meeting the needs of its members and other key stakeholders.

(d) monitor the performance of World Physiotherapy to ensure that:

   (i) operates within its budget.

   (ii) audit and accounting systems accurately reflect the financial position and viability of the organisation.

   (iii) adheres to its strategic and financial and business plans.

   (iv) effective and accountable risk management systems are in place.

   (v) effective and accountable systems are in place to monitor and improve the quality & effectiveness of services provided to member organisations.

   (vi) any problems identified in the operation of the organisation are addressed and acted on in a timely manner.

   (vii) the organisation continuously strives to improve the quality of services provided to members and foster innovation.

   (viii) committees operate effectively.

(e) appoint a chief executive officer (CEO) and determine his or her remuneration and the terms and conditions of appointment.

(f) monitor the performance of the CEO, having regard to the objectives, priorities and key performance measures specified in World Physiotherapy's strategic plan and business plan and the CEO's annual performance plan.

(g) ensure the organisational structure of World Physiotherapy is fit for purpose.

(h) develop arrangements with other relevant agencies and stakeholders to enable effective and efficient delivery of member services.

(i) establish board committees - Finance Committee, Membership Committee, Appeals Committee, Education Committee, Accreditation Committee and Congress Programme Committee. Other committees may also be established from time to time as required.

(j) adopt a code of conduct for board members and World Physiotherapy staff.

(k) provide support for board members to undertake appropriate professional development.

2. Appointment to the board

2.1 World Physiotherapy's board is currently comprised of seven members:

(a) a president – elected by the general membership.

(b) a vice president – elected by the general membership.

(c) a board member elected from each of the current five World Physiotherapy regions.

3. Role of the board chair

3.1 The president of World Physiotherapy is the chair of the board. The chair will:

(a) ensure the integrity of the Board's governance arrangements.

(b) ensure the effective management of the board's processes.

(c) represent the World Physiotherapy to outside parties as required.

(d) be the primary spokesperson for World Physiotherapy.

3.2 The chair has the same decision-making rights as all other board members. In the event of a tied vote on a motion to the board, the chair shall have the casting vote.

3.3 It is recognised that:

(a) the chair is bound by World Physiotherapy's policies and/or guidelines and has no authority to alter, amend or ignore board policies, systems and processes.

(b) while a close working relationship between the chair and the CEO is necessary and appropriate, this does not replace the CEO's accountability to the whole board.

4. Role of the vice president

4.1 The vice president deputises for the president if they are unable to perform their function as chair. In the past, the vice president of World Physiotherapy has served as chair of the Membership Committee.

5. Role of board members

5.1 The role of the board members is to lead and oversee the management and governance of the organisation. This involves attending board meetings to engage, debate and to consider the issues presented to them, including the reports from the committees; and to come to an agreement in a democratic way. It also involves employing and monitoring the performance of the CEO.

5.2 The decisions taken by board members in the context of the function of the board shall bind World Physiotherapy and therefore ultimate responsibility for the leadership of the organisation lies with the Board. It is expected that board members will also form part of board committees.

5.3 Whilst the president is World Physiotherapy's primary spokesperson and representative, board members are also official representatives of World Physiotherapy, and their actions should therefore reflect this.

5.4 Board members of World Physiotherapy are ordinarily also appointed as board members of WCPT Trading Limited. When performing their duties for either entity, they should adhere to the following code of conduct:

(a) attend at least 75% of board meetings and devote sufficient time to their preparation for Board meetings to allow for full and appropriate participation in the board's decision-making.

(b) seek leave of absence from the board chair if they are unable to attend a meeting.

(c) observe the confidentiality of board matters acquired by them in their role as board members and not disclose such information to any person unless required by law to do so.

(d) recognise that board members are bound by decisions made by the Board. While Board members can verbalize their opinion, voting against a motion or abstaining from a vote does not invalidate this requirement. Members shall not voice personal or dissenting opinions after the decision has been made. Voting against a motion, or abstaining from a vote, does not invalidate this requirement.

(e) refrain from making public comments about World Physiotherapy or WCPT Trading Limited unless specifically authorised to do so by the Board Chair.

(f) demonstrate the highest standards of ethical behaviour and professionalism in carrying out their duties as members of the board and in their relationships with fellow board members, staff, colleagues and the physical therapy community.

(g) ensure they do not engage in discussions with other board members outside of the board environment, where that discussion could be deemed to undermine the general wellbeing and cohesion of the board itself. The business of the board should be conducted within the board meeting.

(h) provide a positive role model for others by demonstrating courtesy, openness, integrity and impartiality and by adhering to World Physiotherapy's policies, processes and guidelines as well as the law.

(i) make decisions, provide advice and behave in a manner that is free from favouritism or self-interest.

(j) perform all duties impartially and in the organisation's interest. If there is a reasonable perception that the board member, their family or close associates could benefit personally from decisions that are taken, the conflict of interest must be disclosed and should always be resolved in favour of the organisation's interest rather than that of the board member.

(k) ensure that their position as a board member is not used to obtain private benefit for themselves or someone else. Family or other personal relationships must not improperly influence Board decisions and the influence an individual board member may have as a member of the Board must not be used to gain preferential treatment of any kind.

(l) exercise great care when giving or accepting business-related gifts including the provision of goods or services, personal favours and entertainment such as travel, tickets to sporting or cultural events, meals etc. Offers of money in any form must never be accepted.

(m) report immediately to the chair any offer of a gift or benefit that is believed to be an attempt to induce favoured treatment. In the case of the chair, they will bring this to the attention of the whole board.

(n) disclose any relevant criminal convictions or charges or professional misconduct. Relevant criminal offences are those with the potential to impact on the board member's appointment or which may adversely impact on World Physiotherapy's reputation and include, but are not limited to, drug trafficking, possession of drugs, assault, theft, violence and sexual offences and professional complaint upheld.

5.5 Board members, who are not appointed to a board committee, are able to attend any board committee meeting as observers. They must advise the chair that they will be attending prior to the commencement of the meeting. The observer board member does not have voting rights.

5.6 In performing their role, board members are bound by the requirements of the Charities Act 2022 and informed by the *Charity Governance Code (2025)*.

5.7 Where policies and procedures are unclear or prove insufficient, board members should consider the core principles contained in the Charity Commission's guide: *The essential trustee: what you need to know, what you need to do (2018)*.

Communications

5.8 While it is appropriate that Board members engage in discussions with a range of different stakeholders in order to fully inform and perform their role, board members should apply the following conditions in respect of communications with World Physiotherapy staff, volunteers, representatives from member organisations, strategic partners, stakeholders and others from the broader physical therapy community.

(a) discussion at board and board committee meetings must be treated as confidential.

(b) Notwithstanding clause 5.8(a), in general, decisions of the board are not confidential, and the minutes of board and committee meetings may be made publicly available.

(c) Board members shall inform the chair and/or CEO about any intention to contact members of World

Physiotherapy's staff or volunteers except where the board member is a member of a board committee, and the staff member provides support to that board committee. The outcomes of any discussion must be reported to the chair and/or CEO.

(d) Board members are responsible for reporting to the chair the outcomes of briefings and/or discussions with any stakeholders where World Physiotherapy's interests have been discussed. The chair will consider the appropriateness of informing the CEO of this report.

(e) Board members are responsible for ensuring that a favourable image of World Physiotherapy is projected when discussing World Physiotherapy with the wider physical therapy and healthcare community.

(f) Board members shall not engage in discussions with any party, where those discussions could be deemed to be defamatory to World Physiotherapy or in breach of World Physiotherapy's conflict of interest policy.

Remuneration

5.9 A board member is not paid any remuneration. Reasonable expenses incurred in undertaking business for World Physiotherapy will be reimbursed as per the organisation's expenses policy.

Indemnity

5.10 Board members will not be held personally liable for anything done or omitted to be done in good faith when carrying out their duties. Appropriate directors' and officers' insurance will be provided by the organisation.

Resignation

5.11 A board member may resign through a written resignation signed by that board member and delivered to the board chair.

5.12 The board will seek the resignation of a board member if, as part of their annual declaration of interests, they are unable to furnish an attestation indicating that they have not been:

(a) convicted or found guilty of an offence, which, in the opinion of the board, makes the board member unsuitable to be a board member of the board.

(b) declared insolvent under administration in either their home country or in the UK.

5.13 In addition, the board may seek the resignation of a board member if that person has been absent, without leave of the board, from all meetings of the board held during a period of 6 months; or if the board member is physically or mentally unable to fulfil the role of a board member of the board.

6. Role of the treasurer

6.1 The treasurer is appointed by the board from its membership and is the chair of the Finance Committee.

2 Role of CEO

7.1 The Board shall appoint a CEO of World Physiotherapy and will determine the CEO's remuneration and the terms and conditions of their employment.

7.2 The CEO is subject to the direction of the board in controlling and managing World Physiotherapy. They will:

(a) manage World Physiotherapy in accordance with the strategic and business plans, strategies and budgets approved by the board; and the instructions of the board.

(b) prepare material for consideration by the board including board papers, strategic plans, business plans, strategies and budgets.

(c) ensure that the board and board committees are assisted and provided with relevant information to enable them to perform their functions effectively and efficiently.

(d) ensure that the board's decisions are implemented effectively and efficiently throughout World Physiotherapy.

(e) provide timely, regular, adequate reports regarding the performance of World Physiotherapy.

(f) inform the board in a timely manner of any issues of public concern or risks that affect or may affect World Physiotherapy.

(g) meet other legislative and regulatory requirements.

7.3 The board recognises that the CEO is responsible for managing all operational matters, and to that end, the board delegates executive authority for operational matters to the CEO.

7.4 The Board accepts that:

(a) as a fundamental principle, the CEO reports to the whole board.

(b) responsibility for the overall assessment of the CEO belongs to the board as a whole, notwithstanding that certain aspects of the task may be delegated to the chair or other board members from time to time as approved by the board.

8. Board committees

8.1 The board has established several committees, each with their own terms of reference, to provide a mechanism for concentrated focus on a particular area of interest to the board. The intention is that the detailed work undertaken by the committees will inform and enable better board deliberations, focus and decision-making. Committees can:

(a) ensure that the board's governance responsibilities are performed across the full range of World Physiotherapy's activities.

(b) deal with matters that do not require the attention of the full board.

(c) investigate matters thoroughly prior to presenting them to the board for consideration.

8.2 The World Physiotherapy board committees are:

(a) Finance Committee

(b) Membership Committee

(c) Appeals Committee

(d) Accreditation Committee

(e) Education Committee

(f) Congress Programme Committee

8.3 The board may establish other committees or working groups to assist it in the discharge of its responsibilities and may delegate the exercise of its powers to those committees or working groups. Each formally constituted committee shall have written terms of reference approved by the board. Terms of reference for board committees shall be reviewed and approved annually by the board.

8.4 The board remains accountable for the decisions of its board committees. The appointment of board committee members shall be the sole responsibility of the board. The board may at any time remove a committee member from office; the board must provide the reasons for the removal to the member and inform the chair of that committee in writing. All other committee members will be informed of the decision by the chair of that committee at an appropriate time.

8.6 The board shall appoint the chair of each committee. This will ordinarily be a Board member except for the Congress Programme Committee.

8.7 The chair of the Congress Programme Committee is ordinarily appointed from amongst the membership of the previous Congress Programme Committee.

8.8 The role of the committee chair replicates that of the board chair.

8.9 World Physiotherapy shall provide committees with the administrative and technical support needed to perform their functions. The CEO will additionally appoint an appropriate World Physiotherapy staff member to be the secretariat for the committee. The secretariat will provide administrative and other support to the committee under the direction of the committee's chair; however, the appointed staff shall always remain accountable to the CEO.

8.10 The board is responsible for ensuring that committee members receive an appropriate induction, ongoing training and resources to appropriately discharge their duties.

9. Relationship between the board and World Physiotherapy staff

9.1 The CEO is appointed by and accountable to the board. All other World Physiotherapy staff are appointed by and remain accountable to the CEO.

9.2 A board member should inform the chair and/or CEO about any intention to contact members of staff or volunteers except where the board member is the chair of a committee, and the staff member is the secretariat for that committee. The outcomes of any discussion should be reported to the chair and/or CEO.

9.3 Staff should not initiate contact with board members without the prior approval of the CEO except where the board member is the chair of a committee and the staff member is the secretariat for the same board committee.

9.4 Notwithstanding the points above, the informal role of board members in supporting staff should be acknowledged and encouraged. The board has a duty to promote World Physiotherapy's values through their actions and conduct.

9.5 The process of reporting suspected misconduct, illegal acts or failure to act within World Physiotherapy shall be covered by the organisation's whistleblowing policy.

Appendix C: Board Operating Guidelines

Dated: September 2026

1. Board meetings

Meeting schedule

1.1 Board meetings are held at least three times per year on dates determined annually in advance by the board. There is a mix of face-to-face meetings and teleconferences.

1.2 An annual schedule of key matters for consideration or decision by the board, including the scheduling of separate strategic briefings, will be developed in January each year for the subsequent twelve months and provided to all board members.

1.3 A reporting schedule to the board is developed and updated annually by the chief executive officer (CEO).

Special meetings of the board

1.4 The chair may at any time call a special meeting of the board.

1.5 The chair must call a special meeting of the board if requested by at least three board members.

1.6 A special meeting must not be held unless at least 7 days' notice has been given to each board member. Notice of a special meeting must:

(a) specify the time and place of the meeting and the reason for it

(b) be in writing

(c) be provided to all board members, by in person, or by email.

1.7 A special meeting must deal only with business stated in the notice.

Conflict of interest

1.8 In accordance with statutory and common law requirements, each board member must:

(a) be vigilant in identifying potential conflicts of interest (either actual or perceived)

(b) absent themselves from discussion of actual material conflict of interest

(c) bring to the attention of the board, in a timely manner, actual or perceived conflicts of interest which may exist or which might reasonably be thought to exist, involving themselves or other board members or staff.

(d) not be present during any deliberations by the board and not be entitled to vote on the matter in which the board determines that the board member has an actual or perceived conflict of interest.

1.9 If a board member is unsure whether a particular interest is likely to cause a conflict (actual or perceived), they must make a full disclosure of the interest, and the board must consider whether the board member should absent themselves from the relevant proceedings. If the board is unable to reach consensus the chair's decision shall be final.

1.10 The chair shall:

(a) remind all board members at the commencement of each meeting of the need to declare to the board any conflict of interest.

(b) have a casting vote if the board is unable to decide whether a board member should absent themselves from proceedings where there is an actual or perceived conflict of interest.

(c) ensure that any declared conflict is recorded in the minutes of the meeting at which the relevant matter is discussed.

(d) ensure that the minutes accurately record the time when a board member exits from and re-enters a meeting for the purpose of managing a conflict of interest.

Quorum

1.11 A meeting of the board shall be quorate if five board members are present, one of whom must be the president or vice president.

Decision-making

1.12 Decisions of the board are made by reaching a consensus of those board members present at a duly convened quorate meeting. These decisions will be recorded in the minutes and, where necessary, any dissenting views that a board member has specifically stipulated will be recorded.

1.13 If a matter cannot be concluded by consensus a formal vote may be required. Any board member or the CEO may ask for a vote to confirm a decision. A board member shall be entitled to one vote and in the event of an equal number of votes, the hair shall have the casting vote.

1.14 Any action required or decision permitted to be taken at a meeting of the board may be taken without a meeting as per World Physiotherapy policy. An email resolution may consist of one or more documents in identical terms each agreed by one or more board members. All such documents must be filed with the minutes.

1.15 The use of circulating briefings by email requiring a board decision/resolution will be restricted to matters of extreme urgency that cannot be delayed until the next meeting and, on an exceptional basis, day-to-day matters that require Board approval but do not require face-to-face discussion.

1.16 A board decision or resolution shall be ratified at the next board meeting, and the chair shall ensure that the ratification of the resolution is recorded in the minutes (noting the date of the resolution and the method of communication of the resolution).

<u>Board meeting agenda</u>

1.17 The draft agenda for each meeting shall be prepared by the CEO prior to being approved by the chair. Following the chair's approval, the agenda shall be distributed to board members. The board agenda shall adhere to the agreed format.

1.18 Matters proposed for the agenda shall consider the following:

(a) the board's annual reporting schedule.

(b) matters raised during the preceding board meetings.

(c) matters directly related to the defined responsibilities or decisions of the board or board committees, or decisions reserved for the board.

(d) emerging issues assessed by the chair, board members and/or the CEO as warranting the board's attention.

<u>Requirements for board papers</u>

1.19 All board papers must be prepared on the agreed template.

1.20 Board papers/reports for inclusion with the board agenda will be submitted to the CEO by the close of business as per the board meeting schedule.

1.21 All board papers must be approved by the chair or committee chair prior to distribution to the board.

1.22 The agenda and papers for each board meeting are to be circulated no less than ten working days before the scheduled meeting.

1.23 New business of the board, which is not included in the agenda or for which the papers were late, may be discussed at a board meeting only with the consent of the chair and a majority of board members present.

<u>Minutes</u>

1.24 Minutes will not be a verbatim recording of the meeting but will clearly identify resolutions of the board without ambiguity and record the key reasons for those decisions (where appropriate) and actions arising.

1.25 Minutes of in-camera sessions will be recorded at the discretion of the board.

1.26 The board minutes for each board meeting will be prepared by the CEO and will adhere to the agreed format. The draft minutes of each board meeting will be circulated to all board members no later than the distribution date for papers for the next Board meeting.

1.27 Minutes will be confirmed by the board at its next meeting. The board will approve the minutes of the previous meeting, and the minutes will then be signed and dated by the chair and stored securely. The minutes must be open to inspection by any board member at any reasonable time. Once minutes have been approved by the board, they will also be available on the intranet.

1.28 An actions list will be included in the papers for the next board meeting circulated to board members. The action statement will include accountabilities, performance expectations and the nature and timing of reporting relating to the board decision. The action list recording the status of action items will be prepared by the CEO and will adhere to the agreed format.

1.29 The CEO will retain a complete copy of the board papers of each meeting. These will be available for reference by board members.

2. Board induction

2.1 All new board members will be invited to participate in an induction process. Current board members are encouraged to participate so there is a shared understanding. All elements of the induction process require the approval of the chair prior to execution. The induction process will include the following:

A	World Physiotherapy's board governance framework
1	Board charter
2	Board operating guidelines
3	Schedule of meeting dates
4	Terms of reference for board committees
5	World Physiotherapy constitution
6	World Physiotherapy code of conduct
7	World Physiotherapy conflict of interest policy
8	World Physiotherapy communications policy
9	World Physiotherapy delegations schedule
10	Board performance reports, including financial and other reports that are regularly provided to the board.
11	Access to previous board papers through Intranet/ Extranet
12	Charities Act 2022
13	Most recent annual report
B	**Contact information**
1	List of board members (including contact details)
2	List of board committee membership (including contact details)
C	**Strategy and business planning**
1	Current strategic plan/ current business plan
2	Current strategic projects
3	List of World Physiotherapy related acronyms

D	**Introduction to World Physiotherapy**		
1	Briefing by the board chair on:		
	(a)	Board's priorities and major areas of interest/ concern.	
	(b)	Board processes and protocols, including expectations on board members.	
	(c)	Committee purposes and recent key issues.	
2	Briefing by the CEO on:		
	(a)	World Physiotherapy's organisational structure and management system.	
	(b)	World Physiotherapy's strategic plan and business plan.	
	(c)	Key performance indicators and board reporting.	
E	**WCPT Trading Limited**		
1	WCPT Trading Limited Articles of Association		
2	Most recent annual report and audited accounts.		
3	Summary of key activities.		
F	**Introduction to corporate governance**		
	It is expected that board members will have a baseline understanding about good corporate governance principles and practice. However, there will be an opportunity to undertake professional development in this area if required.		
G	**IT support**		
	Board members are permitted to continue to use their personal email for all World Physiotherapy communications however if they prefer, a World Physiotherapy email address will be provided.		

3. Board performance reviews

3.1 Consistent with contemporary practice for good governance World Physiotherapy conducts regular reviews of board performance. The oversight for these reviews is the responsibility of the chair.

3.2 Discussion of findings and recommendations of the assessment should inform continuous improvement and ongoing board development, education and training.