



International Tennis Federation

AGM AGENDA

—

Hybrid Meeting

—

MADRID, SPAIN

4 December 2021



AGENDA

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1. OPENING ADDRESS FROM THE PRESIDENT

ESTABLISHMENT OF A QUORUM – ARTICLE 18(b)

The quorum shall be one half of the Class B Members or any number of Class B Members holding, in aggregate, at least half of the Class B Shares, but a vote may be taken even if at any time some of the Class B Member delegates comprising a quorum have left the conference hall.

APOLOGIES FOR ABSENCE

APPOINTMENT OF A PARLIAMENTARIAN

The Board of Directors will appoint a Parliamentarian for the duration of the 2021 Meeting.

ELECTION OF SCRUTINEERS – ARTICLE 18(f)

APPROVAL OF THE 2020 MINUTES – ARTICLE 14(b)(i)

To approve the minutes of the previous General Meeting.

[Click here to access the 2020 AGM Draft Minutes.](#)

OBITUARIES

2. FINANCE

REPORT BY THE CHAIRMAN OF THE FINANCE COMMITTEE TO ALL NATIONAL ASSOCIATIONS ON THE FINANCIAL STATEMENTS FOR 2020

The consolidated financial statements of the ITF make a distinction between Operating Activities, Strategic Initiative expenditure and Investing Activities. Operating Activities represent the ongoing activities of the ITF as distinct from Strategic Initiative expenditure on discrete projects aimed specifically at delivering the objectives of ITF2024. Investing Activities represent the performance of the investment portfolios which underpin the ITF reserves.

The enclosed financial report documents the 2020 actual result, as detailed in the financial statements which accompany the ITF Annual Report, with comparisons to the 2020 Mid-Year Review. The reason for comparison to the Mid-Year Review as opposed to the Budget is that the budget was rendered invalid when Covid-19 became a global pandemic and resulted in the majority of activities being cancelled or postponed.

This report is provided in conjunction with the Annual Report and Accounts and the Consolidated Financial Statements, which give further details of the performance as well as other information such as Cash Flow and Balance Sheet.

In addition to the historical information, the financial summary also gives information on the budget for 2021 as approved by the Board in November 2020, the draft Mid-Year Review for 2021, and a preliminary forecast for 2022.

Further information will be given in the Finance Update Session of the AGM.

2020 RESULTS SUMMARY

As was inevitable and unavoidable, the finances of the ITF have been negatively affected by the incidence of Covid-19, and its impact on tennis at all levels and throughout the world. As a direct consequence, the 2020 Annual Report and Accounts record a total deficit after taxation of \$6.9m.

At the AGM last year I reported on the 2020 budget, but also explained that since the widespread impact of Covid-19 became evident in early 2020, the original budget assumptions were rendered invalid and thus I also reported the Mid-Year Review figures for 2020 showing our best estimate at that time. These are the comparatives against which I will compare the 2020 Actual result recorded in the Annual Report and Accounts.

At the time of the last AGM, we were working in an environment with considerable uncertainty and estimates were having to be regularly revised and the result closely managed. By that time, we were already aware of the impact on the Billie Jean King Cup and the Davis Cup as well as the Tokyo 2020 Olympic and Paralympic Games. We had identified that the postponement of the Finals events had the effect of spreading what would ordinarily be annual revenues over two years. Although some activities and costs are similarly spread over the two years, overhead costs are typically annual, and some activity costs had already been incurred at normal levels in the first quarter of 2020 prior to the impact of the pandemic.

Consequently, Operating losses, and therefore the requirement to draw down from Reserves, was unavoidable. With this as context, the \$6.9m total deficit after taxation is \$10.5m better than the forecast presented at that AGM with the improvement being comprised of three elements: a \$3.4m improvement to the operating deficit; a reversal of the previously forecast investment losses into a gain of \$4.1m, a swing of \$6.4m; and a corporation tax rebate against ITF World Tennis Number expenditure of \$0.7m.

Offsetting against the total deficit after taxation of \$6.9m is a \$1.5m positive revaluation of cash flow hedges held at the year-end, meaning that the overall reduction of reserves is limited to \$5.3m, down to a total of \$52.5m.

To have been so severely impacted by the global pandemic and yet for reserves to fall by only \$5.3m, or less than 10%, when revenues fell against the budget by \$99.2m, or 72%, must be considered a good result in the circumstances, particularly as the Mid-Year Review predicted a reduction of \$17.4m. This can be attributed to the swift actions taken at the earliest point of recognising the potential impact of the pandemic, and sacrifices made to protect the long-term finances of the ITF.

From the moment it was evident that the Covid-19 pandemic would affect the ITF the Executive team, the Finance & Audit Committee, the Investment Advisory panel, the Board and the Committees of the Board were all actively engaged in regular meetings and great efforts were made to protect the ITF as best as could be achieved in the circumstances. Every budget line was scrutinised and managed, and expenditure reductions were implemented to mitigate the potentially huge losses.

All of these actions combined to reduce the potential losses and preserved reserves at a level that was previously agreed by the Board to be adequate. Despite this, the experience of the Covid-19 pandemic has served to prompt a reassessment of the required level of reserves and the need to rebuild reserves post-pandemic.

Operating Result

As previously mentioned, the \$9.1m operating deficit was a direct consequence of the postponement of the Davis Cup and Billie Jean King Cup finals, thereby spreading one years' income over two years, as well as the delay in the Olympics and Paralympics whilst many costs remained fixed on an annual basis, at least in the short-term. This was known at the time of the Mid-Year Review and reflected in the forecast result.

The 2020 actual operating result before strategic initiatives improved by \$3.6m, which is further broken down into an income reduction of \$2.3m and more than compensating expenditure reductions of \$5.9m.

Compared to the assumptions included within the Mid-Year Review, which estimated the impact of the postponement of the 2020 Davis Cup finals to 2021, an additional income reduction of \$0.9m has been recognised to restrict Davis Cup income to the amount received in Q1 2020, which is negated by a simultaneous \$1.1m reduction of contractual expenditure, resulting in a net improvement to the operating result of \$0.2m.

Other income directly linked to expenditure also fell such as the Grand Slam Development Fund and Wheelchair Tennis Development Fund (\$0.8m combined), Anti-doping (\$0.2m) and Development Generation and Olympic Solidarity funding (\$0.2m). These reductions account for \$2.0m of the overall \$2.3m reduction in income and correspond to \$2.1m of the \$5.9m reduction in expenditure.

The remaining \$0.3m reduction in income comprises receipts from events such as the ITF World Tennis Tour sanction fees and IPIN revenues, as the incidence of the continued impact of Covid-19 in the second half of 2020 affected the number of tournaments and playing opportunities globally.

On the expenditure side, the remaining \$3.8m of reductions are broken down into \$1.5m of Data Sales distributions due to a reduction in the number of tournaments, whilst dividends were maintained at 2019 levels, \$1.2m of National Association Assistance Grants rolled forward into 2021, \$0.8m of Development expenditure and \$0.3m of Wheelchair Tennis costs due to the cancellation of the Wheelchair Tennis Masters. The common factor among these reductions is the

widespread severity of Covid-19 cases in the Autumn and Winter of 2020 limiting activity levels and the ability to deliver programmes and events.

Strategic Initiatives

Strategic Initiative expenditure represents project expenditure directly related to delivering the objectives of ITF2024, but not considered as ongoing activities. Strategic initiatives totalled \$2.5m in 2020 against the Mid-Year Review amount of \$2.3m, which was itself a \$2.1m reduction from the original budget of \$4.4m.

Of the \$2.5m strategic initiative expenditure, \$1.0m represents the depreciation on previously capitalised IT projects such as the improved IPIN system and ITFTennis website with a further \$1.0m remaining on the Balance Sheet to be depreciated over the coming years.

Development department costs include \$1.2m of strategic initiative expenditure for the World Tennis Number Project. While this appears to be an overspend against the Mid-Year Review, a corresponding tax rebate is included within the taxation line in the final accounts rather than an offset against costs, and amounted to \$0.7m, \$0.4m more than forecast.

BUDGET FOR THE PERIOD 1 JANUARY TO 31 DECEMBER 2021

The budget for 2021 is provided in the financial summary reports as presented to the Board in November 2020. The 2021 Mid-Year Review is also provided, which gives a more recent forecast of the 2021 result and is discussed later.

The ITF's stated aim is to ensure the ongoing result is a surplus to demonstrate financial discipline and secure the long-term financial stability of the ITF. However, as was evident from the factors affecting the actual result in 2020, and the link between the finances in 2020 and 2021, this was not possible for 2021 despite some optimism that activity levels would recover.

At the time of the budget, operating income was budgeted to remain depressed, but rising to \$98.6m, 70% of pre-pandemic budget levels.

The combined income for the Davis Cup in 2020 and 2021 equalled exactly \$46.0m which represented a reduction of fees to \$30.0m, a concession necessary to support the sustainability of the Davis Cup and our key partner, Kosmos, plus \$16m of Player Prize Money for the finals, reduced from \$18m.

The Billie Jean King Cup was budgeted to maintain full licence fee revenues of \$20m but having recognised \$5m in 2020 left \$15m to be recognised in 2021.

Olympic income was expected to be received in 2021, after the completion of the postponed Tokyo Olympic Games. It is assumed that the distribution from the games will be reduced given the additional costs and potentially reduced broadcast revenues, but as the income will be spread over three years rather than four, revenue should remain at pre-pandemic levels on an annual basis for the remaining three years, having reflected nil in 2020.

Other income streams were budgeted to return close to pre-pandemic levels including Data Sales income from the final year of a five-year contract with Sportradar, and Receipts from events with the anticipated return of World Tennis Tour events.

In the same way that the income budget for 2021 must be considered alongside the 2020 Actual result, the same is true for expenditure.

Davis Cup costs combine to \$40.5m for 2020/21 against \$48.9m in the 2020 budget. This reflects a reduction in payments to players and nations, other than from ties that took place in early 2020

prior to the pandemic, and a reduction in contractual costs, but also reflects additional costs to be incurred in the knock-out round necessitated by the transition from 18 teams in the finals to 16 teams. On the plus side, this reduction in the number of teams in the finals will bring about savings of around \$400k per annum for future years.

Development activities, and therefore expenditure, were curtailed to limit the deficit, so was budgeted to decrease by \$3.0m from 2020 original budgeted levels, a reduction of over 30% of the ITF Development programme costs.

Strict expenditure controls are planned to remain in place throughout 2021 and the budget was prepared accordingly. All committee meetings continue to be virtual, all discretionary expenditure on events and travel has been reduced or removed wherever possible, and other decisions have been taken to limit expenditure such as moving to digital only communications as well as reducing staff benefits.

Overall, staff costs were reduced by \$0.9m against the original 2020 budget. While base salaries returned to normal levels after the cuts of between 10% and 30% imposed during the 2020 lockdown, no inflationary increase was awarded, and staff bonuses have been significantly reduced for 2021. Headcount was reduced through a limited number of redundancies and through reorganisation rather than hiring for vacant posts.

Strategic Initiatives

Strategic Initiatives in the 2021 budget were limited to the continued depreciation of the previously incurred capital expenditure on IT projects of \$0.7m, and the ongoing expenditure on the ITF World Tennis Number project of \$0.7m.

2021 Draft Mid-Year Review & 2022 Forecast

Included within financial summary is the Draft Mid-Year Review for 2021. It is worth pointing out that financial projections carried out in the current circumstances are still subject to uncertainty caused by Covid-19. However, the ITF executives and I felt it was important to provide the most up-to-date forecast to the members for this AGM.

In the 2021 Mid-Year Review, prepared from submissions from departments and validated by the Finance Department, income has reduced by \$20.9m to \$77.7m, and expenditure has reduced by \$18.3m to \$90.1m leading to an increase in the Operating Deficit before strategic initiatives of \$9.8m to \$12.4m. After strategic initiatives, which have increased by \$0.4m, this gives a total operating deficit of \$14.2m.

The main variance is caused by the termination of the hosting agreement with Budapest; income having been reduced by \$12m being the contractual amount yet to be received from the Hungarian government.

Davis Cup player prize money has been reduced from \$16m to \$10m, with revenues and costs correspondingly reduced by \$2m. Billie Jean King Cup prize money has been reduced from \$12m to \$6.8m. This is a trend which has been consistent across other tennis competitions.

The remaining \$2.9m income reductions come from receipts from events and data sales (\$1.4m) with the World Tennis Tour returning more slowly than previously thought with knock on impacts on sanction fees, fines, IPIN and data sales revenue, Grand Slam Development Fund income (\$0.9m) and Anti-Doping Income (\$0.4m). The last two items both offset against expenditure reductions.

In addition to Davis Cup and Billie Jean King Cup player prize money amounts having been reduced, participation payments have also been reduced for the finals; total payments are now roughly half of the pre-pandemic levels saving \$2.9m.

Overall, the difficulty in securing a replacement host fee for the Billie Jean King Cup Finals is causing a worsening of the result compared to the original budget of \$7.9m. Whilst this should rightfully be offset by the receipt of contractual revenues, no provision has been made for any resolution of the ongoing dispute with the Hungarian Tennis Association and the Hungarian Government.

Development costs have reduced by \$1.8m being \$0.9m for the Grand Slam Development Fund, and \$0.8m for the ITF Development programme. Covid-19 and its unequal effect on countries around the world at different times has forced the curtailment of activities and programmes.

Once again, discretionary expenditure has been reviewed across the organisation to determine where the ITF can save money and limit the drain on reserves. This process has resulted in reductions in professional tennis, commercial, communications and administration costs.

For the 2022 preliminary forecast, the operating deficit is expected to be \$20.3m, with investment in strategic initiatives of \$3.1m combining to give a total forecasted operating deficit of \$23.4m. The main contributor to this is the effect of having a full year of income and expenditure for the Davis Cup and Billie Jean King Cup, whereas most activity for 2020 and 2021 was combined. The full year effect means the Davis Cup yields a surplus of \$11m in 2022 but the Billie Jean King Cup a deficit of \$26m, before any settlement and any 2022 host nation agreement is taken into consideration, which will be significant financial improvements. Development expenditure is also currently forecast to return to 2018 levels, at an increase of \$2.9m on the 2021 level.

The 2022 forecast is currently being updated through the 2022 Budget process which will be reviewed by executive management and the Board and presented in Madrid with the most up to date information.

Non-Operating Result for 2021

Investment income has been included at the level achieved so far during the year. This allows for gains made thus far to be recognised while not making any predictions about the potential movement in investment values for the remainder of the year, which could rise or fall. In this case, returns for the year to date have been strong and \$4.2m returned to August 2021.

This gives a total deficit after tax for the year of \$10.0m, a \$0.1m worsening of the overall result compared to the 2021 budget. In that respect the \$7.9m effect of the Billie Jean King Cup termination with Budapest has been mitigated by net cost savings, after having accounted for reductions in income and necessary cost increases, and by investment returns.

Future Outlook

The Finance Committee and Board have tasked the ITF executives with keeping the ITFs reserves at a minimum of \$30m and to increase reserves to \$50m within a reasonable time period. The 2021 Mid-Year Review indicates expected reserves of \$42.5m at the end of this year which is comfortably above the level required and will be above the level anticipated in the 2021 budget. However, the 2022 Preliminary Forecast indicates expected reserves at the end of 2022 to reduce to \$20.2m, highlighting the importance of securing a new host agreement for the Billie Jean King Cup, a settlement from the Hungarian Sports Agency, or other mitigating actions.

The ITF executives, Finance Committee and Board are committed to ensuring the long-term success of the ITF and the ability to deliver Tennis for future generations. While Covid-19 has presented one of the biggest challenges to the ITF in a generation, the strong financial position in which we entered the pandemic has meant the ITF is expected to be secure and stable enough to overcome the crisis, certainly through the end of 2022, and to build reserves back up from 2023 onwards while continuing to deliver the strategic priorities of ITF2024.

BUDGET & ACTUAL 2020, BUDGET & MID-YEAR 2021, 2022 FORECAST

Figures in USD

SUMMARY

	MID-YEAR REVIEW 2020	ACTUAL 2020	VARIANCE TO MID-YEAR 2020	BUDGET 2021	DRAFT MID- YEAR REVIEW 2021
INCOME	37,874	35,601	(2,273)	98,556	77,646
EXPENSE	(50,563)	(44,705)	5,858	(108,355)	(90,067)
OPERATING SURPLUS / (DEFICIT) before S.I.s	(12,689)	(9,105)	3,584	(9,799)	(12,421)
STRATEGIC INITIATIVES	(2,318)	(2,536)	(218)	(1,363)	(1,754)
OPERATING SURPLUS / (DEFICIT) after S.I.s	(15,007)	(11,641)	3,366	(11,162)	(14,175)
Investment income (Including interest)	(2,100)	4,324	6,424	1,210	4,190
Investment management	(181)	(175)	6	(160)	(160)
SURPLUS / (DEFICIT) BEFORE TAXATION	(17,288)	(7,491)	9,797	(10,112)	(10,145)
Less: Taxation (including Hopman Cup)	(75)	626	701	(10)	140
NET SURPLUS / (DEFICIT)	(17,363)	(6,865)	10,498	(10,122)	(10,005)

INCOME

	MID-YEAR REVIEW 2020	ACTUAL 2020	VARIANCE TO MID-YEAR 2020	BUDGET 2021	DRAFT MID- YEAR REVIEW 2021
Davis Cup Licence Fee	11,169	10,277	(893)	35,724	29,724
Billie Jean King Cup Hosting Fee	5,000	5,000	0	15,000	3,000
<u>Sponsorship Income</u>					
Davis Cup	50	50	0	50	63
Billie Jean King Cup	655	530	(125)	2,440	2,260
Olympic	0	0	0	7,577	7,507
Junior Davis Cup/Billie Jean King Cup	0	0	(0)	735	540
Wheelchair	582	559	(23)	898	898
Hopman Cup	0	230	230	0	220
Other Sponsorship	1,758	1,649	(109)	1,771	1,773
Sub-total	19,214	18,295	(919)	64,194	45,983
Receipts from Events	2,591	2,248	(343)	5,358	4,099
TV & Licensing	648	613	(35)	2,334	2,429
Data sales	6,300	6,300	0	12,600	12,423
Merchandising	0	0	0	0	0
Subscriptions	2,337	2,337	0	2,461	2,429
Authorisation Fees	670	697	27	971	952
Foundation	126	130	4	114	116
Technical	801	811	10	924	976
GSDF	1,458	740	(718)	2,926	2,012
Wheelchair Silver Fund	62	7	(55)	56	56
Development Generation Funding	166	59	(107)	771	771
Anti-Doping	2,791	2,639	(152)	4,875	4,454
iCoach	40	53	13	110	110
Olympic Solidarity	315	236	(79)	375	245
Sundry	355	437	82	489	591
TOTAL	37,874	35,601	(2,273)	98,556	77,646

EXPENSE

MID-YEAR REVIEW	ACTUAL	VARIANCE TO MID-YEAR	BUDGET	DRAFT MID-YEAR REVIEW
2020	2020	2020	2021	2021

PROFESSIONAL TENNIS**DAVIS CUP**

Prize money and hosting grants	7,010	7,010	0	29,599	21,828
Davis Cup contractual costs	1,099	0	(1,099)	0	0
Event expenses	1,541	1,617	76	2,358	2,112

BILLIE JEAN KING CUP

Prize money and hosting grants	3,038	3,012	(26)	19,293	12,980
Billie Jean King Cup contractual costs	229	360	131	3,248	2,650
Event expenses	1,447	1,469	22	1,869	1,856

Hopman Cup event expenses

	0	3	3	0	0
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Olympics

	40	37	(3)	1,300	1,200
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Men's Tennis

	53	59	6	21	12
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Officiating

	619	536	(83)	865	733
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Women's Tennis

	91	83	(8)	391	253
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Beach Tennis

	80	122	42	121	109
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Juniors Tennis

	29	30	1	449	373
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Seniors

	34	39	5	336	323
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Wheelchair

	625	365	(260)	1,289	1,175
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Wheelchair Tennis Development Fund

	62	7	(55)	56	56
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Data Sales

	4,207	2,757	(1,450)	8,099	6,678
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ITF Contribution to GS Board

	160	197	37	180	258
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ITF Contribution to Tennis Integrity Unit

	1,078	899	(179)	2,589	2,924
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Staff Costs

	2,633	2,530	(103)	2,982	3,126
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TOTAL ONGOING EXPENDITURE

	24,075	21,132	(2,943)	75,046	58,646
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STRATEGIC INITIATIVES

	45	0	(45)	0	0
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TENNIS DEVELOPMENT

Development	4,075	3,144	(931)	5,249	4,467
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GSDF

	1,458	740	(718)	2,926	2,012
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Development Assistance

	0	15	15	0	4
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Subscription Rebate

	218	141	(77)	291	170
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iCoach

	4	4	(0)	0	0
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Regional Grants

	636	634	(2)	685	685
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Staff costs

	1,030	1,128	98	1,304	1,280
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TOTAL ONGOING EXPENDITURE

	7,421	5,805	(1,616)	10,454	8,617
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STRATEGIC INITIATIVES

	895	1,231	336	653	1,044
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COMMERCIAL DEPARTMENT

TV Costs	466	417	(49)	1,245	1,081
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Commercial

	285	69	(216)	433	415
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Marketing & Promotion

	25	115	90	117	137
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Merchandising

	0	0	0	0	0
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Staff Costs

	908	902	(6)	846	854
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TOTAL ONGOING EXPENDITURE

	1,684	1,503	(181)	2,642	2,488
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STRATEGIC INITIATIVES

	224	286	62	0	0
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PRESIDENTIAL / COMMUNICATIONS

Communications	1,055	1,138	83	1,497	1,237
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Annual General Meeting

	53	43	(10)	702	682
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Board of Directors

	82	83	1	133	132
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Management

	136	173	37	663	481
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NA Assistance and Player Grants

	2,414	1,242	(1,172)	0	550
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Staff Costs

	2,148	2,187	39	2,378	2,618
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TOTAL ONGOING EXPENDITURE

	5,888	4,866	(1,022)	5,373	5,701
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STRATEGIC INITIATIVES

	97	37	(60)	0	0
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EXPENSE (Continued)

	MID-YEAR REVIEW 2020	ACTUAL 2020	VARIANCE TO MID-YEAR 2020	BUDGET 2021	DRAFT MID- YEAR REVIEW 2021
SCIENCE, TECHNICAL AND INTEGRITY					
Anti Doping	2,872	2,650	(222)	5,319	4,827
Technical	54	43	(11)	46	55
Sport Science & Medicine Commission Foundation	11	13	2	13	13
Constitution	0	0	0	0	0
Regulation & Governance	16	6	(10)	55	52
Gender Equality in Tennis	755	889	134	558	771
Safeguarding	125	125	0	150	150
Staff costs	14	6	(8)	82	47
TOTAL ONGOING EXPENDITURE	1,009	1,036	27	1,082	1,399
STRATEGIC INITIATIVES	0	0	0	0	0
FINANCE & ADMINISTRATION					
Administration	27	27	0	80	45
ICT	1,398	1,283	(115)	1,349	1,339
Legal & Professional	208	290	82	184	217
Security	235	223	(12)	233	262
Insurance	369	375	6	447	477
Finance	11	20	9	5	3
Premises	1,147	1,223	76	1,225	1,182
Staff Costs	1,936	1,944	8	2,263	2,083
Provision for Doubtful debts	0	44	44	0	0
TOTAL ONGOING EXPENDITURE	5,331	5,430	99	5,786	5,608
STRATEGIC INITIATIVES	0	0	0	0	0
DEPRECIATION	1,226	1,303	77	1,750	1,622
STRATEGIC INITIATIVE DEPRECIATION	1,057	982	(75)	710	710
FOREIGN EXCHANGE (GAIN) / LOSS	82	(101)	(183)	0	72
TOTAL EXPENSES	50,563	44,705	(5,858)	108,355	90,067
STRATEGIC INITIATIVES	2,318	2,536	218	1,363	1,754
TOTAL EXPENSES	52,881	47,241	(5,640)	109,718	91,821

BALANCE SHEET

	MID-YEAR REVIEW 2020	ACTUAL 2020	VARIANCE TO MID-YEAR 2020	BUDGET 2021	DRAFT MID- YEAR REVIEW 2021
NET ASSETS					
TOTAL NET ASSETS	40,470	52,499	12,029	42,377	42,494
RESERVES					
Opening Reserves	57,833	57,833	0	52,499	52,499
Surplus / (deficit) for the year	(17,363)	(6,865)	10,498	(10,122)	(10,005)
Movements in reserves	0	1,531	1,531	0	0
TOTAL RESERVES	40,470	52,499	12,029	42,377	42,494

4. MEMBERSHIP

Note: Applications approved at the AGM for Class B or Class C Membership, an increase or decrease in shares take effect from 1 January 2022. Expulsions, suspensions and re-admittance take effect immediately.

APPLICATIONS FOR AN INCREASE IN SHARES

Kazakhstan

To consider an application from the **Kazakhstan Tennis Federation** for an **increase** from five (5) to seven (7) Class B Shares

Report of the Board of Directors

The Board **recommends acceptance** of this application.

APPLICATIONS FOR A DECREASE IN SHARES

Belarus

To consider an application from the **Belarus Tennis Federation** for a **decrease** from three (3) to one (1) Class B Share

Report of the Board of Directors

The Board **recommends acceptance** of this application.

APPLICATIONS FOR A TRANSFER FROM CLASS C TO CLASS B MEMBERSHIP

Aruba

To consider an application from the **Aruba Lawn Tennis Bond** for a transfer from Class C Membership to Class B Membership with one (1) share.

Report of the Board of Directors

The Board **recommends acceptance** of this application.

Bhutan

To consider an application from the **Bhutan Tennis Federation** for a transfer from Class C Membership to Class B Membership with one (1) share.

Report of the Board of Directors

The Board **recommends acceptance** of this application.

Congo DRC

To consider an application from the **Fédération Congolaise Démocratique de Lawn Tennis** for a transfer from Class C Membership to Class B Membership with one (1) share.

Report of the Board of Directors

The Board **recommends acceptance** of this application.

Haiti

To consider an application from the **Fédération Haitienne de Tennis** for a transfer from Class C Membership to Class B Membership with one (1) share.

Report of the Board of Directors

The Board **recommends acceptance** of this application.

Nicaragua

To consider an application from the **Federacion Nicaraguense de Tenis** for a transfer from Class C Membership to Class B Membership with one (1) share.

Report of the Board of Directors

The Board **recommends acceptance** of this application.

APPLICATIONS FOR CLASS C MEMBERSHIP

Bonaire

To consider an application from the **Bonairiaanse Lawn Tennis Bond** for a Class C Membership.

Report of the Board of Directors

The Board **recommends acceptance** of this application.

Netherlands Antilles (St. Maarten)

To consider an application from the **Dutch Antilles Tennis Association** for a Class C Membership.

Report of the Board of Directors

The Board **recommends acceptance** of this application.

Timor Leste

To consider an application from the **Federação Ténis de Timor Leste** for a Class C Membership.

Report of the Board of Directors

The Board **recommends acceptance** of this application.

NOTICE OF INTENTION TO APPLY FOR A TRANSFER FROM CLASS C TO CLASS B MEMBERSHIP

In accordance with Article 3 (i) of the 2021 ITF Constitution, the following Class C Member National Associations hereby give notice of their intention to apply for a transfer from Class C to Class B membership at the 2022 ITF AGM, to take effect from 1 January 2023:

Eswatini

RESIGNATION, SUSPENSION OF MEMBERSHIP, TERMINATION OF MEMBERSHIP AND EXPULSION

In accordance with Articles 4(d), 4(g) and 4(h) of the 2021 ITF Constitution:

- (d) Any Class B Member or Class C Member who fails for two successive years to pay its subscriptions may either (i) be suspended (by a resolution of the Council passed with at least a two-thirds majority) or (ii) be expelled (by a resolution of the Council passed with at least a two-thirds majority) from the Company and its shares forfeited to the Company. The Board of Directors shall determine whether the sanction in the resolution to be put to the Council should be suspension or expulsion. Any proposed suspension or expulsion shall be upon notice as specified in Article 4(g) below.
- (g) Notice of any proposed suspension (including any resulting from a provisional suspension imposed under Article 4(e) or 4(f)) or termination of Membership, expulsion or re-admittance to Membership, with the exception of the lifting of a suspension under Article 5(f), shall appear on the agenda of the General Meeting at which it is to be moved.
- (h) Any Member who is suspended shall not be entitled to submit resolutions to, attend or vote at any General Meeting of the Company and shall not participate in the Official Team Competitions of the Company.

SUSPENSION OF MEMBERSHIP FOR FAILURE TO PAY SUBSCRIPTIONS:

Class B Member

Lesotho

Class C Member

Liberia

Report of the Board of Directors

It is with regret that the Board of Directors advises that the above Members should be **suspended** from the Company for having failed for two successive years to pay their annual subscriptions.

2022 SUBSCRIPTION

Details of the 2022 subscription will be announced at the Annual General Meeting.

5. AWARDS FOR SERVICES TO THE GAME

National Association Nominations

Name	Category	
Sr Carlos Alberto Caceres Alonzo (HON)	Player	44 Davis Cup Rubbers - Singles W/L - 24/10. Doubles W/L - 11/16. Total W/L - 35/26.
Ms Ai Iida (JPN)	Administrators	Served on the Executive Board of the Japan Tennis Association for 20 years including a term as Vice- President for four years. Honorary president of the Japan Ladies Tennis Federation.
Ms Li Na (CHN)	Player	45 Billie Jean King Cup Rubbers - Singles W/L 27/4. Doubles W/L 8/6. Total W/L - 35/10.
Mr Severin Luethi (SUI)	Non-Playing Captain	Captained 33 Davis Cup ties for Switzerland
Sr Rafael Nadal Parera (ESP)	Player	42 Davis Cup Rubbers - Singles W/L 29/1. Doubles W/L 8/4. Total W/L - 37/5.
Sr Colon Nuñez (ECU)	Coach	Owner and Coach at the Nunez Tennis Training Academy in Florida, with more than 36,000 students over the past 37 years including Andres Gomez, Michael Chang, Nicolas Lapentti, Ivo Karlovic, Roberto Quiroz and Nicolas Pereira. He sponsors the Ecuajuniors Championships and provides coaching at his academy for winners of the event.
Mr Tom Okker (NED)	Player	35 Davis Cup Rubbers - Singles W/L 10/13. Doubles W/L 5/7. Total W/L - 15/20.
Mr Evgeniy Panteleev (RUS)	Administrator	Served on the Executive Board of the Russian Tennis Federation and as Vice- President since 1995 - present (26 years)
Ms Celia Patrick (NZL)	Other	Involved in tennis in New Zealand on a voluntary basis since 1975, rising from regional involvement through to being President and Chair of Tennis New Zealand from 2013-2019. Served on the OTF Board of Directors since 2015. Member of the ITF Board of Directors from 2015-2019 and during her tenure was a member of the Rules of Tennis Committee, the Development Advisors Group and the Finance and Audit Committee. Appointed as the first external (non-Board) member of the Finance and Audit Committee for the 2020-2021 cycle. Recently appointed Patron of Wheelchair Tennis New Zealand in recognition of her commitment to all forms of tennis.
Ms Helen Roper (BAR)	Administrator	Honorary Treasurer of the Barbados Tennis Association Inc. (BTA) for over 13 years

Coaches Commission Nomination

Annette Du Plooy (RSA)	A former South Africa player ranked in the top ten in the mid 1960's, she started her coaching career in 1972, completing multiple coaching courses in the UK and becoming a professional coach for individual players, as well as managing national South African teams at international events. She is part of a group of Tennis South Africa (TSA) course examiners and an advocate of lifelong learning, attending all possible education opportunities including Regional Coaches' Conferences. She has served on the TSA Women's Task Force and is still actively coaching and managing tennis within her Province, while serving as a Provincial Coaches Chairperson. She is involved in coach mentoring and has previously volunteered on projects within rural and township communities. She has extensive experience as tournament director at local events and ITF events within South Africa.
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Report of the Board of Directors

The Board of Directors **recommends acceptance** of all the above nominations.

6. APPOINTMENT OF AUDITORS

Article 14(b)(viii) To appoint annually the Auditors to the Company

The Board of Directors recommends the appointment of the below company as Auditors to the International Tennis Federation from 4 December 2021 up to and including the final day of the 2022 General Meeting:

United Kingdom PricewaterhouseCoopers LLP

7. ANY OTHER BUSINESS

Future Annual General Meetings

DEPARTMENTAL REPORTS

[Click here to return to contents page](#)

PRESIDENTIAL DEPARTMENT REPORTS

ADVANTAGE ALL

The Advantage ALL programme commits the ITF to delivering a range of diversity and inclusion initiatives. It forms part of the ITF2024 strategic vision, falling under the Governance reform programme.

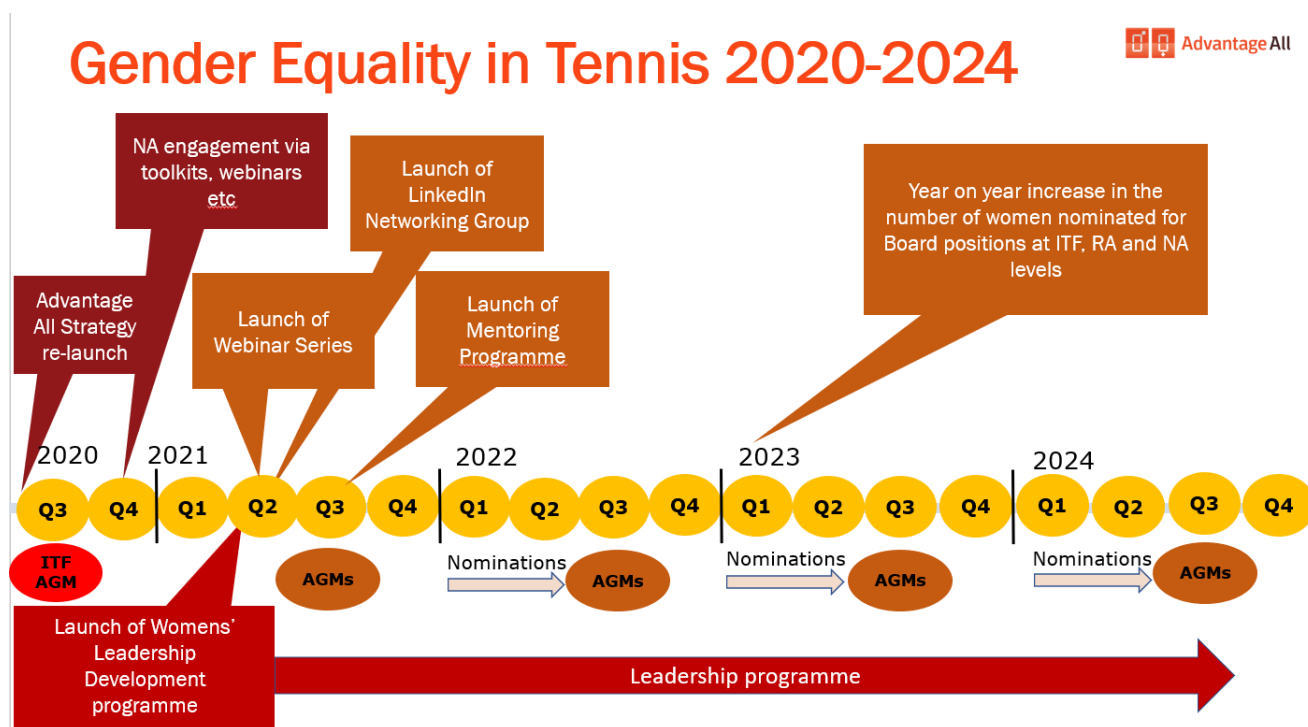
GENDER EQUALITY IN TENNIS (GET)

Developed in 2018, the GET Strategy is a key strand within Advantage All. It aims to help empower, inspire and enable women and girls to reach their full potential, both on and off the court. The Strategy is built on five pillars: empowerment, balance, culture, value and voice, and is designed to:

- Create more opportunities for women to become leaders in sport
- Encourage more women and girls to play tennis
- Champion female role models to inspire the next generation on and off the court
- Increase investment and award equal prize money
- Ensure our sport is addressing and eliminating bias and discrimination at every level

Since the 2018 AGM, the ITF has launched a range of GET initiatives, with an annual grant received from the Foundation for Global Sports Development (GSD). A successful renewal of the partnership has seen this grant funding extended until 2024 to support:

- The development and implementation of a Women's Leadership programme
- Communications – including a Global Forum and campaigns to drive awareness
- Research – bespoke global research on the portrayal of women in sports in the media and on social networks



Strategic Timeline 2020-2024

1. ITF Women's Leadership Development Programme

For 2021-2024, the goal is driving a meaningful increase in female representation at ITF board, committees, commissions and senior leadership levels, by actively encouraging women to take up leadership roles and creating the pathway to enable them to progress.

Shaped by GET Committee discussions, the ITF Womens' Leadership Development Programme launched in February 2021 to coincide with International Women's Day. All women who currently hold leadership positions on RA or NA Boards, Committees or Commissions were invited to be part of the programme, with some highlighted for further mentoring and networking opportunities. Men are also able to join the programme upon request.

The programme includes three core elements:

- Webinar series – to inform, empower and inspire women to become leaders and decision makers in sport. It is open to all participants on the leadership development programme, as well as NA/RA gender equality officers. This series was launched in March 2021 and included the following:
 - What makes a great leader (March 2021)
 - Effective networking (May 2021)
 - Developing boardroom skills (July 2021)
 - Set your winning leadership agenda (Sept 2021)
 - Campaigning and profile raising (Nov/Dec 2021)
 - Further information sessions on ITF election processes will be provided to prospective candidates (male and female)
- Networking – to provide enhanced opportunities for women to broaden their networks and develop their networking skills. A LinkedIn Gender Equality Networking group was launched on International Women's Day (8 March 2021) and 71 women have joined the group – with posts on ITF actions and news. Smaller, more informal networking sessions have also been arranged, for example, discussions on the challenges facing women leaders in different cultures. Several women have also been identified for enhanced support and networking opportunities including attendance at the ITF AGM and other networking events.
- Advantage All Mentoring Scheme – to offer further support to women as they develop their careers in tennis. This includes 1 to 1 mentoring for a small group of participants earmarked as those with potential to achieve Board positions by 2024 and Group mentoring for the wider group.
 - The 1:1 mentoring process has included:
 - Completion of a questionnaire by selected 1:1 mentees about their leadership ambitions and mentoring expectations
 - Identification of mentors from the tennis world and beyond, with a matching process to pair mentors with mentees.
 - An introductory session, led by an industry expert, to provide an overview of the programme.
 - The Group mentoring programme includes webinar sessions by industry experts on topics such as building your leadership profile/brand.

2. National Association and Regional Association awareness and engagement

In 2021, work has continued to focus on engaging with Regional and National Associations (RA and NAs) to encourage them to adopt their own gender equality strategies and programmes, to address gender imbalances at all levels.

A re-launch of the Advantage All toolkit, a series of guidance documents to help NAs and RAs in developing their own Gender Equality (GE) strategies, encouraging more women to leadership positions and communicate effectively, is scheduled for Autumn 2021.

The guides are supported by accompanying templates and tools, such as a NA Self- Assessment Questionnaire which allows NAs to reflect on the current status of their gender equality related policies and procedures. Further work to encourage more nations (115 NAs /57.5% complete to date) to complete this assessment has formed part of the promotional work for 2021.

A series of regular Regional Presidential meetings have prompted more detailed discussions about gender equality and the RA's role in engaging with their nations to promote GE, including the use of webinars, toolkit materials and constitutional reviews.

Additional actions include:

- All RA/NAs encouraged to designate a Gender Equality officer – 116 NA GE officers to date
- ITF Academy short course produced to promote engagement and raise awareness of gender equality with NA points of contact and ITF Academy members

3. Communications

A detailed communications programme underpins the Advantage All programme with continued effort to promote GE related stories and ensure increased visibility and balanced coverage of tennis at all levels.

A key event in this programme was the **Advantage All Global Forum: “LEVEL THE PLAYING FIELD”** held on Monday 12 April 2021 and delivered in partnership with isportconnect, a member-only industry network which actively champions equality, diversity and inclusion. This global tennis-led forum, with a keynote interview with Billie Jean King, included experts, governing bodies and opinion leaders from across the global sports industry who are driving awareness and change in gender equality.

The event was used to unveil the findings of the ITF's bespoke global research into the representation of women in the media, on and off the court and the pitch. Conducted and delivered by Ipsos MORI, '**EXPLORING SPORTS GENDER EQUALITY IN THE MEDIA**' explored how the representation of male and female athletes varies, identifying key differences by market and media type, as well as any differences in consumer searches between male and female players. The report found that the conversation and coverage of men's tennis is more focused on the sport, with a strong combative narrative and a sense of history, elite competition and achievement. Conversely, the conversation around women's tennis is less intense and relatively more focused on life off court, from health and age to family.

4. Further progress, including KPIs

An ITF Project Team, with representation from all departments helps to coordinate GE related work across the tennis landscape. Further initiatives in the past year include:

Billie Jean King Cup

- Rebranded Billie Jean King Cup offers equivalent prize money to Davis Cup from 2021
- BJK Cup is the first major world championship event to be named after a woman

Governance and Presidential

- NAs voted to remove gender bias language from ITF Constitution
- 30% female attendance at ITF Virtual AGM in 2020
- Consideration of a Reward and Recognition programme to raise awareness of the good work taking place across a range of activities.

Coaching

- Female Coaches Webinar seeking to identify and share good practice, with follow on webinars targeted in underdeveloped nations
- Conclusion of the two-year Women's Sport Leadership Academy for High Performance Coaches (WSLA HPC) programme, delivered in partnership with Olympic Solidarity. Two female coaches (Roberta Burzagli (BRA) and Edita Liachoviciute (LTU)) took part along with female coaches from Cycling, Rowing, Rugby, Tennis, Triathlon and Wrestling.

Officiating

- Tailored workshops, panels and programmes for officials and coaches. All NAs are being encouraged to identify a female 'officiating ambassador' who can help promote and raise awareness of the opportunity to develop a career in officiating to women. Target of 75%, with 30.4% to date.
- Women's officiating workshop held in every Region (target reached)
- Women Officials' promotional event during Tokyo 2020 to showcase the women officials, with examples, photos to promote their journeys and achievements
- Launch of an Instagram account for Officiating to help raise awareness of GE
- Several NA Officiating Ambassadors have been very proactive in developing and promoting officiating opportunities in their nations

The Advantage All strategy has set challenging targets to address, particularly in terms of women in leadership – a key focus for 2021. A comparison showing progress since 2018 is shown below:

Advantage All – Key Performance Indicators

Leadership	2018 (AA launched)	2021	2024 Target
ITF Board Members	18.7%	17.6%	30%
ITF Board Candidates	25%	13.8%	40%
ITF Committees & Commissions	29.4%	33%	40%
ITF Committee & Commission nominations	18.3%	25.7%	30%
Regional Association Board Members	0-33%	0-50% ATF: 6% CAT: 0% COSAT: 0% COTECC: 11% OTF: 50% TE: 50% (as at 1 July 2021)	30%
Regional Association Board candidates	ATF: 0% CAT: 9% COSAT: 0% COTECC: 11% OTF: 50% TE: 18%	ATF: 6% CAT: 0% COSAT: 0% COTECC: 25% OTF: 63% TE: 8%	40%
Coaching			
Female coaches worldwide	21.5%	22.3%	30%
Increase no. of ITF Academy female users	N/A	45.8%	30%
Officiating			
% women attending White Badge level officiating courses	21%	21.7%	40%
Network of officiating ambassadors (1 per NA)	N/A	30.4%	75%
ITF			
ITF Senior Leadership Team	41.6%	41.6%	40%

EQUALITY, DIVERSITY AND INCLUSION (ED&I)

Although less advanced than the GE programme, a broader programme under Advantage All, to promote equality, diversity and inclusion at all levels, both within the ITF and across the tennis landscape was launched in 2021. The first phase focuses on promoting ED&I within the ITF and progress to date includes:

- ED&I Pledge signed by President and COO
- ED&I and Dignity at Work policy published in ITF Staff Handbook
- Development of 'unconscious bias' training module for ITF staff, delivered as part of leadership training courses, plus revised ITF staff maternity and family friendly policies
- Invitations for staff to join an Internal Advocacy Group to help shape and develop an EDI strategy and action plan.

COMMUNICATIONS

In the year to date since the 2020 AGM, tennis returned at both national and international levels, however, the international competition calendar continues to be impacted by travel restrictions and COVID protocols to protect health and safety.

The ITF seized this hiatus as an opportunity to diversify our communications strategy, measure and evaluate our content and channels for greater reach and engagement, as well as raise the profile of the ITF and its fundamental values and mission.

ITF communications and channels focussed on data-driven audience growth in order to better promote and support ITF world tours, circuits, and major events in all categories when events have taken place. Beyond reporting and coverage of sports competition and achievements on court, Communications aimed to raise the ITF's profile as a leader and communicate about progress in delivering ITF2024, showcasing ITF member nations' collective and unique ability to provide a global vision of our sport via the 2021 global data report, storytelling around global grassroots development, and values by showing leadership for gender equality in tennis.

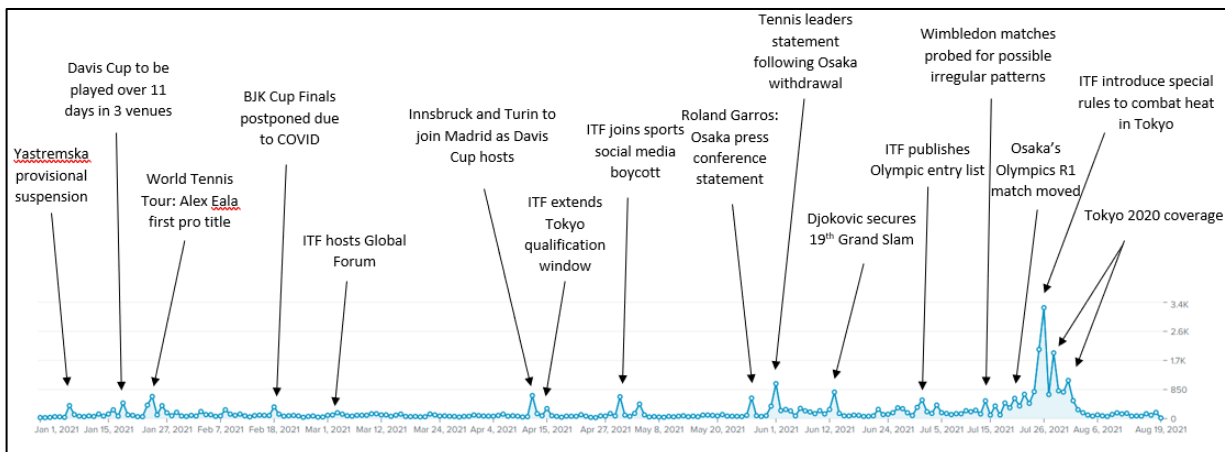
This opportunity resulted in new activity in 2021. Advantage All led to our first Global Forum in April with outspoken and renowned panellists and compelling video content to launch a video series and leadership programme in 2021. Initiatives that have been supported by influencers and media including Billie Jean King, Lindsay Davenport, Judy Murray, and Victoria Azarenka, as well as leaders from other sectors such as the president of the International Golf Federation, Annika Sorenstam and IOC pioneer for athlete's voice, Kirsty Coventry.

ITF digital web and social channels continue to increase reach and engagement through quality content in three languages: English, Spanish and Chinese (with Japanese for Tokyo 2020 content).

Importantly, through improved international coordination, we have made a network of contacts, work proactively and more regularly with National and Regional Association communications. Working in a timelier manner with NA and RA communications has enabled the ITF to better inform and support PR and communications nationally, as well as consistent implementation of international communications campaigns in participating countries via this network. Most recently, the Billie Jean King Cup rebrand and Tokyo 2020 "Own The Moment" campaigns.

The 2021 AGM Communications report outlines increased audience reach and engagement for ITF digital channels, reports the performance of PR communications and promotional campaigns and improvements to the media information and on-site operational services we provide for media covering events which, due to the pandemic, have evolved significantly to integrate virtual options to cater for accredited media both on and off site. The pandemic has changed the way we interact with media and how media interact with events and many of the traditional formats and services are under review to provide services that reflect a post-COVID "new norm" for access and usage.

ITF PR & COMMUNICATIONS



Billie Jean King Cup by BNP Paribas and Davis Cup by Rakuten

The Covid-19 pandemic has continued to cause disruption to the ITF's international team competitions so reactive communications has been required.

Ties have taken place throughout 2021 under varying levels of restrictions and protocols. The ITF has worked with host and travelling nations to provide support and solutions for media operations under restrictions to ensure that coverage and promotion of the ties can be maintained.

Tokyo 2020

In the build-up to the Tokyo 2020 Olympics and Paralympics, output to media, stakeholders and fans focussed on education regarding the qualification system as well as promoting the event as entries were confirmed and action got underway.

The announcement of entries combined the Olympic and Paralympic lists as we continued to treat both Games equally under the Tokyo 2020 umbrella. The announcement on itftennis.com is one of the website's highest viewed web articles.

A daily bulletin of headline news was sent directly to media in addition to a daily newsletter with news and photos of daily events to our fan newsletter database.

Advantage All

The communications team has supported and promoted the work of Advantage All, aligning key messages and values of Advantage All with international promotional opportunities including International Women's Day, the ITF Global Forum and Billie Jean King Cup events. The ITF Global Forum 'Level the Playing Field' delivered with partners iSportConnect and supported by BNP Paribas featured a high-profile list of speakers, engaging in meaningful and constructive discussion on key issues impacting women in the sports industry and wider corporate world. Nearly 200 influential leaders of international organisations from the world of tennis and sport participated with the event positioning the ITF and tennis as a leader in the gender equality in sports movement.

The event followed the publication of a first of its kind piece of research commissioned by the ITF into the portrayal, perception, and representation of sportswomen across the media and social media, revealing an imbalance in the coverage of men's and women's tennis, and sport more broadly.

ITF DIGITAL CHANNELS Year-to-date Performance

TOKYO 2020 CAMPAIGN – OLYMPICS

Tokyo 2020 social media activity was delivered by a team working on site in Tokyo as well as with our agency partner LiveWire based in London, providing 24/7 coverage with the goal to be first to post news and images. The total results across all social media channels was outstanding in comparison with previous Olympic Games audience and delivered unprecedented levels of engagement on ITF social media channels:

Total posts: 1,540
Audience gain: 75k increase
Impressions: 59.9 million (7.3k % increase)
Engagements: 6.1 million (18.6k % increase)
Total video views: 9.3 million (51k % increase)

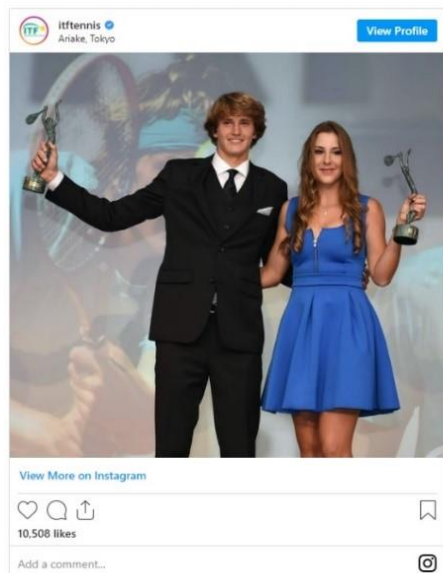
The ITF produced two video clips featuring spoken word artist Henry Stone, who dedicated two poems to the Olympics and Paralympics: the Olympics poem garnered 2.5 million views.

We also worked with Mansour Bahrami to produce a series of trick shot videos for users to attempt at home. These posts received 66,165 views over 10 days of play, with 91% of viewers watching for more than 30 seconds.

The most engagements for any organic post on Instagram among all International Federations during the Games featured gold medallists Alexander Zverev and Belinda Bencic when they were crowned ITF Junior World Champions:

Instagram

1. ITF celebrating Alexander Zverev and Belinda Bencic winning Olympic gold.



ITF on SOCIAL

The ITF's total social audience is now in excess of 2.5million across Facebook, Instagram, Twitter, YouTube and LinkedIn. We have attracted 161,000 new followers this year, while increasing impressions (571million), engagements (24.8million) and video views (103million).

Here are some of the bigger accounts:

Network	Profile	Audience
Facebook	International Tennis Federation	526,474
Facebook	Davis Cup	495,781
Instagram	Davis Cup	306,738
Twitter	DavisCup	250,234
Facebook	Billie Jean King Cup	226,938
Instagram	International Tennis Federation	210,185
Twitter	BJKCup	103,173
Twitter	CopaDavis	96,981
Facebook	Copa Davis	96,006
Instagram	Billie Jean King Cup	50,888
Twitter	ITFTennis	48,999
YouTube	International Tennis Federation	36,200
LinkedIn	International Tennis Federation	29,001

ITF on the WEB

ITFtennis.com experienced good growth throughout 2021, aided by the steady release of new features to the platform.

We continue to prioritise functional improvements to the ITF's flagship website and have released several significant enhancements through Q3 of this year. These include a new home page that allows for better promotion of ITF news and tournaments; additional features for our major team competitions including the automated display of past champions and qualified teams/players, as well as the display of ad-hoc live streams/live scores. The changes have improved the all-round offering of our high-traffic tournament pages encouraging a better user experience, increased dwell time on the page, and return visits.

Top line ITF website figures between January-October 2021 are:

Total number of users: 7.1 million
Number of sessions: 24.2 million
Page views: 121.2 million
Average time spent by a user on the site: 04:39

OLYMPIC GAMES

Website traffic spiked during the Tokyo 2020 Olympic Games:

77 English-language editorial and 88 Spanish editorial articles were published throughout the Olympic Games with the Top 5 most read articles as follows:

1. Olympic tennis event Draw – 84.6k page views
2. Olympic FAQs draws, nominations and player entry fields – 19.9k page views
3. Honeymoon on hold: Monfils and Svitolina – 15.3k page views
4. Sakkari & Tsitsipas, Djokovic, Barty enter Tokyo Mixed Doubles – 10.1k page views
5. Tsitsipas makes Greek Olympic History – 5.2k page views

Top-line results for the Olympics on the ITF website are as follows:

Total number of users: 720.2K
Number of sessions: 1.8 million
Page views: 8.5 million
Average time spent by a user on the site: 04:21

PARALYMPIC GAMES:

ITF social media channels during the Paralympics Games:

Total posts: 732
Audience gain: 8.6k increase (0.1% net gain)
Impressions: 30.9 million (2.9k % increase)
Engagements: 1.1 million (5k % increase)
Total video views: 15.8 million (640 % increase)

It's worth noting that the ITF social accounts achieved more video views during the Paralympic Games than during the Olympic Games - these were driven by a piece of content that we worked with UNIQLO on, where Roger Federer had a virtual conversation with wheelchair tennis stars Shingo Kunieda and Gordon Reid.

ITF website during the Paralympics Games:

50 English-language editorial articles were published throughout the Paralympic Games with the Top 5 most read articles, as follows:

1. When Roger met Shingo and Gordon – 25.1k page views
2. Paralympic draws and key players – 4.2k page views
3. Paralympic draw – 1.4k page views
4. Dylan hails greatest contest ever in semi – 1,190 page views
5. Quad singles final wrap – 1,069 page views

Top-line results for the Paralympics are as follows:

Total number of users: 652.7k

Number of sessions: 1.7 million

Page views: 88.9 million

Average time spent by a user on the site: 04:44

ITF DIGITAL PUBLICATIONS

Digital Publications

ITF publications have been fully digital since Spring 2020, notably ITF World magazine and newsletters.

Thanks to audience data informing content strategy and better targeting, we have delivered an increase in subscribers receiving *ITFWorld* has grown by 35% so far this year and the newsletter database has grown by 21.7% year to date. The outstanding content attracting the most attention is outlined below.

Four online issues of *ITFWorld* magazine (three regular issues plus a Tokyo 2020 special edition) will be published in 2021. The ITF's Annual Report was also published digitally, and we supported the Development department with the design and production of the online *ITF Global Tennis Report 2021*.

-ITFWorld magazine

The ITF's official magazine has continued to see readership rise as an online flipbook publication hosted on the ITF website. The Winter 2020/21 issue, featuring an exclusive interview with cover star Iga Swiatek, set a new record of 47K page views. The Spring 2021 edition, which led on Leylah Annie Fernandez and her hopes for representing Canada in Billie Jean King Cup by BNP Paribas, registered more than 40K page views.

Both editions had more than 3,600 unique readers and the magazine now reaches a larger audience than it did previously in print form.

Our goal is to build the email list of people receiving *ITFWorld*, by offering a premium publication featuring exclusive content which brings the reader closer to players and nations, tells their stories, and showcases the ITF's major events and activities. This is teased out in social media posts and website features over the life cycle of each magazine, an approach which offers multiple opportunities for new sign-ups.

In addition to the usual three digital issues, we have published a Tokyo 2020 Olympics and Paralympics Special Edition as a collectible souvenir with a limited print run. We offered a copy of the printed version as an incentive to encourage new email sign-ups.

-Email Communications – Newsletters:

We can now see a significant uplift in subscribers thanks to a new sign-up process introduced on the ITFtennis.com homepage, which has yielded 733 new sign-ups in just 4 weeks, providing a 7.24% increase to the weekly newsletter database.

Average click to open rate – The weekly newsletter experienced a 0.04% drop in engagement in 2021 in comparison to 2020. However, this can be explained by the type of content we produced in 2020 which detailed postponements, cancellations, and various covid updates requiring the audience to click through to discover full details.

ITF Annual Report

The ITF's Annual Report & Financial Statements were published in April on the ITF website in digital form providing a publicly available financial summary of 2020.

-AssetBank

The ITF's online digital photo archive, AssetBank, continues to offer a central ITF resource for all photographic imagery commissioned by the ITF. During Tokyo 2020, as with previous major events, Communications utilised AssetBank to support 25 nations by distributing selected Olympic and Paralympic player imagery to them. While we don't own the rights to pass on all photos, the ITF can help nations with specific needs on request and connect them with photographers for rights' clearance.

-MEDIA OPERATIONS AND SERVICES

The ongoing pandemic has forced the ITF, and tennis as a whole, to look at how it adapts and improves media servicing and media operations for an audience that is now a combination of onsite and virtual. After a truncated tennis season in 2020, the year saw all four Grand Slam events taking place, alongside the Tokyo 2020 Olympic and Paralympic Tennis Events, and rearranged Billie Jean King Cup and Davis Cup Finals.

Each of these events presented different challenges, but also the opportunity to test new ways of working, as it is likely that tennis will continue to need to service a media that is working both on site and remotely. This requires a balance between incentivising media to travel to events and promoting our sport to as wide an audience as possible.

The ITF has taken the lead in expanding the remit of the Joint Media Commission to create a Steering Group responsible for looking at how to maximise onsite player media opportunities, as well as addressing the challenges around media accreditation and the standardisation of media code of conduct.

Grand Slam Media Team

The department has continued to provide a range of media services to the Grand Slam tournaments, tailoring the team according to the needs of each event.

With staff unable to travel to the Australian Open due to travel restrictions, the men's media information team provided around the clock cover so as to support media working on site in Melbourne and those covering the event remotely in other time zones. Fortunately the ITF was able to send a men's information representative on site to Roland Garros and Wimbledon, allowing a more collaborative approach and media engagement. The department continues to provide a media information service for the Grand Slam junior and wheelchair tournaments, supporting each Slam in the promotion of these events.

The ITF worked with the FFT on the management of the interview rooms and running of player interview processes at Roland Garros. In 2021, this remained a hybrid set-up, as it did at all Slams, but going forward we are looking at how to reintroduce face-to-face interviews across all areas in a safe environment. The ITF and FFT have already begun discussions about Paris 2024, and our ongoing collaboration at Roland Garros each year will help with planning for the Games.

The ITF continues to provide staff from its junior and wheelchair departments as player media liaisons at the Slams, working with the onsite interview teams to maximise the coverage of these events, and help educate players on their media duties and opportunities.

Throughout the year, the ITF works with all four Slams and the Grand Slam Board on promotion of the Grand Slam Development Fund, looking at potential opportunities at each Slam to highlight the important work made possible through the Slams' contributions.

Olympic and Paralympic Tennis Events

The ITF worked with the IOC, IPC and Tokyo 2020 on the delivery of a successful onsite media operations at the Olympic and Paralympic Tennis Events. The ongoing pandemic presented huge challenges for the Games as a whole, but both tennis events were still able to offer all the facilities and player availability that media have come to expect. The ITF seconded staff as press mixed zone supervisors at both events, and offered additional support in player and media liaison.

Davis Cup and Billie Jean King Cup

The department has worked closely with all national associations hosting events this year to provide support in establishing Covid-compliant media operations and to look at how we can work more collaboratively in promoting our premier team competitions. As part of our overall stakeholder communication, it has been a priority to expand our contacts at our member nations so that we can work more closely together throughout the year.

At the time of writing, the department is working with the CTA on the planning of media operations and servicing at the Billie Jean King Cup Finals in Prague, where we will also fill a number of key roles on site. While we have been limited in the time available to prepare for the finals, we have managed to create a hybrid set-up in accordance with Covid protocols that will allow media to conduct interviews on site. A virtual media centre will include the live streaming of matches and online press conferences for all media working remotely.

The department has continued to work with the Kosmos communications team on the successful delivery of the Davis Cup Finals, which for the first time includes multiple venues. We are fortunate that some of the virtual media offerings that have worked so well at other events, can be used here to allow media at one venue to easily report on other locations.

Media Commission

The ITF has taken the lead in redefining the remit and responsibility of the Joint Media Commission, which is made up of representatives of tennis's seven international governing bodies, and a cross section of international media from all stakeholder groups.

With the changing media landscape in recent years, and the impact of the pandemic, the Commission has identified some strategic priorities for discussion throughout the year and centred around the meetings at the Slams. These include player media availability at events; how to better service onsite media; standardising the protocols for media accreditation; and media code of conduct.

In order to be more effective as an organisation, the Commission has created a Steering Group featuring all seven governing bodies to work closely on projects that can then be presented at

meetings. The Steering Group has also identified a need to evaluate the membership for the next two-year term so that it is more representative of the various stakeholders covering tennis.

-@ITFMedia social account for media news and information

The @ITFMedia Twitter account remains a useful tool for communicating directly with media. The account now has approximately 2,200 followers – up from around 1,500 at the beginning of 2021 and comparable with the number of media on our press release list. The account is an additional way for the Comms team to share ITF news and announcements as well as tennis statistics, records and history.

During the Tokyo 2020 Olympic Tennis Event, the @ITFMedia account recorded more than 90,000 impressions per day – more than three times the average number for the account

DEVELOPMENT

Administration & Resources

With travel restrictions still in place, the ITF Development Officers continue to hold virtual National Association (NA) visits to discuss and implement ongoing development projects and provide support with their return to tennis activities. There are approximately 150 NA virtual visits planned for 2021.

Regular meetings are being held with the six Regional Associations to align on strategic priorities and effective project implementation. Coordination of the 2021 regional development calendar of events continues to be a focus for discussion as lockdowns and restrictions are lifted.

Events

Junior development events

The five regional finals and most of the qualifying events of the 12 & Under Junior Team Competition were cancelled in 2020 due to the ongoing pandemic. The ATF, CAT, COSAT, COTECC and OTF have confirmed the dates for the 2021 regional qualifying events, which are scheduled for the second half of the year.

Regional junior events (14&U, 16&U, 18&U) have taken place where possible, although the majority have been postponed to later in the year where it is hoped conditions will allow them to be hosted safely and successfully.

GSDF Professional Tournament Grants

The pandemic also continues to impact the WTT calendar. At the time of writing, eight grants have been awarded to four nations, with a further three grants to two nations planned. As conditions are slowly improving, we continue to receive and approve event applications.

Facilities

Following a review of the facilities pillar, the department will set out its strategic priorities later in the year which are aligned to the mission of increasing the number and standard of players.

Facility Grant Programme

The department continues to liaise with nations to assess the impact of COVID-19 on existing projects. Several nations have been able to complete their projects including Albania, Costa Rica, Hong Kong, and Peru.

Facility Advocacy

A new Facility Advocacy toolkit to support National Associations (NAs) with their facility projects will be launched in 2022. Work has already started on the toolkit, which will include resources and materials (templates, videos, infographics, case studies) to support NAs when approaching national/local government, NGOs, and sponsors for funding.

National Training Centre Recognition & Support

The Hong Kong National Training Centre (NTC) at Kowloon Tsai Park was awarded Bronze recognition in May to become the first NTC in Asia to attain certified recognition.

At the time of writing, 13 National Associations have applied for recognition at one of the existing three levels (Gold, Silver, Bronze) and are going through the assessment process. These include: China, Great Britain, Hungary, Kenya, Lithuania, Malaysia, Mauritius, Portugal, Qatar, South Africa, Switzerland, Tahiti and Trinidad and Tobago. Due to the ongoing pandemic and travel

restrictions, a virtual recognition process is being implemented during 2021 where appropriate. On-site visits will continue as and when possible.

As part of the review of the facilities strategy, white level recognition will be introduced in 2022.

Education

Courses

In 2021, 20 ITF-supported courses have been delivered by 12 National Associations, six of which were in person and 14 virtually. Topics for virtual delivery included national tutor development courses at Play Tennis and Coaching Beginner and Intermediate levels and courses for tennis parents. The in-person courses followed the standard ITF syllabi for ITF Play Tennis, Coaching Beginner and Intermediate Players and Coaching Advanced Players courses.

Due to the Olympic cycle starting in 2021, Olympic Solidarity (OS) funded courses have not yet commenced but three National Olympic Committees have been awarded funding to host Technical Courses for Coaches and are in the process of being arranged, with the first one in Argentina commencing on 13 August.

The theoretical part of the OS Scholarship programme for the ITF Coaching High-Performance Players courses in Valencia was successfully delivered through the ITF Academy. The 25 selected candidates completed the six-week theoretical part of the course by completing the assigned online subjects as well as attending daily webinars, all facilitated through the ITF Academy. The practical aspects of the certification course will be completed in the autumn of 2021, depending upon the candidates' ability to travel to Spain.

ITF Academy (digital platform)

Following the launch of the ITF Academy NA membership packages linked to the ITF Data Sharing Agreement (DSA) pilot project, more than 50 DSAs have been sent to NAs who agreed to an ITF Academy NA package. Currently more than 35 NAs are actively using the platform to host national certification courses and education workshops or webinars.

The "Guided Learning" phase of the project has been activated in the test environment and planned for release in the final quarter of the year. This section will allow users to take online assessments based on their area of interest and once completed, users will be guided to other available online courses based on the results of their online assessments.

Project teams of the ITF and WAOs are working on the integration of the ITF Tennis ID, timeline for completion of this project is the end of August before opening the registration for the virtual World Coaches Conference.

At the time of writing, the ITF Academy has more than 38,100 registered users and 155,000 anonymous users who have access to more than 160 English courses, 135 French and Spanish courses, 95 courses in Portuguese and 110 courses in Russian. Three additional languages have been activated this year, including Indonesian and Turkish as requested by the respective NAs who provided the translations to be uploaded. Arabic was the other new language added with more than 40 courses already translated and published. For the period 1 January 2021 to 8 August 2021, more than 1,490,000 page-views were recorded, with users spending an average of 13 minutes per session, browsing an average of 12 pages.

Development of a National Sport System (DNSS)

All pending DNSS projects from 2020 have been finalised. We are yet to receive applications for the new Olympic cycle.

ITF International Tutor Certification

The ITF International Tutor Certification was launched over the summer, inviting the core group of identified tutors to apply as part of the initial phase of the programme.

Publications

The 83rd issue of Coaches Sport Science Review was published in April 2021 in English, French and Spanish. The 84th edition is due for publication in August 2021. The ITF eBooks app currently features more than 175 publications in up to 15 languages.

ITF World Coaches Conferences (WCC)

This year's edition of the ITF World Coaches Conferences by BNP Paribas will take place virtually from 5 to 7 November via the ITF Academy. Planning is underway with further information to be provided on the format and speakers in the next report.

Participation

ITF World Participation Conference 2021

Following the postponement of the 2020 ITF World Participation Conference due to the COVID-19 pandemic, the third edition was hosted virtually on 12-14 July, with a live in-house studio set up at the ITF Headquarters. Under the topic of 'innovating to drive participation in sport', 466 delegates from 142 different nations were in attendance to hear from 33 speakers during the three-day event. As with the editions in 2018 (202 delegates from 55 nations) and 2019 (216 from 65 nations), the Conference continued to provide an interactive forum centred around shared practices and discussions across the specific Conference topics. During the Conference, the headline statistics from the 2021 ITF Global Tennis Report were presented, as well as an update on the ITF World Tennis Number.

ITF Junior Tennis Initiative

The ITF continues to support 141 active National Associations that are involved in the ITF Junior Tennis Initiative (JTI). Brunei Darussalam and Somalia have become active JTI nations during 2021, with Somalia joining for the first time.

The ITF Development Officers continue to meet regularly with their National JTI Coordinators, organising virtual conference calls each quarter. The ITF is ensuring that all National JTI Coordinators have the access to continuous professional development. During 2021, they were invited to attend the ITF Participation Webinar, the 3rd ITF World Participation Conference, the 22nd ITF World Coaches Conference by BNP Paribas and the 2nd Global National Coordinator Workshop. All National Coordinators must now complete the 'Understanding the JTI' and 'Safeguarding in Tennis' courses on the ITF Academy prior to any subsidy being processed by the ITF to their National Associations.

The ITF Development Officers continue to monitor the level of activity across the JTI, both at the grassroots level and within junior performance tennis. National recreational tennis activity is being tracked regularly to monitor the various restrictions imposed by governments due to the pandemic. The delivery of tennis activity (including competition) within Primary Schools continues to be affected in many countries.

The JTI reporting is critical to monitoring and measuring the impact and the return on investment. A purpose-built online web-application has been piloted, with further developments being integrated to ensure that all active JTI nations are able to use the platform for the end of year 2021 reporting process. The app will become a hub for all JTI nations to supply their programme insight direct from their coaches and schoolteachers and will become an important development assessment tool for the ITF Development Officers when meeting with the nations.

The ITF has created an online digital Toolkit for National Associations to generate pre-defined print and digital promotional assets. These assets can be used to promote JTI activities and Tennis Festivals. All active JTI nations will have access to the ITF Toolkit and new ITF Tennis Festivals app by the end of 2021, with users being nominated by their National Association through an online nomination form.

ITF Global Tennis Report 2021

The second edition of the ITF Global Tennis Report was published in August. The Report provides an in-depth look at data from 41 selected nations who completed an updated ITF National Association Survey. The data analysed and presented within the report allows the ITF to track our progress towards the long-term objective of growing the total playing population to 120 million by 2030 under ITF2024 roadmap. The sample of 41 nations accounted for 90% of the total number of players, coaches, clubs, and courts based on the published data within the first edition Report published in 2019. Working closely with a research team from Victoria University in Australia, the ITF has been able to present detailed perspective on participation and performance for these 41 nations.

The headlines from the Report include:

- The total number of tennis players is more than 87M.
- 1.71% of the population from these 41 nations play tennis (compared to 1.68% in 2018).
- Tennis clubs increased significantly.
- 578,681 tennis courts (>28.2%).
- 149,110 tennis coaches (>6.9%).
- 22.3% of tennis coaches are female (21.5% in 2018).
- 585 tennis players per coach (598 in 2018).

National Association Development Framework for Tennis study

Leaders in participation and performance from 21 National Associations have been interviewed as part of the National Association Development Framework for Tennis study. Conducted by a team of researchers from Victoria University, on behalf of the ITF, the purpose of the study is to create a coordinated and evidence-based framework for tennis development globally, based on qualitative insight provided by a selected sample of NAs. The initial results of the study will be published before the end of 2021.

Net Height Rule Change Trial

A trial is currently underway to receive feedback from National Associations related to a proposed amendment under Appendix VII “10-and-under competition”. The amendment was submitted to the Rules of Tennis Committee in December 2020 following an in-depth research study conducted for the ITF by Tennis Australia and Victoria University, Melbourne.

The aim of the rule change amendment is to allow more young players to experience greater success when playing on the designated “red”, “orange” and “green” courts during 10-and-under competition. The ITF has administered guidance for all National Associations to trial the amended net heights and receive feedback from their tennis coaches, competition administrators and from competition players’ parents. Tennis equipment manufacturers will also be consulted during the trial period, which following a request to the Committee and due to the impact of COVID-19 on the organisation of competition's worldwide, has been extended by a further 12 months for 2022.

Performance

Touring Teams

All GSDF International and Regional touring teams scheduled from mid-March 2020 to April 2021 were cancelled due to the on-going pandemic. Unfortunately, there continues to be widespread disruption to the Regional U16 and U14 tours due to COVID-19 and as a result many were cancelled during the June/July timeframe. We are, however, pleased to report that several tours were successfully, and safely conducted. The GSDF/ITF International 18&U A team to Europe (eight players, two coaches and one fitness coach) completed a successful six-week tour which included Junior Roland-Garros and Junior Wimbledon. The next scheduled international GSDF/ITF 18&U International Touring Team will start on 19th August, concluding with the Junior US Open. Plans for the December tours (U18 & U14) have started. We are working with the Regional Associations to see whether some of the tours can take place in Q3 and Q4 of 2021.

ITF East Africa and Pacific Regional Centres

The East Africa and Pacific Centres remained closed in 2021. Four of the players from the East Africa Centre have been invited to train full-time at the Centre in Morocco during 2021. Ten players at the Pacific Centre are receiving financial assistance towards their schooling, training and competitive programmes. Players use the Athlete Management System (AMS) to track and monitor their progress under the direction of the ITF Development Department and Development Officer.

ITF/CAT High Performance Tennis Centre Morocco

Due to the inability of the Moroccan Tennis Federation to continue with the project, the process to dissolve the ITF/CAT High Performance Tennis Centre Morocco has started. The transition plan to support Centre players both competitively and academically for the rest of the year (and into 2022 for some players) has been formalised.

African Regional Training Centre

The official launch of this project will be made once the employment contracts for the staff at the ITF/CAT High Performance Tennis Centre Morocco have been terminated. It is anticipated the bid application documents will be circulated to African nations during the third week of August.

Player Grants

Fifteen players from 13 countries received an ITF Junior Player Grant in 2021. This year's recipients include nine players who received grants in 2020 and who continue to meet the programme criteria.

With limited playing opportunities in 2020 due to the pandemic, 13 Grand Slam Player Grant recipients and seven ITF Junior Player Grant recipients have utilised their 2020 funding to offset competitive costs in 2021.

Of the players awarded Grand Slam player grants in 2020, Kaja Juvan (SLO), Maria Camila Osorio Serrano (COL) and Mayar Sherif (EGY) have all reached the top 100 of the professional rankings. In addition, Emil Ruusuvuori (FIN) and Clara Tauson (DEN) have also broken into the top 100 professional rankings after receiving ITF Junior Player Grants in 2018 and 2020 respectively.

INTERNATIONAL RELATIONS

Purpose

Now in its fifth year, the International Relations department continues with a three-tier communication strategy focused on proactive, direct interaction with our National Associations, developing greater alignment with our six Regional Associations and increasing communication via the ITF's global network of Development Officers.

Its primary purpose is to provide a direct channel of communication between our 210-member National Associations and the ITF Executive and staff, acting as the first point of contact for member nations and working across all ITF departments, to ensure that National Associations receive timely support from the most appropriate ITF resource.

As part of the ITF re-structure, the Development Department has now joined the Presidential Department, enabling us to work even more closely to support our key stakeholders, the National and Regional Associations.

Engagement

With COVID pandemic travel restrictions remaining in place throughout 2020, virtual engagement has become vital. The traditional Information Sessions with NA representatives at Roland Garros and Wimbledon in 2018 and 2019 were not possible in 2021 and have been replaced by a series of ITF webinars on key strategic subjects such as the Advantage All Leadership Programme, ITF Governance Review, ITF Participation Webinar - held in April 2021 with over 150 NA representatives attending - and launch of the ITF Academy.

Following a stakeholder engagement review in late 2020, a new Stakeholder Engagement Taskforce (the Taskforce) was introduced. Composed of National and Regional Association office-bearers, the taskforce's objective is to advise the ITF on engagement and explore ways to increase interaction.

A survey of the National Associations was conducted in late 2020, to identify how well the membership understands and supports ITF strategy. The taskforce identified that "participation" is an appropriate global strategic priority and that regional variances also exist. The Taskforce has developed a new annual process for National and Regional Associations to give greater input to determining future ITF strategic priorities, called "Co-Creation". This more collaborative method for developing strategy will ensure Regions are aligned and Nations are better integrated to the ITF community, providing greater support for strategic projects.

Replacing visits to the ITF office, National Associations have been invited to participate in virtual clinics that provide an opportunity to meet with various ITF departments to discuss operational issues.

With COVID restrictions reducing, the department looks forward to re-starting the Solidarity Programme in 2022, with select staff from National/Regional Associations invited to the ITF office for 3-5 working days to meet with ITF office personnel and develop a closer collaboration between the ITF and member nations. If travel is not a possibility, a virtual ITF onboarding process will support National Associations that have undergone leadership change.

Regional Associations

The department has delivered a series of virtual meetings of the Regional Association President's Taskforce (RAPTF). This is a platform for Regional Association and ITF leadership to discuss ITF strategy and activities from a regional perspective. These meetings support the ITF2024 'stakeholder engagement' programme, with the objective to empower the Regional Association to discuss ITF Strategy and achieve greater alignment.

The existing Memorandum of Understanding (MoU) between the ITF and each of the 6 Regional Associations has been evolved to align with ITF2024 global goals to increase participation. The

MoU will continue to be developed as part of the Governance Review's focus on regional governance, roles and responsibilities.

The department has supported the ITF's presence at Regional Association AGM's throughout the year, either in-person or virtually and continues to support the Regional Association Communications Taskforce, introduced in late 2019 to support the cascade of key information through regional offices to the nations. In return, the ITF Communications Department has used its own communication platforms to support and enhance the social media content created by the Regional Associations.

Membership

In 2021, ITF Class B membership reached a record high of 154 members, with suspended members reduced to just two. This positive trend continues with a further 5 Class C member nations applying to transfer to B membership at this year's AGM. The International Relations and Development departments have collaborated to develop a clear pathway for National Associations to progress from Class C to B membership in a controlled and sustainable manner. The department works with the ITF Development Officers and Regional Associations to identify suitable Class C nations, then supports them via promotion of ITF development programmes, integration with the ITF2024 strategy and engagement opportunities with the ITF office and fellow member nations.

In 2021, the department has supported 3 new National Associations to apply for ITF membership (Class C). The department has collaborated with the ITF Development Officer and Regional Association in order to meet with the nation, discuss the current status of tennis in the nation, identify a strategic plan for future development, and support the nation through the application process.

The department is also directly involved in supporting member nations through leadership dispute resolution in accordance with good governance principles, domestic law and the IOC Olympic Charter. In conjunction with the ITF Legal Department, the department has also started to develop administrative and managerial resources to support member nations to update their Constitution, via governance clinics and direct feedback. The next step will be to develop governance toolkits available online for new leaderships and/or low resource member nations.

In late 2021, the department has started to develop a new online platform for National Associations to access information on ITF strategy, key project and events, as well as application processes for development programmes. This platform will be delivered in 2022, as part of the ITF's Microsoft 365 transformation.

NA Assistance Programme

This programme is one of a range of measures introduced by the ITF Board of Directors to provide financial aid and technical support to member National Associations for national tournaments, Officiating and Coaching workshops during the COVID pandemic. The programme offered over \$1.4m in financial grants to a pool of 182 nations, running from July 2020 to late 2021. The department also administered the player grant programmes available to Professional players ranked below ATP/WTA 500, Wheelchair Tennis and Junior players.

RIOU

In 2020, a fifth National Association staff member received a full scholarship to study a Masters in Sport Administration at the Russian International Olympic University (RIOU). The programme is a professional development opportunity for the next generation of tennis leaders and administrators. Representing the international nature of our community, the programme has supported candidates from Europe, Africa, Asia and Central America to progress their knowledge and managerial skillset. The scholarship programme covers the cost of the academic course, accommodation and a monthly contribution towards living costs. The scholarship student is invited to complete an internship in the ITF office and access ITF historical information as a support for their thesis research.

ITF WORLD TENNIS NUMBER

In 2021 at the time of writing in August the focus has been on sharing good quality data with 60 priority nations, while allowing any other nation to fast track their data integration. The aim is to enable us to reach a critical mass of player data ready for our first ITF WTT Juniors pilots. The player data & match results data for 29 nations is currently being validated, loaded, and initialised.

At the same time work continues to support ITF nations in successfully activating the ITF World Tennis Number using an extensive promotional and branding toolkit of launch resources. As each nation launches, the project team are developing a customised plan that can be applied to different profiles of nations to encourage successful adoption by tennis players and providers. Additionally, Regional Launch plans have been implemented in the Pacific, Central America and South America with nations working closely with ITF and Regional Associations for a smooth and effective implementation.

The development of an automatic translation mechanism for different languages and alphabets has been implemented in our first nation with good results. ITF are also using advanced processes to identify duplicate player records in different databases around the world.

All this work will be in preparation for pilot events for ITF WTT Juniors from Q2 2022.

- **Over 130** Nations signed to participate in the project, representing **81%** of global players.
- **10** Nations are Live or Testing ITF World Tennis Numbers.
- **29** Nations have shared their national player and match data.
- **1.5 million** Player Records and **10 million** match records have been validated and loaded.
- The first **100** Junior Player ITF World Tennis Numbers went public on 19th July in the player profiles of [itftennis.com](https://www.itftennis.com/en/players/) <https://www.itftennis.com/en/players/>, the players can be found [here](#).
- ITF Academy offers three educational courses on ITF WTN including on how the Numbers are calculated by the ITF algorithm.

Project Milestones in Q3 2021

- Lithuania, Great Britain, Costa Rica, and Mexico launch the ITF World Tennis Number.
- 1000 ITF World Tennis Tour Junior players will have their ITF World Tennis Numbers displayed on [itftennis.com](https://www.itftennis.com).
- ITF World Tennis Number used as a supportive entry criterion to 2021 ITF World Junior Tennis Finals (14U) and JDC & BJJC Junior (16U) Finals.
- ITF World Tennis Number used as a supportive entry criterion to 2021 ITF Seniors World Championships

Project Milestones in 2022

In Q1 2022 National Associations will be able to offer exclusive ITF World Tennis Number website sign ups directly to their player customers.

In Q2 2022 Registrations will be open and WTN applications can be made straight to the website for all National Associations that wish to benefit from this service.

After a successful ITF WTT Juniors pilot project in Q2, ITF aim for an introduction of the ITF World Tennis Number in ITF World Tennis Tour 15k tournaments.

ITF Digitalisation Grant Programme

The ITF Digitalisation Grant Programme is designed to help our member Nations introduce digital resources. These resources will enable Nations to find more cost effective and efficient ways to manage their operations and provide more people with the opportunity to play tennis.

Eligible nations may apply for funding to support predefined IT projects that are outlined in the programme's guidelines.

The programme opens for applications on a yearly basis and priority is given to projects that assist National Association integration with the ITF World Tennis Number.

Since the programme launched in 2018 the ITF has awarded \$395,000 to 47 nations including \$108,000 for the 16 successful nations in 2021.

COMMERCIAL

The ITF's central commercial objective is to generate maximum revenue on behalf of the organization and members through media rights sales, sponsorship, data rights, and other new or existing sources across the ITF Portfolio of assets and think beyond major events.

The commercial strategy follows a clear process:

- i) Retain ITF partners through excellent client service and genuine business value
- ii) Evidence and prove tangible business value and audience knowledge
- iii) Develop new business, diversify revenue
- iv) Stakeholder communication: National Association support and collaboration

Below is a summary chart of key objectives and results for 2021 year to date (as of August 2021):

Commercial Objective	Activity	Result
2021 Sponsorship Sales:		
Billie Jean King Cup	Global Partners: Microsoft Magellan Wildlife Wilson BNPP: addendum/ extension	Finals 2020 3 years 4 years 1 year 1 year 2022
Renewals:		
Wheelchair	NEC UNIQLO	- 2023 - 2021
Licensing	Rosland Capital	- 2021
FX Partner	OFX	- 2021
Beach Tennis	Decathlon	- 2021
Court Supplier	ICP	2023
IPIN	Tennis Point	2023

PARTNERSHIPS: RETENTION AND NEW BUSINESS

The approach of the ITF Commercial team shared at the ITF AGM 2017 has been to widen the appeal of ITF platforms, increase audience size, evidence intimate understanding/ engagement of ITF audiences in order to attract and retain partner business.

Following this direction, the ITF commercial team focusses on promoting a portfolio of assets and a narrative of ‘delivering tennis for future generations’ complimenting ITF 2024 vision.

During 2021, a challenging year for all businesses the focus has been on retaining the recently increased partnership family covering a blend of ITF assets, now servicing 13 commercial partners (excluding Davis Cup partners):

Billie Jean King Cup: BNP Paribas, Microsoft, Magellan, Wildlife, Wilson

ITF Wheelchair Tennis: NEC, Uniqlo

ITF Junior Tennis: Davis Cup/ Fed Cup Juniors: BNP Paribas

ITF Live Scoring Data: Sportradar

ITF Beach Tennis: Decathlon

Licensing: Rosland Capital

ITF Digital & IPIN: Tennis Point (ITF Retail Partner), OFX (FX Partner), ICP (Tennis Court Partner)

2018

1. BNPP
2. Adecco
3. Rolex
4. NEC
5. Uniqlo
6. Sport Radar

2019

1. BNPP
2. NEC
3. Uniqlo
4. Sport Radar
5. OFX
6. Decathlon
7. Rosland Capital

2020

1. BNPP
2. NEC
3. Uniqlo
4. Sport Radar
5. OFX
6. Decathlon
7. Rosland Capital
8. Tennis-Point
9. Microsoft
10. Magellan
11. ICP
12. Wilson
13. Wildlife/ Tennis Clash



Title Partner of Fed Cup, Junior Fed Cup, Junior Davis Cup, World Team Cup



Global Data Rights Partner (ITF)



Global Foreign Exchange Partner (ITF)



Title Sponsor Wheelchair Tennis Tour
Title Sponsor Wheelchair Doubles Masters



Global Partner Wheelchair Tennis Tour
Title Sponsor Wheelchair Tennis Masters



Global Fed Cup Licencing Partner (Coins)



Sole Supplier of Olympic Ball
Provider of Equipment for ITF Development



Global Development Partner (Beach Tennis)



Global Clothing & Equipment Partner of (ITF)



Global Preferred Court Supplier (ITF)



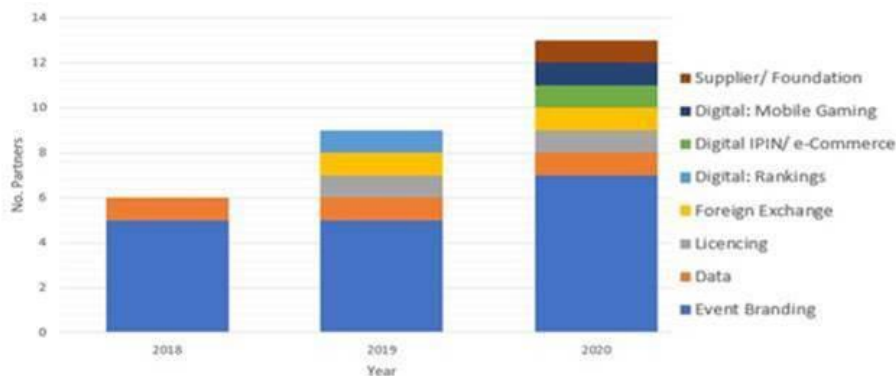
Global Technology and Innovation Partner (Fed Cup)



Global Partner (Fed Cup)

Diversifying the Partnership Model:

The team have been focused on commercialising partnerships across multiple areas of the ITF. This strategy has resulted in the strong growth of brand partners operating across 7 areas of the ITF.



Renewals:

During 2021 contract extensions with NEC and Decathlon have been successfully completed with further negotiations ongoing with OFX, UNIQLO, Rosland Capital. BNPP renewal discussion is ongoing and aligned with Billie Jean Cup Finals.

Partner Innovations:

Tennis Clash Mobile Gaming Partnership

Coinciding with the Billie Jean King Cup Play-offs taking place on April 16 and 17 2021, the ITF and Wildlife Studios announced a new partnership that brought the historic competition to the world's most popular mobile tennis game, Tennis Clash.

Tennis and gaming fans alike enjoyed the virtual competition between April 15-18, which was divided into three leagues (Rookie, Junior, and Challenger), and court to match the Billie Jean King Cup visual identity. The partnership allows the Billie Jean King Cup to reach new audiences around the globe, with a particular focus on younger fans: 203,000 competitors joined the Billie Jean King Cup mobile tournament.

ITF x Tennis Point shop

An exciting new partnership to create an e-commerce store for the ITF IPIN community has had a successful first year and has seen €603k products sold through our dedicated e-commerce shop, with H2 representing almost 400% growth vs. H1 as more players come back to participating in ITF tournaments: 3228 orders have been made and there have been 70,161 visits the shop since launch.

Year 2 will see optimised integration of the shop within the IPIN platform with the aim of allowing more players benefiting from the unique discounts and services offered to them as an ITF player.

Microsoft x Billie Jean King Cup

Microsoft will be launching a Billie Jean King exclusive real time player analytics solution for the Finals. This best-in-class solution has been undergoing testing across 2021.

BROADCAST 2021

i) Billie Jean King Cup Play-offs 16-17 April 2021

The Billie Jean King Cup Play-offs were held as a standalone event, due to the unprecedented COVID 19 situation and was shown by 21 broadcasters in over 69 Markets. All 16 participating nations had broadcast appointments - 7 of which were free to air - as well as international interest from the likes of Tennis Channel and beIN. The total audience across the weekend was 6.7 million, with digital coverage heavily relied upon, and some innovative deals done with Tik Tok and Facebook.



ii) Billie Jean King Cup Finals 2021

11 out of the 12 participating nation markets have confirmed coverage, with 7 of these deals with FTA broadcasters. International coverage currently stands at 133 markets out of our 175 target. An innovative new media portal will service all stakeholders from Rights Holders to National Associations with video content and information throughout, as well as pre and post tournament clips.

iii) Davis Cup World Group I & II 2021

In March all 4 Davis Cup ties were broadcast and 2 out of the 4 distributed internationally. Following this, the ITF's target is to have all World Group I ties in September broadcast and at least 9 distributed internationally.

iv) ITF Circuits

Due to COVID 19 the majority of our flagship Circuit events have been postponed until the last quarter of the year. However, the following events are currently scheduled with some promising commercial interest:

- Wheelchair World Team Cup, Italy – this event has all the top 10 wheelchair players participating for their nation. There is confirmation of production on site, which will be supplemented by the ITF, and domestic coverage in Italy with Supertennis. The Broadcast Team will go to the international market shortly but aiming to renegotiate with longstanding ITF partners Eurosport, WOWOW and VRT.
- Junior Davis Cup & Billie Jean King Cup by BNP Paribas, Turkey – The Host Organisers are close to finalising a deal with TRT for domestic coverage in Turkey. Alongside this the plan is to ensure an international feed is available for our longstanding broadcasters of this event.
- Beach Tennis has received a boost this year with the sports marketing Koch Tavares taking interest in the Rio de Janeiro-based World Cup and a subsequent domestic broadcast deal confirmed with Brazilian TV giant TV Globo and subsidiary TVN.

v) Digital Archive

The ITF has invested in digitising moving footage archive, which is being promoted to broadcast and brand partners. The archive is working and available to ITF partners and member nations. All high priority archive content has been uploaded to the content portal and the digitisation of our existing archive is now set to maximum capacity to ensure the rest of the archive content is preserved as quickly as possible.

During the Covid-19 pandemic, the archive has serviced many international broadcasters and also ITF social channels.

The income of the archive is steadily increasing from year to year. We have a strong relationship with our sales agent Pitch International who have a good understanding of our product and strong connections in the industry and driving our sales.

BRAND

The Billie Jean King Cup rebrand has been successfully launched and managed in 2021 across all markets. The work has been recognised as an innovative and creative force and nominated for the prestigious Sport Industry Award 2021.



During 2021 the ITF brand team has been creating refreshed brand identity for IPIN and Seniors assets. These guidelines are being constructed currently ready for launch in 2022.

GRAND SLAM® BOARD

The Grand Slam Board was formed as a key strategic alliance and consists of the four Grand Slam Chairs and the ITF President with the mandate for the Board, as it related to the ITF, as follows:

- Tournament matters (ITF as observer)
- Service Provider (ITF as counterpart)
- Strategic Matters of Professional Tennis (ITF as a full member)

The ITF hosts the office of the Grand Slam Board in Roehampton and the Grand Slams and ITF are full members of the Tennis Anti-Doping Programme (“TADP”) and Tennis Integrity Unit (“TIU”).

The Grand Slam tournaments continue to make contributions to the Grand Slam Development Fund (GSDF) to support international competitive tennis opportunities in emerging tennis nations. Since its inception in 1986, the Grand Slam Development Fund has contributed over \$55 million towards tennis development through the ITF member nations and their players. This year their contribution to the fund was US\$2.21 million. Additionally, as Official Tennis Championships of the ITF, each Grand Slam tournament pays the ITF a % of their gross prize money.

Together with the two Tours and the ITF, the four grand slams through the grand slam board undertook the T7 project in 2021. The project has consisted of a full strategic review of the sport by the Boston Consulting Group, the creation of a set of long-term strategic goals for the improvement of the sport and a roadmap of implementation. The project is expected to conclude in late 2021/ early 2022.

Finally, after 32 years as the Executive Director of the Grand Slam Board, Bill Babcock retired at the end of July 2021, while his successor Ugo Valensi took up the position on 1 March 2021.

ATP & WTA TOURS

ATP

Having begun their four-year terms on 01 January 2020, the ATP's Chairman Andrea Gaudenzi and CEO Massimo Calvelli have focussed on dealing with the impact of Covid-19 on the ATP Tour while simultaneously working to progress approval for their long term strategy for the business. Following a review of the men's Tour calendar, event structure, prize money and player mandatory commitment the ATP Board will begin the process of initial approvals at their meetings in late 2021.

Their plans include a move to try and consolidate all tennis rights into one package in order to maximise potential value and return as well as changes to the Masters 1000 and 500 level events. Structurally the organisation has been streamlined at the executive level with the introduction of new marketing and commercial staff and following discussions with the WTA Tour about a potential merger have brought a number of functions together to service both organisations.

The ongoing issues around Covid-19 have required ongoing changes to the ranking system and a revised calendar in 2021 with temporary sanctions granted to a number of new 250 level events and new weeks for many events including Indian Wells which moved from March to October. It is anticipated that the 2022 calendar will see a return to pre-Covid dates for all events.

The new player's representative body led by Novak Djokovic and Vasek Pospisil called the Professional Tennis Players Association (PTPA) has concentrated in its first year with building its executive team and consolidating its membership amongst the leading players. It has lobbied strongly for the ATP's new strategic vision to be put on hold until 2022 to allow for more player scrutiny of the plans.

The ITF has continued to work closely with both the ATP and WTA to address the ongoing issues caused by the Covid-19 pandemic leading to the creation of a revised tennis calendar from \$15k to Masters 1000 levels and the 'either/ or' ranking system introduced in 2020 to address concerns around the fairness of the ranking for players unable or unwilling to travel and compete.

Following the announcement of major changes to the Davis Cup at the ITF AGM in August 2018 and the subsequent announcement of the reintroduction of the ATP Cup, the ITF has continued discussions with the new ATP leadership on the optimum outcome for the sport with the goal of creating one men's team event each season. Discussions remain ongoing.

The ATP continues to have one full member on the Rules of Tennis Committee and Anti-Doping Working Group. It has an observer on the Davis Cup Committee and Olympic Committee, and ex-officio members on the Sport Science and Medicine Commission and Technical Commission.

WTA

There continues to be a strong spirit of cooperation between the ITF and WTA with both organisations working closely, and with the ATP, to address the considerable challenges faced in 2021.

The agreement between the ITF and WTA reached on scheduling for 2019 and 2020 with the WTA Tour saw the calendar continue to respect the traditional Billie Jean King Cup dates in its initial 2021 calendar. Following the postponement of the April Finals due to Covid-19, the ITF and WTA worked together to agree a revised autumn 2021 calendar with the Finals held in Prague from 01-06 November and the WTA Championships the following week in Guadalajara.

As a founding member of the WTA, the ITF is a voting member on the WTA Board. To ensure collaboration the WTA has one full member on the ITF Women's Circuit Committee, Rules of Tennis Committee and Anti-Doping Working Group. The WTA has an observer on the Billie Jean King Cup Committee and Olympic Committee, and ex-officio members on the Sport Science and Medicine Commission and Technical Commission.

ITF ETHICS COMMISSION

ETHICS COMMISSION MANDATE

The mandate of the Ethics Commission (**Commission**) is to administer and enforce the ITF Code of Ethics (**Code**), while the Election Panel, a sub-set of the Commission, is charged with oversight of elections under the Code. This Report consists of the non-confidential aspects of the activities of the Commission for the period October 2020 to August 2021.

COMMISSION ACTIVITIES

Complaints

During the year under review, the Ethics Commission investigated complaints against 11 ITF Officials. In some cases, complaints arose out of the same set of circumstances. In addition, there are situations involving four ITF Officials which are being monitored with a view to determining whether the Commission's intervention is warranted.

Below is a summary of the nature and outcomes of complaints:

- (1) *Complaint:* Potential breaches of the Code by one ITF Official for (a) failing to act in accordance with the highest standards of honesty and integrity; (b) breach of duty of undivided loyalty; (c) failure to abide by the candidacy rules relating to ITF elections and (d) a breach of the candidacy rules.
Decision: The Commission found that the ITF Official acted negligently but did not deliberately misrepresent certain facts and/or was dishonest in breach of the Code.
- (2) *Complaint:* Potential breaches of the Code by seven ITF Officials due to the non-filing of conflicts of interest declarations.
Decision: The Commission closed these complaints and took no further action after the ITF Officials brought themselves into compliance by filing the required declarations. In all cases the ITF Officials were reminded of their obligations under the Code.
- (3) *Complaint:* Potential breaches of the Code by four of the ITF Officials referred to in (2) above for failure to declare actual, apparent or potential conflicts of interest of a personal and/or institutional nature.
Decision: The Commission found that there were no breaches of the Code in relation to personal or institutional conflicts, disclosure requirements, conduct at meetings, or the duty of undivided loyalty to the ITF or Tennis.
- (4) *Complaint:* Potential breaches of the Code by three ITF Officials on account of the alleged commission of acts, whether in a personal capacity, in their capacity as Officials, or in any other capacity, that bring or risk bringing the ITF or Tennis into disrepute.
Decision: The Commission found no breaches of the Code but found it necessary to refer these matters to the ITF for further action as deemed necessary as the complaints appeared to reveal weaknesses in governance, which, if left unchecked, could bring the ITF or Tennis into disrepute.

Administrative Matters

The Commission made recommendations to the Board to improve the Commission's operational efficiency, independence, and visibility. The recommendations related to implementing a new electronic complaints form and a new investigations protocol, updating the conflict of interest declaration form and enhancing the Commission's independence.

Election Panel

Individual Ethics Commission members responded to requests from the ITF Board on election-related matters.

ITF Ethics Commission
23 August 2021

MAJOR EVENTS & STRATEGIC PROJECTS DEPARTMENT REPORTS

DAVIS CUP & BILLIE JEAN KING CUP

General update

2021 has seen the rescheduling of those events that should have taken place in 2020 but were unable to do so because of the worldwide Covid-19 pandemic.

ITF Davis Cup and Billie Jean King Cup Covid-19 Health & Safety Protocols

The *ITF Davis Cup and Billie Jean King Cup Covid-19 Health & Safety Protocols* (C-19 Protocols) were created and put in place by the ITF Board of Directors with guidance from the Sport Science & Medicine Commission, with the goal of safeguarding all tie participants and enabling all events to take place safely.

A robust testing regime was put in place, which for the first half of the year was PCR testing for Tier I and II Participants at all ties and events. In general testing went well with all players tested the day before the Draw in Home & Away ties to make player selections as simple as possible for captains. There was close collaboration between the on-site Event Managers, the host nation and the laboratories. Test result turn-around times were constantly monitored to give the teams and captains confidence that results would be in before team decisions needed to be made. Testing was just one part of the multiple mitigation measures put in place to reduce the risk of a Covid-19 outbreak, including the full Protocols, a “bubble” system, personal hygiene, social distancing, and a robust emergency response plan. Other mitigation measures included an addendum to the rules for contingency players to help ensure that ties could take place even if nominated players were unable to play due to C-19, Event Managers and Referees arriving onsite earlier than usual and an additional meeting between the Referee and captains on arrival to cover the Covid aspects of the ties to ensure the full understanding of all participants from the outset.

Many thanks to all National Associations (NAs) for the extensive collaboration on these mitigating measures. The Protocols have so far achieved their goal, with all ties and events that have taken place under them having been completed safely.

The C-19 Protocols have been constantly evolving in line with the rapidly changing pandemic and taking into account stakeholder feedback from the ties played. At all times, the ITF has endeavoured to minimise the operational and financial burden on NAs without compromising the safety and wellbeing of all participants. Following feedback from NAs, amendments were made to allow flexibility on the medical personnel required on site and a clearer process to allow NAs to apply for exceptions to the Protocols. All such changes were made without compromising the medical requirements. All testing in 2021 has been financed by the ITF to the sum of just over US\$1 million.

The latest version of the protocols gives NAs a choice of testing methods and the Protocols are becoming less restrictive, with allowance for those who are deemed exempt. This evolution will continue as we learn more in future months and as we look to stay in line with other tennis events.

Payments to Nations

As you are aware, along with all the other challenges, as in most other sports, the last 16 months have been extremely testing in not only operational but also financial terms and we have seen substantial reductions in prize money across other high profile tennis events.

The ITF Board reviewed the situation and our Davis Cup and Billie Jean King Cup competitions have done the same, with a reduction at the Finals levels to US\$14M in Player Prize Money and

US\$6M in nation Participation Payments for 2021 in Davis Cup and in Billie Jean King Cup to US\$6.8M Player Prize Money and 3.5 in nation Participation Payments.

Equal amounts per round will be paid in the Davis Cup and Billie Jean King Cup Finals.

There were reductions in 2021 at the other levels of the competition to participation payments but there has been no change at any level in 2021 to ITF flight contributions or host grants.

Davis Cup by Rakuten Madrid Finals

At the start of the year, following approval from the ITF Board of Directors, the Davis Cup Finals' Steering Committee voted in favour of a change to the playing format from one host city to a multicity approach for the 2021 Finals onwards. This change was aimed at increasing the global reach of the competition and easing the scheduling difficulties from 2019 and hence improving player health. Pala Alpitour (Turin), Olympiahalle (Innsbruck) and Madrid Arena (Madrid) were subsequently announced in April as the host venues and cities for 2021.

Since then we have been working with all three hosts to prepare for the Finals which will take place from 25 November to 5 December 2021. Extensive work is being carried out at all three venues with the focus on operating plans, security and crisis planning as well as the delivery of marketing and commercial strategies.

ITF and Kosmos Tennis (KT) hosted site visits to the three venues for all NAs with good attendance levels and positive feedback from all. The attendees had the opportunity to visit the competition and training venues and official hotels, giving them the option to familiarise themselves with the cities before making any travel arrangements for their teams, entourage, and fans.

In September the Team Leaders Guide with detailed information for all NAs will be published.

In parallel, a contingency plan has been put in place by ITF and KT with an alternative venue (Indian Wells) that could host all 18 teams in one place should it not be possible to play in Europe in November because of C-19. The ITF and KT are continuously monitoring the situation in Indian Wells and reviewing the Contingency Plan on a weekly basis.

The ticketing process for each of the three venues was launched at the end of May in Madrid with the mayors of all three cities in attendance along with ITF Board Vice President Rene Stammach on behalf of the ITF.

Within the first 72 hours of the campaign 15,000 tickets had been sold across the three venues, and hospitality sales are doing well.

KT launched the new 'Are You In?' marketing campaign in early June with the primary aim to drive tickets sales in the three main markets. The title sponsorship has been renewed for the next two years and four principal and two global sponsors have been secured. Regional packages are being worked on in both Italy and Austria. In addition, we have seen similarly positive developments in the number of territories who have committed to broadcast the Finals in 2021.

Even though restrictions are generally being relaxed, the Finals will still take place under the ITF C-19 Protocols. A spectator capacity of 60% is currently planned for each venue, but this will increase if local health restrictions allow.

Billie Jean King Cup by BNP Paribas Finals

On 18 February ITF announced that the Finals, due to take place on 13-18 April 2021, would be rescheduled to later dates in 2021. The ITF stated that continued uncertainty and the challenges due to the COVID-19 virus, locally and internationally, had meant it was not possible to host a world cup team competition of this scale indoors in Budapest on the scheduled dates.

We worked closely with the Hungarian Government and the Hungarian Tennis Association (HTA) to review all feasible options to reschedule this year's Finals. After working together in good faith for the past year, we were surprised and disappointed to be informed in May that the HTA no longer considered it possible to hold the event in Budapest. Given the timing, the ITF was left with no other option than to end the hosting agreement with Hungary and explore an alternative solution.

As they are no longer the host nation, Hungary will not participate in the 2021 Finals and they will be replaced by Canada, as the highest ranked nation that won its 2021 Play-Off tie.

A special ITF Board Taskforce was set up to focus on this project, including the Billie Jean King Cup Committee Chair.

Potential hosts were identified in Europe, USA, Asia and the Middle East with focus on the geographical flow of players arriving from the WTA Finals in Shenzhen.

C-19 has made negotiations and planning a challenge, but we secured a one-year hosting agreement with the Czech Tennis Association to hold the 2021 Finals in Prague in week 44 (1-6 November). The venue will be the O2 Arena with a booking in place from Monday 25 October to Tuesday 9 November covering 16 days of the main arena hire and seven days of the new Hall A. The 16 days need to cover build, practice, play and tear down.

The CTA and ITF look forward to welcoming the 12 finalist teams to Prague in a few weeks time.

Davis Cup World Group I and II ties

Originally 10 out of 24 ties were scheduled for March 5-7 however following new requests from some NAs to move their ties to September due to Covid-19, four ties eventually took place. These were Bulgaria versus Mexico, Pakistan versus Japan, Poland versus El Salvador, and Ukraine versus Israel.

Three of the four venues had hosted Davis Cup ties previously which aided planning and all site visits were conducted remotely with weekly follow up video calls with the NAs to discuss on-site operations. At the two World Group I ties (Pakistan and Ukraine) Hawk-Eye Live was used for the first time in Davis Cup.

This was the first round of Davis Cup or Billie Jean King Cup since the onset of the worldwide Covid-19 pandemic which took place under the Davis Cup & Billie Jean King Cup C-19 Protocols.

Moving on to the September World Group I and II ties, the C-19 landscape continued to be complicated, as highlighted by the withdrawals of two nations from their ties due to the Covid-19 restrictions in place in their countries. Chinese Taipei withdrew from their home tie versus Morocco and China withdrew from their away tie versus Zimbabwe. However, 18 of 20 ties took place over a geographical spread of five continents and with some cities seeing professional tennis again for the first time since the onset of the pandemic.

The final stages of World Groups I and II will be concluded in November with the four World Group I and II Knock-out ties which are being held in 2021 only to aid in the transition from 18 to 16 teams at the 2022 Finals.

Billie Jean King Cup Play-Off ties

The eight 2020 Play-off ties were rescheduled to take place 16-17 April 2021 in Argentina, Great Britain, Latvia, Netherlands, Poland, Romania, Serbia and Ukraine. The tie between Japan and Ukraine was played in Choromorsk, Ukraine after Covid-19 related entry restrictions meant it could not be played in Japan as scheduled.

The eight winners of the Play-off ties will compete in the 2022 Qualifiers, while the losing teams will compete in Group I next year.

Davis Cup and Billie Jean King Cup Regional Group Events

The following Regional Group Events were rescheduled from 2020 and have taken place so far in 2021:

	Group	Host Nation	Event Dates
Davis Cup	Europe III	Cyprus	w/c 14 June
	Africa IV	Congo	w/c 21 June
	Europe IV	North Macedonia	w/c 21 June
	Americas III	Panama	w/c 28 June
	Africa III	Egypt	w/c 9 August
	Asia/Oceania III	Jordan	w/c 13 September
Billie Jean King Cup	Europe/Africa III	Lithuania	w/c 14 June
	Americas II – Event B	Panama	w/c 21 June

The remaining two events are scheduled to take place in October.

	Group	Host Nation	Event Dates
Davis Cup	Asia/Oceania IV	Bahrain	w/c 18 October
Billie Jean King Cup	Americas II – Event A	Bolivia	w/c 25 October

The Billie Jean King Cup Asia/Oceania Group II (B) Event was postponed twice and then cancelled due to the impact of C-19 on two planned hosts.

All events have been and will be conducted in line with the ITF C-19 Protocols. A regional events version has been developed, which keeps the principles of the protocols however is tailored to apply to multi-team, multi-day events.

During 2021 a total of 110 teams will have competed across 11 events in the regional group levels of the competitions. The largest of these being Europe/Africa III which saw 21 nations compete in Vilnius, Lithuania in June.

OLYMPIC, PARALYMPIC, AND YOUTH OLYMPIC GAMES TENNIS EVENTS

Tokyo 2020 Olympic and Paralympic Games

Sunday 8 August brought to a close the Tokyo 2020 Olympic Games and with it eight years of planning and preparations for the organisers. The Tokyo 2020 team deserves enormous credit for the achievement in successfully hosting these Games despite all the challenges.

For tennis the Games began with a first – Naomi Osaka becoming the first tennis player to light the Olympic Flame.

For the ITF team the Ariake Tennis Park provided a fantastic venue for the 190 athletes from 45 countries who competed across the five medal events. Conditions were challenging with the expected heat and humidity, plus a forecast typhoon that never quite materialised, but all matches were completed on schedule each day.

The decision by the Japanese authorities to not allow spectators was disappointing but entirely understandable, and ultimately this did not impact on the quality and drama that unfolded for the watching television audience. Ten nations won medals with three (Brazil, New Zealand, and Ukraine) winning Olympic Tennis medals for the first time.

Key issues that had proved problematic in Rio 2016 – athlete dining, practice bookings, player lounge facilities – were all addressed by the ITF well ahead of time and nations feedback on these areas was overwhelmingly positive.

Looking forwards now to Paris and Los Angeles beyond, the biggest obstacle facing the event remains the schedule. Players have consistently said they would like to compete in all three disciplines (singles, doubles, mixed doubles) where possible, but attempting this inside nine days continues to prove unrealistic. As such the ITF is currently in discussion with our partners to review the calendar and plans to undertake a feasibility study to explore extending the event to ensure players have the opportunity to compete for three Gold Medals.

At the time of writing the ITF's Paralympic Team had just departed for Tokyo with the full expectation of another successful Games. The entries were the strongest possible and, with two home grown superstars already part of the 'face of the Games' campaign, anticipation is high that Tokyo can break all records.

Paris 2024

Attention now turns very quickly to Paris 2024. The ITF team has already established excellent communication between the Paris 2024 team and will be visiting Paris later this year to conduct a first full site visit. Attention will be on the new event delivery model, the appointment of key positions in the on-site team – particularly the Event Manager – and establishing the best programme schedule to maximise the opportunity for tennis and wheelchair tennis at this fantastic venue.

Senegal 2022 Youth Olympic Games

Now postponed until 2026 we anticipate starting the planning process with the IOC for these Games in 2022.

WHEELCHAIR

Competitions and Calendar

2020/21/22 UNIQLO Wheelchair Tennis Tour

The 2020 calendar was hugely impacted by COVID19, with the Tour postponed from March to September. Following the resumption of the UNIQLO Wheelchair Tennis Tour in September 2020 there were 16 events held between September and December 2020. This included two Grand Slam events and one ITF1 event, with all other events being Futures/ITF3 events. Overall there were 35 events in 2020, with 19 events taking place prior to the postponement of the UNIQLO Wheelchair Tennis Tour 2020.

It is anticipated 92 events will be held on the UNIQLO Wheelchair Tennis Tour in 2021. This is approximately 60% of the amount held in previous years (57% of 2019 figure). Due to the unpredictable nature of the pandemic there will likely be some further changes, but there has also been an increase in late applications for lower-level events and there is some optimism that another few events will be added before the end of the year.

Total prize money that will have been offered in 2021 is estimated to be \$2,833,471, which represents 82% of the amount offered in 2019.

The first quarter was notably affected the most by the pandemic but an increasing number of events returned to the calendar as the year progressed and as travel restrictions lifted. The final quarter currently includes 92% of the number events held in the same period in 2016 (the most recent previous Paralympic year).

For 2022 it is hoped tournaments will continue to return to the calendar to provide playing opportunities at the same level seen in 2019.

Grand Slams

The Australian Open was held in February, slightly later than the typical January dates due to the logistical challenges relating to the quarantine upon arrival. Roland Garros, Wimbledon and US Open all took place as scheduled, albeit the dates for Roland Garros were delayed by a day. The Australian Open and the US Open held 8-draw singles quad events for the first time, bringing them in line with the men's and women's draws.

Plans for the 2022 Australian Open will depend on ongoing Covid-related restrictions but it is expected the event will take place during the standard period in January.

Rankings

As with ranking systems for other ITF Circuits and ATP/WTA, the overall approach to reintegrating the UNIQLO Wheelchair rankings after resumption of the Tour has been to provide fairness to players to the greatest extent possible, while also keeping the familiar concept of the rankings. For Wheelchair Tennis, ensuring a fair approach for qualification for the Tokyo 2020 Paralympic Games that recognises results achieved during the original qualification period was also a priority. In consultation with key stakeholder groups, including the Player Council, a suitable solution was developed and subsequently approved by the ITF Board of Directors in July 2020.

In summary, from the resumption of competition a player's ranking will be comprised of his/her best X results (X = 7 for Quads, 8 Women, 9 Men). In March 2021 the ITF Board of Directors approved an extension of the revised ranking period, due to the continuing impact of the pandemic on the calendar and the inability of many players to defend existing ranking points. Results earned between 18 March and 9 June 2019 will therefore remain on the ranking for 156 weeks, with results earned from 10 June to 15 March 2020 remaining on the ranking for 104 weeks. From 7

June 2021 results achieved in the respective weeks of 2019 and 2020 will start to drop on a week by week basis, as normal. The ranking system will revert to the standard 52-week period in June 2022.

BNP Paribas World Team Cup

The BNP Paribas World Team Cup includes one World Group event for men, women, quads and junior divisions and traditionally, four regional qualification events for men and women.

For 2021, in order to minimise the risk of event cancellations due to the Covid pandemic, the ITF Board approved an adjusted qualification format whereby participating teams from all regions competed together in each of the men's, women's and quad divisions at a single combined event hosted by the Portuguese Tennis Association (FPT) in Vilamoura, Portugal.

This year's event attracted a record number of entries, with 51 nations for the qualification event, a total of 58 nations entering the competition, and a total of 88 teams across the men's, women's, quad and junior divisions. Unfortunately due to ongoing covid restrictions for attending nations the qualification event eventually had 28 nations in attendance with 36 teams in total.

\$50,000 of ITF funding grants were awarded to 18 nations to assist with both participation and travel for the World Team Cup Qualification event in Portugal. These were allocated in four different funding rounds and were decided through tiered criteria agreed by the Wheelchair Tennis Committee.

The impact of Covid caused the original venue for the 2021 World Group event in Olbia to withdraw its offer to host. The Wheelchair Tennis Committee approved the Italian Tennis Federation's proposal to hold the event at an alternative venue in Alghero, Sardinia from 27 September – 3 October, the same venue that hosted the 2017 edition of the event.

NEC & UNIQLO Wheelchair Tennis Masters

After the USTA confirmed they would be unable to host the 2020 NEC/UNIQLO Masters due to COVID-19 challenges, continuing COVID-19-related limitations and uncertainty prevented ITF from securing another host and so the 2020 edition was cancelled.

The 2021 NEC Singles Masters and UNIQLO Doubles Masters will return to the USTA National Campus in Orlando from 31 October to 7 November 2021. Strict COVID-19 restrictions will remain in place.

Tokyo 2020 Paralympic Games

The Tokyo 2020 Paralympic Tennis event took place from Friday 27 August to Saturday 4 September 2021.

There were significant organisational challenges since the postponement of Tokyo 2020 and extensive COVID-19 counter measures were developed and implemented by TOCOG. The entry process for the games began in May 2019 and the extended qualification deadline was set based on the wheelchair ranking list from Monday 7 June 2021.

The first Tokyo Appeals meeting took place on 10 December 2020, where 51 appeals were heard and approved by the Wheelchair Tennis Committee. The selection of Bipartite Invitation Slots by the Committee took place on the 29 June 2021 along with 14 further appeals that were heard and approved.

The final field for the Tokyo 2020 Paralympics consisted of 104 players from 31 nations. The event had an extremely strong playing field and all the top ranked men, women and quad players competed in the event. There were extensive screening protocols with respect to travel and COVID-19 for the Games, which were meticulously managed by the ITF team in liaison with TOCOG.

Despite significant delays on each day of the Wheelchair Tennis Event, either due to high temperatures or rain, each day's schedule was completed and the event concluded with medal events across the final three days. The Netherlands won seven wheelchair tennis medals in total and at least one medal in each event.

Strategic activities

Classification

Delivering classification and completing Player Evaluations has remained a key priority ahead of the Tokyo 2020 Paralympic Games. In order to ensure all players participating in Tokyo are classified, ITF looked to resume the classification programme in early 2021. The continued disruption to ITF events and the Tour calendar impacted classification opportunities, however with the support of IPC and the introduction of video-assisted assessment protocols, as well as enhanced assessment procedures in compliance with ITF Return to International Tennis Protocols, six classification events were arranged from January to July. With the final classification event prior to the Paralympic Games taking place in Tokyo itself, all participants at Tokyo 2020 will have been classified.

The ITF is committed, on an ongoing basis and in compliance with the IPC Classification Code, to deliver a classification system that is evidence-based and informed by scientific research. The most recent research priority, led by ITF's Classification Consultant Prof Babette Pluim with the assistance of a group of medical and tennis experts, has been to review the sport's Minimum Impairment Criteria to ensure they are sport-specific and deliver a robust and inclusive framework for wheelchair tennis. After extensive consultation of the research findings with key wheelchair tennis stakeholders, IPC feedback was also sought and recommendations of the expert group for changes to the Minimum Impairment Criteria have now been delivered to the ITF Board of Directors for approval, with any changes expected to come into effect from January 2022.

Prof Pluim will provide continued oversight on further significant work required to build and maintain the standards and infrastructure for the wheelchair tennis classification system, including in relation to classifier development.

Development

Wheelchair tennis development activities are principally funded through the annual Kosmos contribution to wheelchair tennis. There are seven main pillars of activity, including:

- Participation
- Performance
- Coaching
- Events
- Facilities
- Administration and Resource
- Investment and Partnerships

Forty-one nations received development grants to promote activity within their nations, with 18 nations receiving specific funding for junior activity. There were 70 players who received travel grants and 34 events receiving UNIQLO Wheelchair Tennis Tour grants, three of these were specifically for junior events.

Overall, 40% of the funding was awarded to the African region, 18% to South America, 16% to Europe, 15% to Asia, 9% to Central America and 15% to North America and Oceania respectively. Regrettably due to the pandemic none of the Cruyff Foundation International Junior Camps or Development Fund projects could take place.

HOPMAN CUP

The last edition of the Hopman Cup was held in Perth from 29 December 2018 to 5 January 2019 and featured teams from Switzerland, Germany, France, USA, Greece, Spain, Great Britain and Australia. Switzerland was the winning team defeating Germany to win its third title. This was the seventh year the tournament was held at the Perth Arena.

Following the decision by Tennis Australia to launch the ATP Cup in January 2020, with Perth as one of the host cities, the decision was taken to end the current Licence Agreement with Tennis Australia.

The Hopman Cup continues to be an important strategic professional tennis asset in the ITF portfolio and a bidding process for a new host partner was concluded in early 2020. A number of potential hosts across three continents expressed an interest in hosting the event and a number of bids were reviewed by the ITF Board at their 09 March 2020.

Due to the ongoing Covid-19 pandemic, the ITF Board took the unanimous decision to place the bidding process on hold. This postponement was reviewed by the ITF Board in August 2021 and the decision taken to hold the next edition of the competition in 2023 once the current T7 discussions on long term calendar reform have concluded.

OFFICIATING

ITF Officiating Schools

The core strategic focus of the ITF Officiating Team in 2021 was to continue with the development and training of officials in all regions.

A Level 1 School in Salinas, Ecuador was completed in May 2021 with six green badge chair umpires certified. Four Level 2 Schools were held in Les Contamines, France; Paris, France; Cairo, Egypt and Shymkent, Kazakhstan in 2021 resulting in 41 certified officials. A Level 3 School is planned for the end of the year in Europe.

The number of ITF certified officials as of September 2021 is 1450. The badge distribution per region can be found below, considering some officials hold multiple certifications:

REGION/BADGE	GREEN	WHITE	BRONZE	SILVER	GOLD	TOTAL
EUROPE	0	483	87	118	86	774
ASIA	0	205	31	19	10	265
OCEANIA	0	29	8	14	9	60
AFRICA	23	112	16	12	4	167
NORTH AMERICA (USA+CAN)	0	72	16	16	14	118
CENTRAL AMERICA	8	26	1	2	1	38
SOUTH AMERICA	39	68	18	18	9	152
TOTAL	70	995	177	199	133	

Since the Certification Programme was created in 2012, the total number of Green Badge officials now stands at 70; 60% of these officials are from Central and South American Spanish-speaking countries and the remainder are from French-speaking countries in Africa.

The Umpires' Lounge

Following its launch in 2020, "The Umpires' Lounge"; a series of free online webinars and workshops for all registered national and certified officials to get involved in during the period of inactivity, continued in 2021. The range of topics included Evaluations, Tips for Chiefs & Line Umpires, Davis Cup and Rules & Regulations and included live editions from Tokyo during the Olympics as well as from the four Grand Slam events.

National School Programme

The ITF Officiating National School Programme is designed to introduce new entrants, or those with limited experience, to tennis officiating. While some students may be tennis players and others may already have some experience in officiating, the new modules and the General National School Package assume no previous knowledge of tennis officiating.

New Rules of Tennis and Off-Court Umpiring modules remain available for National Associations to order. The previous National School package is still available.

ITF Officiating Education

The ITF Officiating Education portal contains resources to educate and update officials. This includes materials to help officials working in various roles who are returning to officiating, allowing them to become familiar with new procedures and protocols after the long period of inactivity. The Education Portal has become an integral communication tool for officials of all levels.

Open Book Test

As in previous years, the 2021 Open Book Test was made available for officials to submit their answers via the ITF Officiating Education portal. One of the main purposes of this year's test was to encourage officials to connect with officiating colleagues and discuss the questions, by using the different online communication platforms.

The pass rate for the 2021 Open Book Test was set to eight for all International officials by the members of the Joint Certification Programme. White and Green Badges were required to achieve a minimum of seven correct answers.

This year, 60.92% of all officials achieved a maximum pass rate of ten.
97.47% reached a pass rate of eight or higher (compared to 98.45% in 2020).
1.37% scored seven points (compared to 0.96% in 2020).

TOURS & PLAYER PATHWAY DEPARTMENT REPORTS

ITF WORLD TENNIS TOUR

Tournament calendar 2020-2021

While the ITF World Tennis Tour did return in August 2020, along with the rest of professional tennis, the period until the end of the year saw a 70% reduction in tournaments compared to the same period in 2019, and can be characterised as a period when the ITF's Return to International Tennis Protocols passed the proof of concept phase at tournaments hosted mainly in the Europe and the US.

Tournament numbers totalled just 310 in 2020, and saw several tournaments cancelled. Three main weaknesses were apparent: the trajectory of the Covid-19 pandemic; associated border restrictions that prevented ITF tournaments from being hosted; and the financial impact of the pandemic on National Association budgets and potential sponsors of ITF tournaments. These three areas affected large and small National Associations, as well as the ability of entire regions (notably Asia/Oceania) to host tournaments.

However, despite similar pandemic conditions this year, 2021's calendar has proved remarkably resilient, and at the time of writing, it is estimated that there will be 750-775 ITF World Tennis Tour tournaments in 2021, 69% of 2019's total (1,097 tournaments). This has been achieved despite ongoing regional differences in the provision of tournaments: relative plenty in Europe and the USA, compared to the almost total lack of tournaments in East and Southeast Asia and Oceania (as a result of quarantine requirements); and a far reduced calendar in South America. And logically, while 2021 has delivered better than 2020, some disruption in 2022 must be expected.

Balanced Calendar Fund 2021

Financial pressures have dictated that a greater proportion of men's and women's tournaments in 2021 are being organised at the \$15,000 level than in previous years. In response, the ITF Board of Directors in 2021 approved two tranches of funding (the Balanced Calendar Fund), together totalling approximately \$1.1 million, to raise prize money at \$15,000 tournaments to \$25,000 (men and women); and from \$25,000 to \$60,000 at women's tournaments. As of 12 August, the ITF has allocated two thirds of the funding to upgrade 77 tournaments, 66 from \$15,000 to \$25,000 level, with 11 tournament upgrades from \$25,000 to \$60,000.

With the exception of Asia/Oceania, funds have been distributed to all regions, with additional upgrade opportunities being identified for the final quarter of the year. Uptake by National Associations of Balanced Calendar funding improved markedly in July 2021 following a recalibration of the funding package, which not only entailed more funds for upgrade, but also crucially more funds in advance to help with tournament cashflow. Some National Associations have declined funding, assessing that their players are better suited to the more developmental \$15,000 level rather than higher prize money levels.

This funding has been instrumental in providing better opportunities for players to earn prize money and ranking points, a point recognised by the players on the ITF's Player Panels, as seen in the gradual easing of tournament ranking cut-offs. Equally, both the ATP and WTA have recognised the ITF's funding as instrumental in sustaining a robust fit-for-purpose pathway.

Rankings

At the Tour level, both the ATP and WTA implemented "frozen" and then modified rankings in 2020 to take into account falling tournament numbers and travel restrictions. However, the return to a largely traditional number of tournaments at the Tour level in 2021 has led to both the ATP and WTA announcing the start of the process to return to the familiar 52-week ranking, a process that

should be complete by mid-2022. The ITF will shortly propose a process to return the ITF World Tennis Ranking (points earned in \$15,000 and \$25,000 qualifying) to the 52-week model, noting that this is likely to be achieved at the earliest towards the end, or at the end, of 2022.

Governing body task force

In January, the ITF and the WTA began more formal collaboration on issues relating to professional tennis. In the World Tennis Tour team, focus was on optimising the player pathway, facilitating the player jump between ITF and WTA levels; and providing sufficient opportunities at the appropriate prize money level. Similar collaboration between the ITF and the ATP, focusing on many of the same issues, began in March 2021.

Happily, collaboration between the ITF and the ATP and WTA on pathway issues has deepened and become more fruitful as the year has progressed. In April, and as a response to Covid-19, the WTA materially improved the ranking point allocation at ITF \$25,000, \$60,000 and \$80,000 tournaments, thus allowing ITF-level players to negotiate the player pathway despite the fall in tournament numbers. ITF and ATP discussions around similar matters are at an advanced stage and reflect a positive relationship. The ITF has also worked with both Tours to provide greater flexibility, through rule modification, to allow players to play up from ITF events into ATP and WTA events with fewer obstructions and penalties.

Player Panel

The ITF's player panels were a successful new venture in 2020. With their implementation coinciding with the pandemic, most of the focus within the panels was initially on the safe return to tennis. 2021 has been a key test for the panel concept with players evaluating the ITF's financial support for tournaments during the pandemic (see Balanced Calendar Funding) and the ITF's institutional support for the players' longer-term objectives: respectively more \$60,000-\$100,000 tournaments (women) and a more easily negotiated pathway (men).

It is clear that the players have appreciated not only the ITF's financial investment in tournaments but also the results of our collaboration with ATP and WTA to improve the player pathway. And while the ITF's contributions in 2021 have been brought about by multiple factors and stakeholders, it is equally clear that the Panels have exerted demonstrable influence that will help to underscore the legitimacy of the Panels (and that of the ITF) in the eyes of the playing community.

The current term of both the men's and the women's Panel finishes at the end of 2021. Elections for the new Panel (2022-2023) will be held in the Autumn, when it will be instructive to see which of the Panel members look to stand again to represent their peers.

Live scoring

Between 4 January and 08 August 2021, all 400 ITF Men's and Women's World Tennis Tour tournaments (100%) benefited from the live scoring service, provided by ITF's Official Data Partner, Sportradar AG. 21,282 matches were covered on the World Tennis Tour. In this period, 99.42% of matches met the Service Level Agreement (SLA) agreed with the ITF's Official Data Partner.

SENIORS

The Seniors Tour had a difficult start to 2021 with only 16 tournaments taking place between January-March 2021. However, the Tour has recovered strongly since this time with an increasing volume of tournaments taking place each month throughout the year. The 2021 forecast is for 330 tournaments to take place, which would be a 65% tournament retention compared to 2019.

2021 World Championships

- The Young Seniors (30*, 35, 40, 45) World Team & Individual Championships will be played in Umag, Croatia from 12-25 September 2021. Entries into the team event are slightly down with 96 teams. This compares to an average of 117 teams from 2015-2019.
- The Seniors (50, 55, 60) World Team & Individual Championships will be played in Umag, Croatia from 29 August-11 September 2021. Entries into the team event are very positive, with 106 teams entered. This compares to an average of 101 teams from 2015-2019.
- The Super-Seniors (65, 70, 75, 80, 85, 90*) World Team & Individual Championships will be played in Mallorca, Spain from 10-23 October 2021. The team event recorded a record entry of 144 teams which compares to an average of 123 teams from 2015-2019.

The Seniors Committee approved the use of the ITF World Tennis Number (WTN) as a supporting measure for the seeding process at the 2021 ITF Seniors World Team & Individual Championships, managed entirely by the Seniors Department and Seniors Committee. The ITF ranking continues to take precedent, although the WTN is in place as a supporting measure.

2022 World Championships

The committee have approved the dates and locations of the 2022 World Team & Individual Championships as follows:

- The Young Seniors (30*, 35, 40, 45) World Team & Individual Championships will be played in Lisbon, Portugal from 31 July to 13 August 2022.
- The Seniors (50, 55, 60) World Team & Individual Championships will be played in Palm Beach County, Florida, USA from 1 May to 14 May 2022.
- The Super-Seniors (65, 70, 75, 80, 85, 90*) World Team & Individual Championships will be played in Palm Beach County, Florida, USA from 24 April to 7 May 2022.

*Individual event only.

2023 World Championships

Revised staging conditions for the hosting of World Championships from 2023 are in place which allow bid applicants to host a minimum of two age groups, with no maximum limit, provided sufficient courts are available. This is a move away from the Young-Seniors, Seniors and Super-Seniors age groups where more than three (3) World Championships locations may be selected each year. It is hoped that the more flexible approach will allow more nations to consider a bid viable, although the ITF plan to maintain as close to six (6) weeks of World Championships events as possible to minimise the impact on national calendars. Bids for the 2023 World Championships are open, and close on 28 February 2022.

Strategic Planning

The Seniors department are focussed on several priorities for 2021-2022. This includes growing the number of IPIN registrations, initiatives for the 30, 35, 40 and 45 age groups, initiatives for the entry level tournaments, implementing the World Tennis Number, and the re-brand of the Tour. The re-branding project, which includes a new name for the Tour, has taken place throughout 2021, with the support of the Player Advisory Panel, Tournament Director Advisory Panel and Referee Advisory Panel. Outcomes of this brand review will be shared in late 2021.

BEACH TENNIS

Tournament Calendar

The impact of Covid-19 has noticeably impacted the ITF Beach Tennis World Tour. Following the restart of competition in August 2020 and through to the end of March 2021, twenty-one (21) took place in eight (8) nations, which represented 17% of usual tournament numbers. As we enter the second half of 2021, encouraging signs are emerging.

The forecast for the remainder of the year is on target to achieve the figure of 35%.

- Forecast for the remainder of 2021, showing a rate of 35% versus 2019 (45 tournaments versus 130 tournaments)

ITF Beach Tennis Remainder of Year Tournament Forecast (1 August - 31 December 2021)									
Region	Champs	Sand Series	BT400	BT200	BT100	BT50	BT10	2021	2019 Total
Africa	-	-	-	-	-	-	-	0 (-5)	5
Asia/Oceania	-	-	-	-	-	1	-	1 (-8)	9
Europe	2	3	-	1	1	4	5	16 (-65)	81
N/C America	-	-	-	-	-	5	5	10 (-3)	13
South America	1	1	-	1	-	7	8	18 (-4)	22
Global Total	3	4	-	2	1	17	18	45(-85)	130

- Forecast for 2021, showing a rate of 31% versus 2019 (82 tournaments versus 263 tournaments)

ITF Beach Tennis Year as a Whole Actual Tournament Numbers (1 January - 31 Dec 2021)									
Region	Champs	Sand Series	BT400	BT200	BT100	BT50	BT 10	2021	2019 Total
Africa	1	-	-	-	-	-	2	3 (-8)	11
Asia/Oceania	-	-	-	2	-	2	1	5 (-9)	13
Europe	2	3	1	1	1	6	19	33 (-131)	161
N/C America	-	-	-	-	-	8	11	19 (-11)	30
South America	1	1	-	1	-	9	10	22 (-28)	48
Global Total	4	4	1	4	1	25	43	82(-181)	263

Beach Tennis has a presentation slot at the 2021 COTECC Annual Meeting, at the request of the Regional Association, and nations in the region will be a target for Beach Tennis Super Kits, as provided by the ITF's Beach Tennis commercial partner, Sandever. In the meantime, the USA is the main provider of tournaments in the North/Central American and Caribbean region.

The push to regain lost ground is being led in Europe by Spain, but with a core group of other major nations (Bulgaria, France, Germany, Italy, Lithuania, Poland, Portugal, Russia and Switzerland) supporting the drive.

In South America, Brazil is particularly engaged, with seventeen (17) Tour tournaments planned, all bar two of which will be in the second half of the year.

In Asia and Africa, Japan and South Africa both stand ready to apply to host once Covid-19 barriers are lowered or removed, while encouragingly for the Oceania region, Tennis Australia is engaged in discussions about potential competitive activity.

Tour Adjustments

Earlier this year the decision was taken to remove the restriction (introduced when competition restarted in 2020) to require tournaments to join the Tour at a lower grade, in favour of once again approving tournaments at BT200 level and above.

A decision was also taken to reduce officiating requirements for BT100 tournaments and lower from White Badge to Nationally Certified, for 2021 only, and while travel remains problematic. The reduction is not expected to continue, unless it proves possible to incorporate Tournament Planner tuition as part of the national officiating curriculum.

Rankings

How to manage the ranking system, when international tennis has been and continues to be so badly affected by the impact of Covid-19, has been a matter of considerable debate for the sport's various governing bodies. The Beach Tennis Committee has regularly monitored the Calendar, but ultimately needed a solution which is fair for most players, but consistent with the approach adopted by other bodies.

Mindful that tournament numbers are improving but that they are still too low; that tournaments in some regions simply cannot be staged due to Covid-19 restrictions and/or border controls imposed by governments or local authorities; that certain players are not permitted to leave their own country and/or access other countries, the Committee determined the following principles with respect to the ITF Beach Tennis International Ranking calculation:

1. *Extend points earned between March 2019 to August 2019 until 31 December 2021.*
2. *Results from higher graded (BT100) tournaments will be counted a maximum of once within a player's best eight (8) results during the extended rankings period, i.e., double counting of the same tournament is not permitted. If a player competes in the same tournament on multiple occasions within the extended period, the best result will be counted.*

The decision to allow 2019 points to be retained throughout 2021, and further to enable players to retain their best result where multiple editions of the same tournament are held during this period, recognised that not all players may be able to or consider it appropriate to travel and compete at this time. It was considered that the current ranking solution allows successful players from 2019 to compete in 2021 safe in the knowledge that they might improve their points but not realise a loss, and that players might choose not to compete at all in 2021, but on balance this scenario was considered preferable to disadvantaging those who competed in 2019 but who through no fault of their own might realise a significant loss of points through enforced inability to compete in 2021. The decision also recognises that the ITF cannot know each player's individual circumstances and that it is not possible to devise a solution which caters for all circumstances.

The Committee's sense that where players are able to do so they will take the opportunity to compete against their fellow athletes, also to gain ranking points and prize money, has been borne out by the high-level entries received for major Tour tournaments to-date in 2021.

Major Events

The **ITF Beach Tennis World Championships** in Terracina, Italy, 10 – 19 September, is expected to attract many of the top-ranked male and female players, and the event has achieved status as a 'sporting event of national interest', which exempts participants who provide a negative antigenic test from the need to quarantine on arrival in the national territory.

In addition to its efforts to host numerous Tour tournaments, Brazil will also stage one in the prestigious Sand Series tournaments, as well as the **ITF Beach Tennis World Cup**. The latter will

take place in Rio de Janeiro from 4 – 10 October, will be played on an impressive purpose-built facility on Copacabana Beach, and promises to be a spectacular event.

The **Sand Series** has launched in 2021, with four tournaments planned across three continents:

Sand Series Saarlouis, Germany, 26 – 29 August 2021

Sand Series, Gran Canaria, Spain, 23 – 26 September 2021

Sand Series, Brasilia, Brazil, 14 – 17 October 2021

Sand Series, Reunion, 28 October – 1 November 2021

The first tournament in the Series attracted an extremely high-quality field – 9 of the top ten ranked male players and 8 of the top ten female ranked players – many of whom have submitted entries for the second tournament, in Gran Canaria.

A fifth tournament, in South Africa (Durban), will not take place as hoped in 2021 due to the ongoing challenges presented by Covid-19, but it is hoped that the tournament will join the Series in 2022.

Looking Ahead

The trial to raise the net height from 1.7m to 1.8m for all men's matches in BT100 (and above) competitions, will continue in 2022, and is intended to see if the adjustment reduces the dominance of the serve in the men's game and thereby increase the length of rallies.

Similarly, the trial to use Stage 2 tennis balls in alternative colours to those specified in the Rules will also continue in 2022, to allow for assessment of the contrast between different balls colours and the sand; the visibility of the ball, particularly on television and video streaming services, and its impact on the spectator experience.

Regional Cups are now provided for in the Regulations to qualify nations for the ITF Beach Tennis World Cup, noting that qualification on merit – players' rankings – will continue to apply where a regional event is not staged.

The Junior Tour was most affected by Covid-19, but the fact that the number of tournaments is low allows for consideration to be given to whether the ITF World Tennis Number (WTN) presents an opportunity to involve more young players worldwide and offers a more accurate method of assessing players' ability than a traditional ranking. This matter, along with concept of a Nations' Ranking and when it might prove possible to introduce a Mixed Doubles category will be part of longer-term strategic planning, which the Committee will draft for approval over the remainder of 2021 and seek to publish in 2022.

Finally, ANOC has announced that Beach Tennis will be one of ten core sports programmes, part of the **ANOC World Beach Games** in 2023 and 2025. The bidding process for the 2023 and 2025 Games has started, with an invitation sent to all 206 NOCs. Candidate cities are expected to be announced at the ANOC General Assembly in Athens in October 2021, and a decision on the hosts for both Games is set to be announced on 17 December 2021.

INTEGRITY & LEGAL DEPARTMENT REPORTS

ANTI-DOPING AND ANTI-CORRUPTION

Tennis Anti-Doping Programme (TADP or Programme)

The Covid-19 outbreak severely affected testing under the 2020 Programme. In-Competition and Out-of-Competition testing continued and accelerated after the return of international tennis competitions and the relaxation of movement restrictions, but not at the pre-Covid-19 rate. In total, 3,282 samples were collected in 2020, which was less than half of the planned total. In-Competition and Out-of-Competition testing were equally affected. Covid-19 precautions have been implemented during all sample collection sessions, including the use of gloves and face protection, while maintaining physical distancing where possible.

A total of 58 Therapeutic Use Exemptions (**TUEs**) were granted under the Programme in 2020, which is fewer than would normally be expected. Covid-19 is likely to have contributed to this, as permission to use substances prohibited In-Competition only was not required for much of the year. To date, 31 TUE applications have been granted in 2021 and 7 denied.

The first meeting of the Anti-Doping Working Group in 2021 took place in April. The main items of business were to review the impact of Covid-19 on the TADP, receive updates of policies and procedures, and to approve strategic plans for the Programme.

In January 2022, management of the TADP is scheduled to be transferred to the International Tennis Integrity Agency (**ITIA**). However, the ITF will continue to be the signatory to the WADA Code (**Code**) for the sport of tennis and, therefore, remains liable for any failures by the ITIA to comply with the Code. A list of the consequences for such failures can be found in Annex B of the [WADA International Standard for Code Compliance by Signatories](#).

Anti-Doping Rule Violations

The final sanctions listed below have been imposed under the Programme since the last report. Details can be found on the '[decisions page](#)' of the Programme website, but include:

- Ashley Kratzer (USA) was suspended for four years, for providing a sample containing GHRP-6.
- Alejandro Licea (ESA) was suspended for fourteen months, for providing a sample containing clostebol.
- Dayana Yastremska (UKR) was found to have committed an anti-doping rule violation, but no suspension was imposed.
- The Court of Arbitration for Sport reduced the period of ineligibility imposed on Arklon Huertas Del Pino from 24 months to 19 months.
- The Court of Arbitration for Sport dismissed the appeal by Ashley Kratzer (USA) against the four-year period of ineligibility imposed on her by the Independent Tribunal.

World Anti-Doping Agency (WADA)

The 2021 WADA Code (**Code**) came into effect in January 2021. The Tennis Anti-Doping Programme has been amended to comply with its mandatory requirements and has been confirmed as 'compliant' with the Code by WADA.

The ITF supported WADA's Play True Day on 9 April, by using the hashtag #PlayTrue on its social media account to help raise awareness of the importance of protecting clean sport.

Education

The TADP published the 2021 Tennis Anti-Doping Programme and 2021 WADA Prohibited List (including summaries of major changes) in December 2020. Notices to players regarding changes to the TADP and WADA Prohibited List were provided to players.

The TADP app has been downloaded 4,195 times since launch and the ITF Knowledge education programme has been completed 4,833 times since launch. In anticipation of the TADP being managed by the ITIA, the first joint education program was conducted between the Tennis Anti-Doping Programme and Tennis Anti-Corruption Program in the first quarter of 2021.

Tennis Anti-Corruption Program (TACP)

The Supervisory Board of the International Tennis Integrity Agency met frequently in 2020 and is doing so again in 2021. The focus of meetings has been on implementing the Independent Review Panel recommendations, including;

- Establishing the ITIA as a separate legal entity;
- Amending the TACP, as necessary;
- Establishing guidelines for betting sponsorship

The ITIA has a wider remit than the predecessor Tennis Integrity Unit, including an enhanced education and communication program, partnerships with national associations, and prevention and deterrence programs. The ITF retains a permanent seat on the Tennis Integrity Supervisory Board (**TISB**), which is filled by the President, along with representatives of the ATP, WTA and Grand Slam Board. Independent board members hold five of the nine seats on the TISB, meaning that the four International Governing Bodies seats represent a minority.

Corruption Offences

Twenty-seven sanctions have been imposed under the TACP since November 2020. Details can be found on the TIU website (www.itia.tennis) and includes eleven players banned for life.

Education

With a dedicated education team, the ITIA has delivered education sessions with over 1,400 players, support personnel and officials, with many of these sessions delivered online.

GOVERNANCE

The ITF Integrity Department aims to be the global leader in sporting integrity, and acts in pursuit of the ITF2024 objective to uphold the highest standards of integrity, governance and transparency.

Rules of Tennis

The Rules of Tennis Committee will meet in September. Among the matters to be considered are alternative scoring methods to conclude the final set in Grand Slam Tournaments. The Committee will also review the other trials granted this year, including the use of reduced net heights in 10-and-under competitions, and it will hear new applications for 2022.

ITF Constitution

The Constitutional Committee held two meetings in 2021, primarily to consider and scope the proposal to reform the ITF Constitution. During those meetings, the Committee identified several areas in the Constitution that ought to be reviewed and discussed strategies for consulting Nations, Regions and other stakeholders on possible reforms. With the assistance of the Committee and in consultation with the Committee Chair, the ITF will be launching Phase 1 of the ITF Constitution Review Consultation process in October 2021. This will include consultation with nations and regions through webinars and questionnaires. There will also be a presentation to nations and regions at the ITF Conference and AGM 2021.

The Committee will continue to support the review and reform of the ITF Constitution and will be convened in early 2022 to discuss feedback gathered during Phase 1 of the Consultation.

Dispute Resolution

Statistics of cases heard in 2020 under the ITF's dispute resolution process are shown in the table below:

	Davis Cup/Fed Cup	ITF Circuits
Internal Adjudication Panel		
Eligibility applications	7 (5 granted; 2 postponed to 2021)	3 (3 granted; 0 denied)
Appeals of Entry Offences	N/A	20 (13 upheld, 7 rejected)
Appeals of On-Site Offences	N/A	11 (4 upheld, 7 rejected)
Welfare Offences	0	6 (3 charges; 2 provisional suspensions; 1 suspension affirmed)
Other	21*	0
Officiating (White/Green badge)	N/A	5 (4 provisional suspensions imposed; 1 investigation)
Independent Tribunal		
Major Offences	0	11 (7 agreed decisions; 3 not pursued; 1 appealed and partially upheld)
Tournament Offences	N/A	0
Appeals of On-Site Offences	0	N/A
Appeals of IAP decisions	0	0
Other	0	0

* Nation withdrawal/failure to send a team (this number reflects withdrawals for both 2020 and 2021)

Safeguarding

In 2020, the ITF published new safeguarding policies for adults and children respectively and a revised safeguarding case management procedure. To date the policies and procedure have been well-received. The ITF Safeguarding Manager works closely with ITF Legal, and other relevant departments to ensure the proper and consistent enforcement of these instruments.

Safeguarding cases continue to be received by the ITF mostly via online reporting to either an ITF Department such as Circuits or direct to the safeguarding inbox from the ITF website. Notably, these include more complex cases requiring referrals to Statutory Authorities or further investigation under tennis regulations. The introduction of a new electronic case management system is intended for September 2021.

ITF Safeguarding continues to build partnerships with other tennis key stakeholders with the aim of developing a consistent approach to player welfare, education and preventing harm. Using applications such as the ITF Academy online learning platform will enable the ITF to offer education to the widest possible tennis audience. The success of the certificated “Introduction to Safeguarding Children Module” is evidence of how the ITF Academy platform can play an important role in education and training. Nearly 900 people have completed the course since January 2021, either individually or as part of other programmes such as coaching qualifications. All ITF staff are required to complete the course, which is now available in Arabic, French, Spanish, Russian and Portuguese.

Ensuring that tennis is safe and inclusive globally, free of all forms of harassment or abuse is key to tennis being the sport of choice for future generations and maintaining growth at all levels.

Good Governance

In 2020 the ITF placed 4th in ASOIF’s third edition of the international federations governance survey and is amongst only 5 other international federations ranked in the top tier of summer Olympic international federations.

Governance Taskforce

The Governance Taskforce met twice during 2021 to discuss reforms to the ITF leadership structure. Particularly, the Taskforce has been reviewing the role of ITF President, noting that it performs the functions of both Chair of the ITF Board and Chief Executive of ITF Licensing (UK) Limited. The Taskforce has determined that that role should be split, and a new role of Chief Executive should be created.

The Taskforce will continue to lead the ITF’s leadership reform; the objective being that the revised leadership structure will be implemented from 1 January 2022.

Regional Associations

In 2021, the ITF continued its discussions with Regional Associations in sharing good governance practices. In conjunction with the ITF Constitution Review, it is envisaged that the ITF will be able to provide more support to Regional Associations to ensure good governance is maintained and to help deliver best practice.

Data Protection

The ITF’s data protection compliance strategy is on-going. Significant focus in 2020/21 has been on World Tennis Number, including ensuring fair notice to all data subjects as nations join up, that user’s data is processed fairly and proportionately, and that there are appropriate security and technical measures in place to protect users’ data.

Between 2020 and 2021, the ITF saw a successful “pilot phase” roll out of the General Data Sharing Agreement with Nations. To date, approximately 50 National Associations have signed the Agreement. The ITF is on track to have a further 15 National Associations execute the General Data Sharing Agreement by end of 2021.

SCIENCE & TECHNICAL

Upholding the highest levels of integrity, governance and transparency is a strategic priority of ITF2024. To contribute to this aim, the Science and Technical department's objectives are to make the sport both safe and fair, by protecting the nature of the game, encouraging innovation and improvements, reducing the risk of injury and illness, and identifying and promoting the health benefits of tennis.

ITF Approval, Classification and Recognition Programmes

A total of 317 brands have been approved for use in play under the 2021 Rules of Tennis, which included 97 Stage 1, 2 and 3 brands. Ball approval testing for 2022 began in June.

The ITF Court Pace Classification Programme includes 291 court surface products at present. ITF Recognition stands at 107 Two-Star and 62 One-Star courts worldwide. The historical trends in the three programmes are shown in figures 1, 2 and 3.

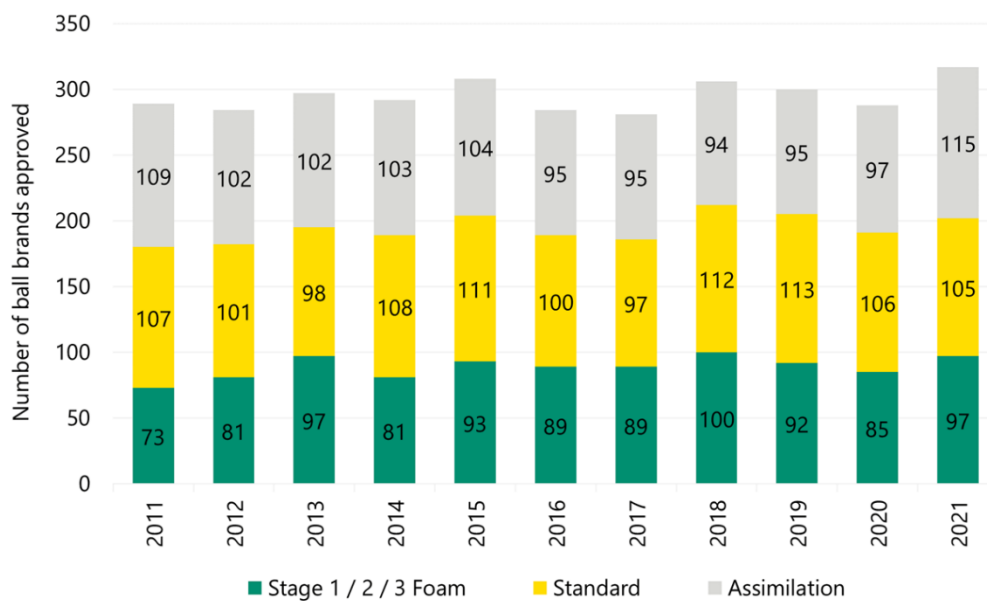


Figure 1. Number of [ITF Approved ball brands](#) each year since 2011. The year refers to the approval year (i.e. 2021 = balls tested in 2020/21 for 2021 Approval).

The number of classified surfaces and recognised courts in 2020 was lower than previous years, which may have been due to the effect of the pandemic on the finances of suppliers and facilities. However, the number of classifications so far in 2021 is a sign that the industry appears to be recovering.

In contrast to the 2020 figures for surfaces, the number of approved ball brands (for use in 2021) was consistent with pre-pandemic years. This is an encouraging outcome, as the number of approved ball brands can be considered a proxy for ball sales, which is an indicator of the health of sport.

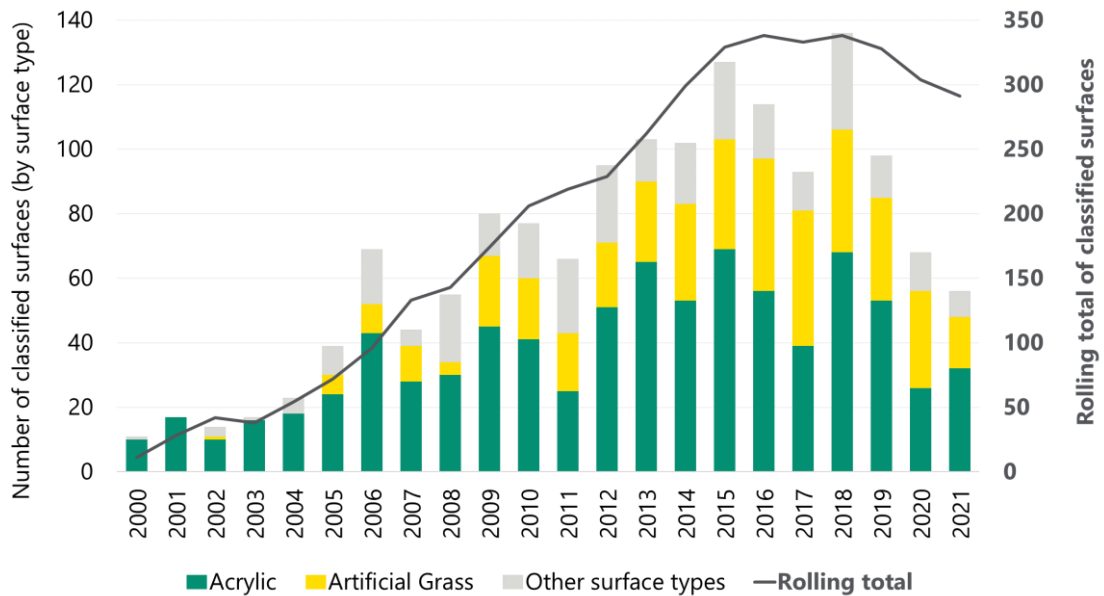


Figure 2. Number of [ITF Classified court surface products](#) (by surface type) each year since the start of the programme. Data for each year were recorded at calendar year end, except for 2021 data (which are recorded at the time of writing).

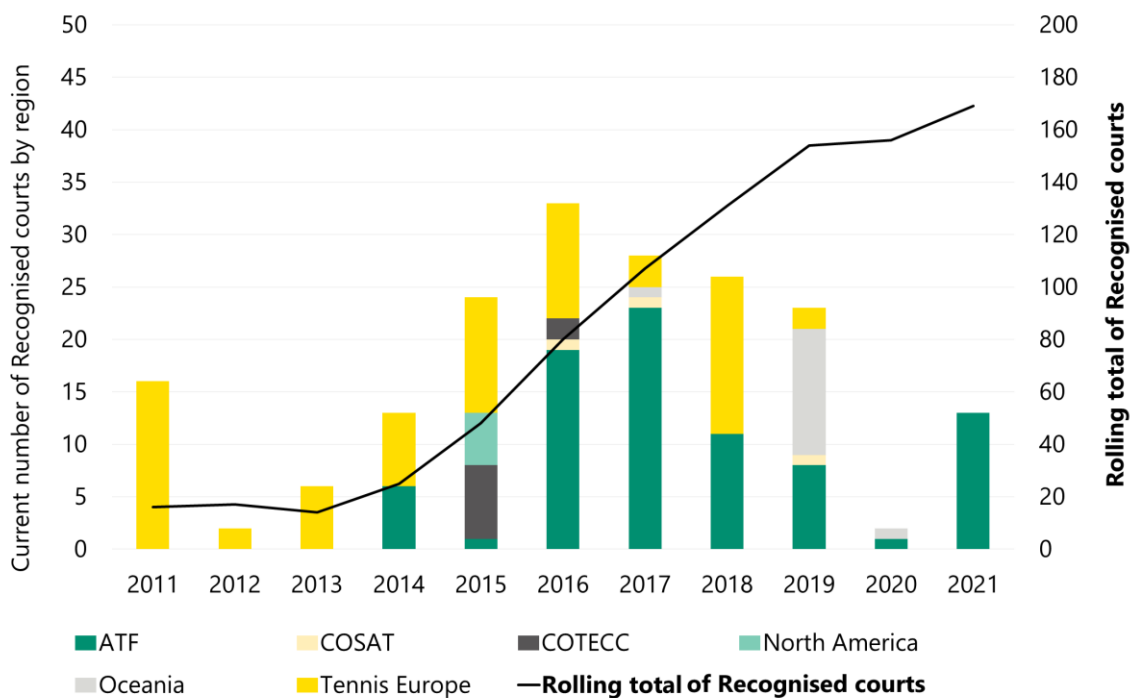


Figure 3. Number of [ITF Recognised courts](#) by location (Regional Association) each year since the start of the programme. Data for each year were recorded at calendar year end, except for 2021 data (which are recorded at the time of writing).

ITF Technical Centre

The Technical Commission has met twice in 2021, with a third meeting planned for October. The first meeting took place in March and was devoted to making the availability of electronic line-calling (ELC) systems more widespread. The Commission agreed to trial new performance criteria for ELC intended for entry-level international competitions.

In its second meeting, in May, the Commission discussed how the game could be made more engaging to play and watch by using on-court technology to provide video, analytics and statistics to players and spectators. There are currently 27 [ITF Approved Player Analysis Technology \(PAT\)](#) products available for players and tournament organisers to use in matches played under the Rules of Tennis.

The ITF Foundation comprises six Supporting Members and 13 General Members this year. The annual ITF Foundation meetings with the racket, ball and court surface manufacturers were held in June and July. Members discussed how the ITF could work with the industry to reduce the environmental impact of tennis equipment and thereby make the sport more sustainable. In the court surface meeting, members were presented with analysis of the proportion of shots played near the perimeter of the court and discussed the ITF's recommendations for run-off limits.

The Technical Centre successfully retained its certification for ISO 9001:2015 quality management system following its remote audit by the British Standards Institute in February.

Sport Science & Medicine

The second meeting of the Sport Science & Medicine Commission in 2020 took place in November. The members of the Commission discussed the COVID-19 protocols that had been produced since its first meeting (in March). Based on the scientific research at the time and collective experience, the Commission agreed that risk of transmission of SARS-COV2 from sports balls was low and the protocols for handling tennis balls could be relaxed. The Commission also discussed the increase in the popularity of tennis reported in many countries during the pandemic, with tennis offering a social activity that creates the necessary physical separation between participants (with a net). The Commission recommended that the ITF promotes the health benefits of the sport to encourage further growth in participation.

The first meeting of the Commission in 2021 took place in June. The Commission discussed the importance of mental health in tennis and agreed that the ITF will hold a mental health summit to address the mental wellbeing of players. The members of the Commission also discussed medical issues relating to the control of COVID-19, including spectator attendance, vaccinations and testing protocols.

FINANCE, IT & PEOPLE DEPARTMENT REPORTS

INFORMATION TECHNOLOGY

IPIN

IPIN remains one of the most important digital services that the ITF provides to enable international tournament activity to take place, and in 2021 we have continued to invest in updates and enhancements to the system to better meet the needs of our international player community.

The latest major update to IPIN went live at the start of August, allowing players with an active membership of the ITF Men's and Women's World Tennis Tours to enter and withdraw from doubles events online for the first time. This new feature was requested by the World Tennis Tour Player Panels as one of their priorities and so we are pleased to have been able to respond and provide a new service that we hope players on these two Tours will get value from. As we look ahead at the roadmap for future development of the IPIN platform, our plans for further improvements and the addition of new features will be heavily influenced by the suggestions and feedback that we will solicit directly from our global player community.

ITF World Tennis Number

The ITF World Tennis Number is the largest and most visible part of the ITF's digital transformation agenda and therefore requires significant support from the IT Department. In 2021 the focus has primarily been on supporting our National Associations to reach the point as rapidly as possible where they can actively use the new ITF World Tennis Number rating with the player communities in their own countries.

The first step of this onboarding process involves bringing tournament results and player data from each nation into the central World Tennis Number database. The quality and completeness of that data is the biggest factor in how quickly and easily we can bring a nation onto the digital platform and produce player ratings.

Our data team provides guidance and assistance to help a National Association through this data integration process so that we reach the levels of accuracy and coverage in the data that the rating algorithm requires to ensure as precise an indication of each player's ability as possible.

For those Nations that already have digital tools to manage their tournaments and events we can provide support to fully automate the supply of results and player information to the World Tennis Number platform via integration with the comprehensive set of data APIs that we provide.

Our aim is for this data integration work to be the first step on a journey that we take with our nations to help them improve their data management practices generally, and the ITF is committed to supporting them in this, through the introduction of additional facilitating technologies such as the Tennis Open Data Standards and the global Tennis ID.

As the ITF World Tennis Number project moves forward in 2022, data onboarding will remain a key part of the project, but attention will start to shift more towards working with our stakeholders to engage social and recreational players, providing activity and performance tracking tools and social features through the ITF World Tennis Number website and digital platform that we hope will encourage these players out onto the court and help to keep them there.

Billie Jean King Cup

The new partnership between the ITF and Microsoft aims to bring the latest technology and data analytics to the Billie Jean King Cup, and we have worked closely with Microsoft during the course

of 2021 to help realise our shared goal of producing an interactive player performance dashboard that the competing teams can use during the Finals.

The dashboard app brings together data from several different ITF sources as well as real-time data feeds from Hawk-Eye and the chair umpire scoring system to provide analysis and insight into the performance of each player on the court.

Designed to be intuitive and easy to use, the app, which runs on a Microsoft Surface tablet, presents a wealth of complex data in an easy-to-understand way allowing captains and players to pull up dynamic, interactive data visualisations that offer real-time insight on performance at every stage of a match.

The partnership with the ITF and the Billie Jean King Cup offers Microsoft a great showcase for their latest cloud and data analytics technology and we look forward to seeing how this exciting innovation can be developed further in 2022 and used to bring similar levels of data analytics to a wider audience through our competition websites and apps in the future.

ITF Website

The itftennis.com website provides an essential service in promoting the ITF, providing a vital source of tennis data, and bringing visibility to our many activities taking place across the world. The site has received several important updates over the course of 2021 as we look to enhance and build upon the new design that was launched at the beginning of last year.

We have introduced many new features and improvements across the site in response to feedback, with particular attention given to making tournament information clearer and easier to access. The design and layout of the homepage has also been enhanced with the addition of new sections of content that provide an accessible summary view of the tournament calendar, a highlighted list of the top-ranked players across each Tour, and quick access to head-to-head reports.

With much attention on the Tokyo 2020 Olympic and Paralympic Tennis Events earlier in the year, our web coverage, in common with our approach for previous Olympics going back as far as Sydney 2000, was enhanced by the creation of two self-contained event websites which sit alongside the main ITF site and focus exclusively on providing dedicated coverage of each competition. The Olympic Tennis Event site performed well during the event and attracted higher than expected levels of traffic despite being separate to the extra coverage on the main ITF site. For future editions of the Games, however, we plan to bring all Olympics and Paralympics content into the body of the main site so that we have a more integrated approach to our coverage overall and improve the experience for our users.

HUMAN RESOURCES

Headcount

Our headcount is a total of 111 (end July) when including those working part time and those on project based fixed term contracts working on the implementation of our strategic initiatives and special projects. The full headcount (without taking into account those mentioned above) is 123.

Since January, 18 people have resigned (reported to end of Aug) which is higher than normal but not wholly unexpected following the last 18 months of the pandemic and the impact this has had on people. The job market is buoyant again however with global sport re-opening we are finding that there are excellent candidates in the job market so we are not overly concerned about the higher than usual attrition rate but will monitor until the end of the year.

We maintain an almost even split of male and female employees overall. However, we are very focused on increasing the level of females in management and senior roles. Currently 14 females hold senior roles (manager and above) as compared with 20 males.

The figure for our male postholders is skewed by the high volume of males in senior IT roles due to the lack of female candidates in this field.

For comparison – historical headcount information

<i>(as reported at AGM's)</i>	2018	2019	2020
With FTC & P/T *	107	117	105
FULL Headcount	121	132	115

**number takes into account short term contractors (up to 12 months) and part time workers*

Equality, Diversity and Inclusion (EDI)

As part of our work on EDI, we are running mandatory workshops across the organisation focussing on our Unconscious Bias. The training will enable us to significantly enhance our talent pipeline: from better staff recruitment to fairer opportunities for career progression. The training will also support managers to have open, honest and constructive conversations with direct reports, and to sensitively approach everyday interactions at work. By offering this training and making it mandatory, it means we are asking people to commit to ensuring that this topic remains in our line of sight at all times and in everything we do – recruitment, training, learning and development initiatives and promotions.

Tone of Voice

As part of our stakeholder engagement project, and our ongoing commitment to better communication with our key stakeholders, we introduced a new 'Simply Human' tone of voice to ITF staff at the end of 2020. The goal was to make our written communications across emails, letters and other documentation clear, approachable, and easy to understand.

We ran online workshops giving all staff training on the 'Simply Human' approach in December and followed this up with some more targeted online training in April for the teams that have the most contact with our key stakeholder groups of National Associations, players, tournaments, coaches and others working in the tennis industry. We also produced a series of reference guides so that staff can keep tone of voice in mind in their daily work as we seek to build stronger relationships with all the people we speak to externally.

Matrix Working and Structure

Our structure is now headed up by 5 Senior Directors (plus our President/CEO and COO) responsible for each of following areas:

1. Major Events & Strategic Projects
2. Tours and Player Pathway
3. Presidential (including Commercial, Communications, Development)
4. Integrity & Legal
5. Finance, IT and People

We are in the early stages of working with this new structure. The focus is on streamlining and consolidating our key areas and focussing our inhouse expertise in the right areas. Matrix working will continue to provide opportunities to bring cross-functional teams together with shared accountability and responsibility for delivery of specific goals and projects.

The ITF Offices – We're Reconnecting!

From 6th September our full team was back in the office and working a minimum of 3 days in the office with 2 days worked from home as desired. We are trialling this until the end of the year. We strongly feel the need to reconnect with our teams and value the benefit of personal interaction. We had a number of new colleagues who many of us hadn't met in person yet so we were keen to make their first few months with the ITF as positive as we could by being together. Our offices remain a safe environment with strict Covid protocols in place and its processes are regularly reviewed.