



## **MINUTES**

**ITF LIMITED**  
**(trading as the International Tennis Federation)**  
**ANNUAL CONFERENCE & GENERAL MEETING**  
**2021**

**Held as a hybrid meeting in Madrid**

**3 & 4 December 2021**

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## ATTENDANCE LIST FOR THE ITF AGM ON 4 DECEMBER 2021

<b>President</b>	Mr David Haggerty
<b>Vice Presidents</b>	Ms Katrina Adams Mr Bernard Giudicelli Mr Rene Stammbach Mr Bulat Utemuratov
<b>Board of Directors</b>	Mr Carlos Bravo * Mr Martin Corrie Mr Jack Graham Mr Nao Kawatei Mr Anil Khanna Mr Ulrich Klaus Mrs Salma Mouelhi Guizani Mr Camilo Perez Lopez Moreira Miss Mary Pierce Mr Aleksei Selivanenko Mr Stefan Tzvetkov Mr Mark Woodforde

\* denotes ITF Board Member who also represented their national association at the AGM

<b>Honorary Life President</b>	Mr Francesco Ricci Bitti
<b>Honorary Life Vice-Presidents</b>	Mr Juan Margets Mr Geoffrey Pollard
<b>Honorary Life Counsellors</b>	Mrs Lucy Garvin Mr Alvaro Peña Mr Stuart Smith

### CLASS B MEMBER NATIONAL ASSOCIATIONS (with voting rights) represented by:

<b>ALB - Albanian Tennis Federation</b> Mr Klaus Bardeli	<b>BAN - Bangladesh Tennis Federation</b> Mr Md Masood Karim
<b>ALG - Fédération Algérienne de Tennis</b> Mr Hamza Khelassi Mr Mohamed Soufiane	<b>BAR - Barbados Tennis Association Inc.</b> Dr Raymond Forde
<b>ARG - Asociación Argentina de Tenis</b> Mr Agustín Santiago Calleri	<b>BDI – Federation de Tennis du Burundi</b> Mr Liberat Hicintuka
<b>ARM – Armenian Tennis Federation</b> Mr Gevork Karamanoukian Mr Jacquie Mangan	<b>BEL - Fédération Royale Belge de Tennis</b> Mr Gijs Kooken
<b>AUS - Tennis Australia</b> Ms Jacquie Mangan Ms Jacqueline Pirone Ms Vicki Reid	<b>BIH - Tennis Assoc. of Bosnia and Herzegovina</b> Mr Miodrag Markovic Mr Senad Hadzimesic
<b>AUT - Osterreichischer Tennisverband</b> Mr Thomas Schweda	<b>BLR - Belarus Tennis Association</b> Mrs Irina Khipach Mr Siarhei Rutenka
<b>AZE - Azerbaijan Tennis Federation</b> Mrs Sabira Abdullayeva Mr Baghir Asgaralizada	<b>BOT - Botswana Tennis Association</b> Mr Gosekwang Oaitse Thipe
<b>BAH -The Bahamas Lawn Tennis Assoc.</b> Mr Perry Newton	<b>BRA - Confederação Brasileira de Tenis</b> Mr Rafael Westrupp Mr Ivan Machado
	<b>BRN - Bahrain Tennis Federation</b> Sheikh AbdulAziz Mubarak AlKhalifa Mr Fuad AlRowaiei

**BRU - Brunei Darussalam Tennis Association**  
Mr Mohd Sufferizal  
Mr Zahiruddin Zahari

**CAN - Tennis Canada**  
Ms Jennifer Bishop  
Mr Michael Downey

**CGO – Federation Congolaise de Lawn Tennis**  
Mr Germain Ickonga Akindou

**CHI - Federación de Tenis de Chile**  
Mr Sergio G Elias Aboid

**CHN - Chinese Tennis Association**  
Mr Wenbin Liu  
Ms Wenbing Sun

**CIV – Federation Ivoirienne de Association**  
Mr Souleymane Ouattara

**CMR – Federacion Camerounaise de Tennis**  
Mr Jean Marc Njike

**COL - Federación Colombiana de Tenis**  
Mr David Samudio Gomez

**CRC - Federación Costarricense de Tenis**  
Mr Carlos Bravo, President

**CRO - Croatian Tennis Association**  
Mr Vladimir Jovanoski

**CYP - Cyprus Tennis Federation**  
Mr Epaminodas Metaxas  
Mr Pantelakis Neos

**CZE - Czech Tenisova Asociace**  
Mr Jakub Fastr  
Miss Katerina Kramperova

**DEN - Dansk Tennis Forbund**  
Mr Henrik Thorsøe Pedersen  
Mr Henrik Charles Maris

**DOM - Federación Dominicana de Tenis**  
Mr Alexis Alcantara  
Mr Ruben Tejada

**ECU - Federación Ecuatoriana de Tenis**  
Mr Danilo Carrera-Drouet

**EGY - Egyptian Tennis Federation**  
Mr Hassan ElAroussy  
Ismail ElShafei

**ESP - Real Federación Española de Tenis**  
Mr Jordi Tamayo

**EST - Estonian Tennis Association**  
Mr Allar Hint

**ETH - Ethiopian Tennis Federation**  
Mr Beyene Tamrat Bekele

**FIN - Suomen Tennisliitto**  
Mr Teemu Purho  
Mr Toni Pokela

**FRA - Fédération Française de Tennis**  
Mrs Nathalie Dechy  
Mr Pierre Doumayrou  
Mr Gilles Moretton

**GAB – Federation Gabonaise de Tennis**  
Mr Samuel Minko Mindong

**GBR - The Lawn Tennis Association**  
Mrs Sandi Procter  
Mr David Rawlinson

**GEO - Georgian Tennis Federation**  
Mr Aleksandre Metreveli

**GER - Deutscher Tennis Bund EV**  
Mr Dietloff von Arnim

**GHA - Ghana Tennis Association**  
Mr Isaac Duah

**GRE - Hellenic Tennis Federation**  
Mr Spyros Zannias

**GUA - Federación Nacional de Tenis de Guatemala**  
Mr Tulio Hector Davila Villatoro

**GUM - Guam National Tennis Federation**  
Mr Torgun Smith

**HKG - Hong Kong Tennis Association Ltd**  
Mr Philip Kwan Yat Mok  
Mr Christopher Pak Nin

**HON - Federación Hondureña de Tenis**  
Mr Ivanhoe Cáliz

**HUN - Magyar Tenisz Szovetseg**  
Miss Csilla Suto

**INA - Indonesian Tennis Association**  
Ms Lani Sardadi  
Mr Rildo Ananda

**IND - All India Tennis Association**  
Mr Anil Dhupar

**IRI - Tennis Federation of Islamic Republic of Iran**  
Dr Davood Azizi  
Mr Amir Sadri

**IRL - Tennis Ireland**  
Mr Tom Shelley  
Ms Letty Lucas

**IRQ - Iraqi Tennis Federation**  
Mr Wrya Abdul-qader

**ISL - Icelandic Tennis Association**  
Mr Bragi Leifur Hauksson  
Mr Hjörtur Thor Grjetarsson

**ISR - Israel Tennis Association**  
Mr Shmuel Herzig  
Mr Avraham Perets

**ISV - Virgin Islands Tennis Association**  
Ms Kelly Kuipers

**ITA - Federazione Italiana Tennis**  
Mr Giorgio Di Palermo

**JOR - Jordan Tennis Federation**  
Mr Hazem Adas

**JPN - Japan Tennis Association**  
Mr Tsuyoshi Fukui  
Mr Minoru Ueda

**KAZ - Kazakhstan Tennis Federation**  
Mr Yuiriy Polskiy

**KEN - Tennis Kenya**  
Mrs Wanjiru Karani  
Mr James Kenani

**KOR - Korea Tennis Association**  
Ms Seohee Kim

**KOS - Kosovo Tennis Federation**

Mr Jeton Hadergjonaj

**KSA - Saudi Arabian Tennis Federation**

Mrs Arij Almutabagani

**LAT - Latvian Tennis Union**

Mr Ivars Godmanis

Mrs Ilze Petersone-Godmane

**LBN - Fédération Libanaise de Tennis**

Mr Oliver Fayssal

Mr Raymond Kattoura

**LTU - Lithuanian Tennis Association**

Miss Virginija Paliukaite

Mr Ramunas Grusas

**LUX - Fédération Luxembourgeoise de Tennis**

Dr Carlo Poos

Mrs Catherine Pastoret

**MDA - Moldova Republic Tennis Federation**

Mr Catalin Giosan

Mr Ceslav Ciuhrii

**MDV - Tennis Association of the Maldives**

Mr Mohamed Ameen

Mr Yusuf Riza

**MEX - Federacion Mexicana de Tenis**

Mr Carlos Ricardo Gonzalez Lopez de Lara

Mr Jorge Erik Perez Castro

**MGL - Mongolian Tennis Association**

Mr Altangerel Batjargal

**MKD - Tennis Federation of North Macedonia**

Mr Aleksandar Ivanovski

Mr Goran Rafajlovski

**MLT - Malta Tennis Federation**

Dr David Farrugia Sacco

Mr Mark Camilleri

**MNE - Montenegrin Tennis Association**

Dr Dimitrija Rasovic

Mr Aleksandar Sekulovic

**MOZ - Confederacao Mocambicana de Tenis**

Mr Mohamed Ameen

**MRI - Mauritius Tennis Federation**

Mr Kamil Patel

Mr Napaul Kriss

**NAM - Namibia Tennis Association**

Mr Samson Kaulinge

**NED - Koninklijke Nederlandse**

Mr Roger Davids

Mr Erik Poel

**NGR - Nigeria Tennis Federation**

Mr Ifedayo Akindoju

**NZL - Tennis New Zealand**

Ms Julie Paterson

Ms Terri-Ann Scorer

**OMA - Oman Tennis Association**

Mr Khalid Al Adi

**PAK - Pakistan Tennis Federation**

Mr Salim Saifullah

**PAN - Federaci3n Panameña de Tenis**

Dr Jorge Arrue

**PAR - Asociaci3n Paraguaya de Tenis**

Mr Julio Ferrari

**PER - Federaci3n Deportiva Peruana de Tenis**

Mr Mario Monroy

**POL - Polski Zwiasek Tenisowy**

Mr Dariusz Saletra

**POR - Federaç3o Portuguesa de Tenis**

Mr Vasco Costa

Mr Joao Santos

**QAT - Qatar Tennis Federation**

Mr Saad Saleh Al Mohannadi

Mr Tareq Darwish

**ROU - Federatia Romana de Tennis**

Mr Razvan Itu

**RSA - Tennis South Africa**

Mr Gavin Crookes

**RUS - Russian Tennis Federation**

Ms Lidia Leonyuk

Mr Maxim Kozin

**RWA - Federation Rwandaise de Tennis**

Mr Gavin Crookes

**SEN - F3d3ration Senegalaise de Tennis**

Mr Baidy Dieng

Mr Issa Mboup

**SEY - Seychelles Tennis Association**

Ms Peggy Chang-Tave

Mr Fatime Kante

**SGP - Singapore Tennis Association**

Mr Wilson Tay

Mr Gilbert Ng

**SLO - Slovene Tennis Association**

Mr Gregor Krusic

**SRB - Serbia Tennis Federation**

Mr Dusan Orlandic

**SRI - Sri Lanka Tennis Association**

Mr Iqbal Bin Issack

Mr Suresh Subramaniam

**SUI - Swiss Tennis**

Mrs Christiane Jolissaint

Mrs Ruth Brigitta Wipfli Steinegger

**SVK - Slovak Tennis Association**

Mr Lubomir Palenik

**SWE - The Swedish Tennis Association**

Mrs Åsa Hedin

Mr Christer Sjöo

**SYR - Syrian Arab Tennis Federation**

Miss Fadia Elias

Mr Wassim Zinnia

**TKM - Turkmenistan Tennis Association**

Mr Eziz Dovletov

Mr Emirmaksat Dovletov

**TPE - Chinese Taipei Tennis Association**

Mr Yuhsuan Chan

Mr Ching-Hsin Kuo

**TUN - Fédération Tunisienne de Tennis**

Mr Ben Lakhdhar Heykel

**TUR - Turkiye Tenis Federasyonu**

Mr Bulent Necimoglu

Mrs Ayda Uluc

**UAE - Tennis Emirates**

Mr Naser Almarzooqi

**UGA - Uganda Tennis Association**

Mr Cedric Ndilima

**UKR - Ukrainian Tennis Federation**

Mr Evgeniy Zukin

**URU - Asociación Uruguaya de Tenis**

Mr Ruben Marturet

**USA - United States Tennis Association**

Mr Brian Hainline

Mr Mike McNulty

**UZB - Uzbekistan Tennis Federation**

Miss Iroda Tulyaganova

**VIE - Vietnam Tennis Federation**

Mr Vu Trinh Long

**YEM - Yemen Tennis Federation**

Mr Nabil Mahdi

**ZIM - Tennis Zimbabwe**

Mr Biggie Magarira

**CLASS C MEMBER NATIONAL ASSOCIATIONS (without voting rights) represented by:****ARU - Aruba Lawn Tennis Bond**

Mr Ivan Ng

**ASA - American Samoa Tennis Association**

Ms Florence Wasko

**BHU - Bhutan Tennis Federation**

Mr Palden Dorji

Mr Tshering Namgay

**BIZ - Belize Tennis Association**

Mr Samira Musa Pott

**COD - Fédération Congolaise****Démocratique de Lawn Tennis**

Mr Georges Koshi Gimeya

Mr Franck Nyimilongo Pieme

**COK - Tennis Cook Islands**

Ms Davina Hosking-Ashford

**COM - Comores Tennis Federation**

Mr Zayya Mahamoud

**FIJ - Tennis Fiji**

Mr Richard Breen

**GUY - Guyana Lawn Tennis Association**

Ms Cristy Campbell

Mr Nigel Niles

**HAI - Fédération Haitienne de Tennis**

Mr Franck Alain Bauduy

**IVB - British Virgin Islands LTA**

Ms Carol Matthew Mitchell

**MTN - Fédération Mauritanienne de Tennis**

Mr Lemine Lemrabott

**NEP - Nepal Tennis Association**

Mr Manohar Das Mool

**NRU - Nauru Tennis Association**

Mr John Tannang

**PNG - Papua New Guinea Lawn Tennis Association**

Mrs Barbara Stubbings

**SAM -Tennis Samoa Inc**

Ms Yvonne Carruthers

Mr Tagifano So'onolole-Sam Chong

**SKN - St Kitts Lawn Tennis Association**

Mr Watkins Chiverton

**SLE - Sierra Leone LawnTennis Association**

Mr Kenneth Gabbidon

**SOM - The Somali Tennis Association**

Mr Saad Gedi

**SWZ - Eswatini National Tennis Association**

Mr Maxwell Jele

**TAH - Fédération Tahitienne de Tennis**

Mr Wilfred Sacault

**TGA - Tonga Tennis Association**

Mr Amanaki Fakakovikaetau

**VAN - Fédération de Tennis de Vanuatu**

Mr Cyrille Mainguy

**REGIONAL ASSOCIATIONS****ATF - Asian Tennis Federation**

Mr Kitsombat Euammongkol

Mrs Manpreet Kandhari

**CAT - Confederation of African Tennis**

Mr Hichem Riani

Mr Tarak Cherif

**COTECC - Confederación de Tenis de Centroamerica y El Caribe**

Mr Miguel Irigoyen

Mr Persio Maldonado

**OTF - Oceania Tennis Federation**

Mr David Smith

Mr Bruce Osborne

**TE - Tennis Europe**

Mr Thomas Hammerl

Mr Ivo Kaderka

## FOUNDATION MEMBER

### Sport Group

Mr Scott Windus

## RECOGNISED ORGANISATION

### Centenary Tennis Clubs

Ms Berta Tintore

## ITF STAFF

Miss Justine Albert	Executive Director - Major Events
Mr Dominic Anghileri	Senior Executive Director – Finance & Administration
Mrs Heather Bowler	Senior Executive Director - Communications
Mr Kris Dent	Senior Executive Director - Professional Tennis
Mr Kelly Fairweather	Chief Operating Officer
Ms Hannah McLean	Executive Director - Legal Services
Dr Stuart Miller	Senior Executive Director - Development & Integrity
Miss Jackie Nesbitt	Senior Executive Director – Tours & Player Pathway
Ms Jane O'Sullivan	Head of HR
Mr Mat Pemble	Executive Director - IT
Mr Luca Santilli	Executive Director - Development
Mr Tim Stemp	Executive Director - Commercial
Dr Miguel Crespo	Head of Coach Education
Ms Deborah Kirkwood	Head of Performance & Events
Mr Andrew Moss	Head of WTT, Strategy and Pathway
Miss Laura Bewick	Coordinator, Corporate Communications
Mr Gary Bye	Safeguarding Manager
Mr Vitor Cabral	Development Officer
Mr Paul Lifton	Lead Project Manager - WTN
Miss Mairi Davies	AGM Organising Team
Mr Juan Escobar	AGM Organising Team
Miss Vicki Fecci	AGM Organising Team
Ms Jane Fraser	Executive Assistant to the President
Ms Silvia Guijarro Gonzalez	AGM Organising Team
Mr James McGurran	International Relations Manager

## EXTERNAL STAFF

Mr Daniel Clare	Technician
Mr Nick Heidrick	Technician
Mr Kyle Schamel	Technician
Mr Tom Whitehouse	Technician
Mr Daniel Dockery	Voting Technician
Mr Alexander Hampshire	Voting Technician
Mr Paul Zimmer	ITF Photographer

## ITF CONFERENCE – 3 DECEMBER 2021

### OPENING REMARKS

The President opened the morning session at 08:30 GMT and thanked the delegates for attending. The President expressed his gratitude that the meeting could once again be held in-person as part of a hybrid meeting. The President commended members implementation of the theme from the 2020 AGM which was 'Anticipate, Adapt and Lead'. The President thanked everyone for their hard work in bringing about the return to tennis. It was noted that participation in tennis grew by 4.5% in 2021.

The President announced the theme for 2021 as being: 'Stronger, Smarter, Together'. He went on to specify the priorities for 2022/2023 as:

1. Participation - increasing participation through initiatives such as the ITF World Tennis Number (WTN), ITF Academy and the ITF Global Development Strategy, with a goal of increasing player numbers worldwide by 30 million by 2030 (30 by 30).
2. Governance reforms - the ITF will conduct an extensive consultation process in order to bring proposed governance changes to the 2022 AGM. The ITF has formed an alliance with UN Women and signed up to deliver on measurable KPIs to make lasting change in the sport of tennis and improve gender parity.
3. Major Event/Tour Implementation – to deliver greater exposure and raise the profile of tennis;
4. Digital Transformation – including initiatives and investments such as: WTN, IPIN, customer data platform, e-sports, baseline management, Connected Court, which will all drive engagement and visibility in the sport.
5. Stakeholder Engagement - MoUs established between the ITF and Regional Associations to ensure alignment and collaboration for the betterment of the sport. Furthermore, the seven major stakeholders in tennis have created a strategic project called T7 to provide for collaboration between its members on areas of common interest.
6. Revenue Generation - with an objective to maximise income, the ITF will focus on areas where digital assets provide funding to grow tennis in a sustainable manner, The ITF continues to attract investment in its projects and properties.

The President informed the Meeting that his position as President and Chief Executive Officer will be separated from 1 January 2022. From January 1<sup>st</sup> Mr Haggerty will continue as President and Mr Kelly Fairweather will be promoted to Chief Executive Officer.

In his conclusion, the President observed that 30% of countries have still not returned to tennis competition due to the Covid 19 pandemic. He noted that 2022 would continue to be affected by the pandemic but that the Board had ensured that there were sufficient financial reserves to allow the ITF to support and service ITF member nations.

### 2022 STRATEGIC INITIATIVES – GLOBAL SPORTS TRANSFORMATION

Mr Fairweather gave a presentation on global transformation, highlighting environment, social and governance (ESG) as gaining importance in the sports industry. Mr Fairweather noted ESG as a trend identified by PriceWaterhouse Cooper's (PWC) Sports Survey 2021 as key market forces affecting the sports industry. According to PWC, "growing expectations for sports' role in society" is an emerging trend. Athletes have become more vocal on social issues and are prepared to give their voice to a range of issues such as racial and gender equality, mental health and child poverty. Fans, commercial partners and investors demand more transparency and commitment from our societal policies.

Sports bodies need to show their sense of purpose and reflect the public's concerns for environmental issues, healthy living and social equality. Social and environmental sustainability must be an integral part of all ITF strategies if it is to resonate with fans, particularly young fans.



With respect to the social aspect of ESG, Mr Fairweather observed that the ITF has introduced the diversity and inclusion programme 'Advantage All' which focuses on gender equality. Against a backdrop of rising participation in and interest for women's sports, the ITF are committed to ensuring that tennis is an 'equal advantage sport', on and off the court. In collaboration with the National and Regional Associations, some of the ITF's ambitious goals have already been achieved.

The ITF will build on its gender equality work with a wider strategy around equality, diversity and inclusion (ED&I), by promoting its importance for the ITF and its members across all areas of ITF operations.

The Board has approved the ITF to begin work on an environmental and sustainability strategy in collaboration with AW Green Tech (AWGT), an experienced company that specialises in supporting organisations to employ effective carbon management solutions. Over the next six months AWGT will assist the ITF in developing a strategy and aligning with UN Sports for Climate Action, with the goal of making meaningful changes for the benefit of the ITF and its members.

## **Governance**

The ITF have taken great strides in making itself as open and transparent as possible, and it has introduced robust governance procedures as part of its commitment to integrity, which is one of the key pillars of ITF 2024.

Mr Fairweather informed the Meeting that Jack Graham would cover the proposed governance changes in further detail at the AGM.

Mr Fairweather went on to explain another key trend identified in the PWC report, which is the "transforming media landscape". He identified a key takeaway from the report being younger fans increased engagement with digital platforms. With young fans being 'digital first', the ITF must be innovative in how it presents its valuable sports content on new platforms and channels.

Mr Fairweather identified the growing e-sports audience as a major new audience with significant revenue opportunities. In 2021, the ITF collaborated with Tennis Clash on a virtual Billie Jean King Cup tournament that was held alongside the play-offs and finals. The ITF have hired a staff member with e-sports expertise to oversee its commercial development, and are working with PWC Sports Consulting to produce an e-sports strategy.

Mr Fairweather concluded by informing the Meeting that the Board had approved the next phase of the ITF digital strategy.

## **Digital Transformation**

Mat Pemble, Executive Director - IT, thanked Mr Fairweather and gave an overview of the ITF's plans for Digital Transformation.

With fans now having much more choice and control over how they engage with sports content and their expectations to be able to access services and information that they need online via digital channels, the ITF must ensure that it can engage the next generation of tennis players and fans.

A primary aim of the ITF's Digital Transformation Strategy is to use digital channels to extend its reach more widely across tennis and engage directly with audiences, especially with those the ITF currently have little or no interaction with. This will help the ITF grow interest in tennis, increase participation, and open up new commercial and revenue generating opportunities.

Using digital technology, the ITF needs to shift its business model to include a more focused direct-to-consumer approach.

The ITF are investing in and building new digital services to help achieve this goal, such as new, more interactive websites for Davis Cup and Billie Jean King Cup, the ITF Academy, Connected Court and the ITF World Tennis Number.

Using a new Customer Data Platform, the ITF will be able to gain detailed insight into who its consumers are and how they are using our services. This data will allow the ITF to make changes where necessary to improve its services, to personalise the experience of its consumers, and to communicate with them directly, thereby improving engagement and growing its audiences.

### **Connected Court**

Executive Director, Commercial, Tim Stemp gave a presentation on the Connected Court project (“CCP”).

Mr Stemp observed that the digital transformation project embodies the ITF’s approach to work smarter, together for tennis to be stronger. The project aspires to elevate the ITF World Tennis Tour (“WTT”) by providing live and archival streams of WTT matches and thereby increase the commercial value of the WTT for players, hosts and commercial partners. The potential project aims to launch in the second quarter of 2022 once suppliers and terms are agreed.

Mr Stemp summarised the CCP as the ITF working together with partners to establish fixed and remote cameras to WTT match courts, producing up to 40,000 match streams per year. Content will be distributed via the ITF platform and available domestically to host nations free of charge.

The CCP will allow athletes to share their clips either as live, archival or highlights on social media thereby increasing visibility for the athlete’s sponsors as well as those of the WTT itself. Furthermore, athletes and coaches will be able to evaluate their performances.

National Associations will be able to promote their tournaments using match footage from the CCP and crucially, it allows the tournament organiser to sell a domestic rights package without incurring production costs. The project is seen to benefit all stakeholders in the WTT.

### **SAFEGUARDING**

Senior Executive Director of Integrity, Stuart Miller, summarised the ITF safeguarding programme as a robust regulatory framework which will deliver education and training, and manage safeguarding cases as they arise.

Safeguarding Manager, Gary Bye, then presented in further detail on the Safeguarding initiatives of the ITF.

Mr Bye informed the Meeting that since May 2019, the ITF has received reports involving allegations of sexual grooming and online abuse, serious sexual assault, physical abuse, neglect or situations where trust has been breached, leading to participants suffering emotional or physical harm.

Mr Bye acknowledged that the ITF were aware that National Associations have also received similar reports in their own jurisdictions.

In recognition of its duty of care as an International Federation, the ITF is developing and embedding safeguarding into all its activities and especially its engagement with those termed ‘vulnerable groups’ such as children, being anyone under the age of 18, or those adults with additional needs through disability, while also recognising that other adults in tennis could require support at any time. After a period of review, in January 2021, the ITF introduced new safeguarding policies to promote safe and inclusive tennis environments, prevent all forms of harassment or abuse and protect participants so that they can enjoy tennis at all levels of the game.

The ITF Welfare Policy was updated, and the definition of a Covered Person was widened so that all those who participate in tennis are afforded the same level of protection in ITF tennis activities.

Safeguarding is now a key component that runs through the ITF 2024 Strategy and is essential to the ITF's ambition of "Delivering tennis for future generations".

Mr Bye observed in order to promote the welfare of all participants, the ITF must:

- implement measures to prevent harm by identifying potential risks to safety caused by people, environments or activities;
- be vigilant and protect participants from harassment, abuse and exploitation, including sexual violence; understanding that there will be people who try to gain access through positions of trust in tennis, to commit acts of abuse;
- encourage working in open environments and setting professional boundaries; and
- ensure alignment of our safeguarding initiatives with international and national legislation.

The ITF and other tennis governing bodies all have a duty of care to safeguard children and adults in tennis. The ITF encourages all Regional and National Associations, together with other key stakeholders across the sport, to join the ITF in developing and facilitating safeguarding measures in tennis.

Mr Bye observed that safeguarding, player welfare and high-performance development must go hand in hand. If the ITF provides safe and inclusive tennis programmes with the correct levels of support and life skills, players will be less vulnerable to damaging outside social influences such as corruption or financial abuse, online abuse through social media, grooming behaviours and sexual exploitation.

The best players will keep returning to tournament venues where they feel safe and can concentrate on playing the game at the highest level they can achieve.

The ITF will seek to consult and engage with players wherever it can through its projects, programmes and Tours, but also through dedicated player panels, to ensure an appropriate support network is in place.

### **The ITF Safeguarding Strategy**

As part of the ITF Safeguarding Strategy, the ITF will engage and support National Associations with developing local safeguarding programmes including the provision Safeguarding Standards and training packages.

The ITF will work in close collaboration with all tennis stakeholders, connecting safeguarding with other key initiatives such as the ITF Advantage All Programme, the Tennis Anti-Corruption and Anti-Doping Programmes, to promote tennis as a safe sport.

Mr Bye observed that the ITF rejects all forms of harassment and abuse and is committed to keeping the game safe by working with judicial authorities to investigate, sanction and if necessary, permanently exclude people who violate safeguarding policies, from tennis. The ITF will use disciplinary processes and/or reciprocate sanctions imposed by other tennis governing bodies therefore information sharing and collaboration is vital.

Mr Bye concluded by stating that the ITF calls all Regional and National Associations to action on safeguarding and requests the members to commit a pledge to safeguarding for all tennis participants in their respective jurisdictions by:

- Building robust regulatory frameworks to take positive action.
- Promoting safe and inclusive tennis environments.
- Preventing risk of harm from all harassment and abuse.

- Protecting players and participants with clear reporting mechanisms.
- Working with the ITF to keep tennis safe!

A delegate asked if there were different safeguarding measures between youth and adults. Mr Miller answered the question by confirming that the ITF has separate policies for junior and adult participants.

## **DEVELOPMENT**

Mr Luca Santilli, Executive Director – Development, presented on the ITF Development Strategy, observing that from 2017, the ITF has emphasized the importance of working together in close collaboration with the Regional and National Associations.

### **New Digital Technology to Grow the Sport**

Mr Santilli observed that the ITF are delivering new products and platforms on a global scale, which are digital, data and value led. The ITF's investment in digital technology provides significant savings for the ITF member nations who can adopt the digital products and platforms developed by the ITF.

Mr Santilli noted that the ITF digital educational platform ITF Academy was shortlisted for the Sport Technology Award ceremony earlier in May and the ITF have seen significant uptake and adoption from National Associations for both the ITF Academy and the ITF World Tennis Number.

### **2021/2024 Development Strategy**

Following feedback from over 170 National Associations the ITF have updated the Strategy and its priorities which had been approved by the ITF Development Advisors. The ITF Stakeholder Engagement Taskforce provided guidance on the alignment of the Strategy with Regional Associations.

Mr Santilli informed the Meeting that the ITF have set a very ambitious goal of growing participation from 87 to 120 million players by 2030. The ITF call this project "30 by 30" and the roll-out of the ITF World Tennis Number, a game-changing digital project, is instrumental in achieving this goal. He described a variety of other ITF projects that support the ITF Participation Pathway.

### **2016 - 2022 Budget**

Mr Santilli observed that the ITF are the only international organisation that currently invests millions of dollars into tennis development worldwide. The total investment in Development since 1986 stands at \$141m with \$85m coming from the ITF and over \$56m from the Grand Slam Development Fund (GDSF). By the end of 2021 this investment will be close to \$150m. Since 2016, spending in Development has more than doubled. The ITF are innovating and transforming tennis development worldwide to ensure the long-term health of the sport.

### **ITF & GDSF Budget**

Mr Santilli noted the key sources of the Development budget for 2022 as being \$8.2m invested from the ITF and \$3m from the Grand Slam tournaments for a total budget of \$11.2m. he further noted that all of the Grand Slam Development Fund sum is spent directly on projects as all administration costs are borne by the ITF.

The strategic priorities for the 2022 Development budget are to support the return to tennis by ensuring the return of all regional team and individual events and to invest in participation with a focus on the WTN and the Junior Tennis Initiative which supports 140 nations.

The ITF subscription rebate programme gives value to the ITF's annual membership by giving back \$3500k to each ITF Class B 1 share nation to choose from one or more projects from the development programmes.

Spending on the *Events* and *Performance* areas accounts for over 50% of the 2022 Development budget and Mr Santilli noted that the entire GSDF portion of the budget is invested in these two important areas.

*The Education and Participation* areas include the ITF Academy and the ITF World Tennis Number digital projects.

Mr Santilli observed that over the past four years, close to \$2m has been awarded to 48 National Associations to build, expand and refurbish their tennis facilities. The ITF have maintained significant investment in this area and will be launching a new facility and toolkit programme in 2022 to assist National Associations in applying for funds from government and private sponsors. The *Administration & Resource* areas include the Regional Associations administration grants, the ITF Development Officers project and costs for communication & promotion, staff travel, Development Advisors and the Coaches Commission.

Mr Santilli observed that the Grand Slam Development Fund had been in place for more than 35 years to increase competitive opportunities and support talented players from developing tennis regions. During the past four years, the fund has directly supported 112 National Associations and has helped create countless champions. He informed the Meeting that the Grand Slam Player Grant recipients Ons Jabeur, Hubert Hurkacz and Casper Ruud had all recently broken into the top 10 players in the world.

### **ITF World Participation Conference**

The 2021 ITF World Participation Conference was hosted virtually in July 2021 focusing on the topic of 'innovating to drive participation in sport'. 466 delegates from 142 nations, the International Olympic Committee, nine International Federations including FIFA and other sports industry representatives were in attendance to hear from 33 speakers. The ITF provided ten sessions across the three day event.

### **ITF Global Tennis Report**

The second edition of the ITF Global Tennis Report was published in August. The report provided an in-depth look at data from 41 select nations and provided the ITF with knowledge and insight to drive and inform its strategy to grow the game. The data also allows the ITF to track its progress towards its long-term objective of growing the total playing population.

Mr Santilli informed the Meeting that despite the significant disruption to sport cause by the Covid-19 pandemic, tennis was seeing an increase in tennis activities and equipment sales. The ITF will continue to work closely with a research team from Victoria University in Australia, to present detailed perspective on participation and performance for the 41 surveyed nations.

Mr Santilli summarised to the Meeting that:

- There are well over 87 million tennis players that have played tennis at least once in 2020, with 95% of these players coming from 16 nations -
- The number of tennis clubs, both 'affiliated' and 'non-affiliated' to National Associations increased significantly to over 115k with 90% of these found in 13 nations.
- The total number of tennis courts around the world, both indoor and outdoor is well over 570k with 17 nations contributing 90% of these courts. Interestingly over 90% of tennis courts are in 3 regions: North America, Europe and Asia
- The number of tennis coaches who are National Association certified is close to 150 000 nearly 7% more than in 2018, with 90% of these coaches found in 19 nations. The ITF also

know that 22.3% of the tennis coaches are female and this is about a 1% increase from 2018.

Mr Santilli informed the Meeting that the next editions of the Global Tennis Report will be published during the 2024 Olympic year.

Mr Santilli concluded by summarising the ITF's current key digital and participation focus within the Development strategy as being the:

- ITF World Tennis Number;
- ITF Academy;
- ITF Global Tennis Report; and
- ITF World Participation Conference.

Mr Santilli thanked the National and Regional Associations for their aligned efforts with the ITF Development Strategy to grow the sport.

## **ITF Education**

Miguel Crespo, Head of Participation & Education, presented to the Meeting on the ITF Education strategy which is delivered through three main educational resources: the ITF Academy, the ITF eBooks, and the ITF Coaching and Sport Science Review.

### **ITF Academy**

Mr Crespo observed that the ITF Academy is an online educational platform and was officially launched in March 2019. It is an essential tool for continued professional development and evaluating the quality of tennis education worldwide.

The ITF Academy is directed towards coaches, players, parents, and any person interested in increasing their tennis knowledge. The core services and products are divided into National Association membership, the library, education and certification.

The ITF Academy has over 200,000 users from 210 nations and has seen a significant increase in users over the past two years.

The ITF World Coaches Conference by BNP Paribas had more than 1750 coaches representing over 150 nations. In 2022, the ITF will be launching a new section for tennis managers and a self-evaluation tool for users. The ITF Regional Coaches Conferences will also be delivered through the ITF Academy.

Mr Crespo provided the Meeting with the following key statistics:

- The ITF Academy has more than 160K anonymous users and more than 40K registered users.
- The library consists of more than 1300 content items and 165 online courses available in 8 languages.
- The ITF have delivered more than 130 blended education programmes over 30 countries;
- 46% of users are female.
- English is the most used language.
- Europe is the region with the most users.
- Mobile is the device preferred by close to 55% of users.

In addition to the courses and resources available on ITF Academy, the ITF eBooks app offers more than 150 publications in 13 languages. Many of these publications, such as the ITF Advanced Coaches Manual, are available for free on mobile and tablet devices for both Android and IOS.

The ITF Coaching and Sport Science Review is the official coaching and sport science publication of the ITF. Since the first edition in 1993, around 800 articles have been published covering a range of topics such as biomechanics, tactics, psychology, physiology, strength and conditioning, business, and more. Articles contain the most up-to-date scientific knowledge, written by experts in the field. The journal, which is published quarterly, is also available in the ITF Academy.

The standards set by the ITF Coaches Commission in the Recognition of Coach Education Systems programme assists National Associations to become self-sufficient in delivering their coaching education. Mr Crespo noted that there are a total of 57 nations which have their coaching education system recognised by the ITF.

Mr Crespo observed that the ITF assists all National Associations who are recognised to receive assistance to keep their status and maintain their self-sufficiency. He further noted that the ITF assists those nations that do not yet have recognised coaching education systems with the implementation of programmes by sending tutors, training local tutors, providing resources and delivering the courses at all levels, with the goal of assisting those nations to become self-sufficient.

### **ITF WORLD TENNIS NUMBER**

Paul Lifton, Lead Project Manager – WTN, presented on the ITF World Tennis Number.

Mr Lifton noted that in 2021, the ITF was focused on building the algorithm, database and porting data from National Associations. 135 National Associations have signed up to take part in the WTN. The ITF have collected more than 15 million match results so far.

Tennis Australia have worked alongside the ITF on a pilot project to analyse the WTN of their juniors. The British Lawn Tennis Association replaced their British rating with the WTN earlier in October. Tennis Ireland have WTN live numbers, live events and round robins. The Singapore Tennis Association were the first nation to launch and have the WTN hosted on their website. More National Associations are sharing data and joining the WTN every week.

From Q2 of 2022, the WTN will be used at ITF World Tennis Tour Junior events. Subject to the approval of the ATP and WTA, the WTN may then be used as a method of acceptance in world tennis professional tour tournaments.

The ITF envision a number of positives from adoption of the WTN, including accuracy on player's standard, acceptance based on a globally consistent ranking, regular and consistent calculation, streamlined financial costs and increased sustainability as players will be able to better benchmark themselves based on local competition before travelling to compete against other nations' players. Mr Lifton noted that the ITF has developed new digital tools for National Associations to use and the ITF works closely with National Association technical partner to assist with integration of National Association data into the WTN.

Mr Lifton informed the Meeting that the ITF have established the ITF Digitalisation Grant to help National Associations to begin or finish integration into the WTN. Since its inception, \$400,000 in grants have been awarded to National Associations.

Mr Lifton concluded by running through the various features of the WTN that will benefit National Associations and players, with well over three million players with a WTN by December 2022.

The President opened the floor to questions.

Mr Salim Saifullah (President, Pakistan Tennis Federation) raised the issue of funding with regards to development in poorer nations.

The President responded by acknowledging the joint challenges that all tennis bodies have faced during the Covid-19 pandemic, noting that the Grand Slam nations have committed to invest in the

Development Fund, the highest amount to date, for 2022. The President acknowledged that the ITF would continue to work on increasing funding for development.

Mr Santilli followed by outlining the significant increase in financial commitment by the ITF on development in the last five years, acknowledging that the ITF had to take care that it used those funds in the most efficient and effective manner.

Mr Santilli responded to a question from Mr Persio Maldonado (President] of COTECC) confirming that while it was ambitious, the ITF was optimistic that it would achieve the goal of '30 by 30' with the support of the various development projects and initiatives.

Mr Fairweather followed up with regards to streaming of tennis tours, stating that the ITF World Tennis Tour would be the initial focus, followed by the ITF World Tennis Tour Junior.

Mr Suresh Subramaniam (President, Sri Lanka Tennis Association) commented that the ITF should negotiate for greater financial contributions from the Grand Slam nations. The President responded that the point was consistent with Mr Saifullah's earlier comment and the ITF's response.

The President responded to Mr David Samudio Gomez's (President, Federación Colombiana de Tenis) question by summarising the manner in which the Grand Slams distribute prize money with an improved spread of awards. The President went on to state that the ITF intended to provide significant funding to assist nations in returning to professional events, noting that the WTN Project would also benefit these issues.

The President thanked Mr Ivanhoe Cáliz's (President, Federación Hondureña de Tenis) for his comments and support on the ITF World Tennis Number.

The President responded to a question from Mr Carlos Ricardo Gonzalez Lopez de Lara (Chairman of Federacion Mexicana de Tenis) by informing him that the Davis Cup will be addressed later in the programme.

There were no further questions.

## **STAKEHOLDER ENGAGEMENT**

The President introduced Roger Davids, Chair of the Stakeholder Engagement Taskforce, to present on Stakeholder Engagement.

Mr Davids began by informing the Meeting of the key stakeholders identified by the Stakeholder Engagement Taskforce in 2019 as being:

1. National Associations.
2. Professional and recreational players.
3. The Tours and Grand Slams, with whom the ITF has formed the T7 group.

In 2020, the ITF extrapolated from its survey of 150 nations that its global priorities should focus on participation, separated into two areas:

- attracting new players to the game; and
- retaining existing players.

Mr Davids acknowledged that many nations also informed the ITF that they wished to play an active role in developing the ITF strategy of the future.

Addressing the future ITF strategy of stakeholder engagement, Mr Davids informed the Meeting that a key objective of the ITF was to align the ITF and Regional Associations' strategies on global



goals such as participation and to set regional objectives on which the ITF and Regional Associations could collaborate.

Mr Davids also acknowledged that each nation has unique ideas, challenges and objectives and invited the nations to assist the ITF in catering to their needs by informing the ITF about what:

- their strategic priorities for tennis are;
- obstacles they face and what do they anticipate as their biggest challenges in future; and
- areas can the ITF strategy support the nations.

Describing the collaboration on strategy as 'co-creation', Mr Davids went on to describe how the ITF would manage the process. Firstly, the ITF would meet with the 6 Regional boards to discuss aligning global and regional strategies. The ITF intends to meet with the Presidents of the 6 Regional Associations on a quarterly basis. A new Memorandum of Understanding shall be introduced to explain how the ITF and Regional Associations will align their strategies. Each Regional Association, supported by the ITF, will lead their member nations through a discussion that covers ITF and regional strategy. Every National Association is given the opportunity to provide feedback on strategic goals and discuss potential new projects for collaboration on a regional level.

Once new goals have been identified by the Regional Associations, the ITF will work together with them to put together global and regional strategies.

Mr Davids summarised four annual milestones as:

1. The ITF to seek and discuss feedback with the Regional Association.
2. The ITF to seek and discuss feedback with the National Associations.
3. These discussions will be shared with the ITF Board and Executive for review.
4. New strategic objectives will be discussed at the ITF AGM ahead of potential implementation.

Mr Davids further stated that the three key goals of the ITF as:

1. Better understanding of ITF Strategy among its National Associations.
2. Aligning with the Regional Association on ITF strategies to be complementary and supportive of each other.
3. Ensuring the National and Regional Associations play a key role in developing and implementing common projects.

Mr Davids asked the members to provide the ITF with feedback on:

1. projects such as digital transformation, World Tennis Number, gender equality and the governance review;
2. Key issues affecting the regions;
3. Key issues affecting the nations; and
4. how ITF projects can better support the needs of the nations.

Mr Davids concluded by reiterating that it was critical for the members to engage with the ITF through stakeholder engagement to ensure successful strategy and implementation of the global objective to increase participation in tennis by 30 million by 2030.

The President adjourned the Meeting for the lunch break.

## **MAJOR EVENTS**

Following the lunch break, Kelly Fairweather presented on Major Events. Mr Fairweather observed that 2020 was a year focussed on dealing with events being postponed or cancelled. He acknowledged that the focus of the ITF in 2021 was to ensure that the 1,000 plus annual events hosted by the ITF could be staged safely again. 2021 saw the 32nd Olympiad & the 16<sup>th</sup> edition of the Paralympic Games successfully staged, with both events serving as a powerful symbol of overcoming challenges and adversity.

### **Billie Jean King Cup**

Mr Fairweather further explained that 2021 was also a hugely significant year for the ITF's flagship women's team competition, the Billie Jean King Cup, which held its inaugural event in 1963 (formerly named the Fed Cup) and which created a platform for tennis' leading female athletes. Acknowledging Ms Billie Jean King, who won the first Fed Cup in 1963, continued to win seven more times as captain and player, was a founder of women's professional tour and an icon in the sport of tennis. Mr Fairweather considered that there was no person who has done more to advance the cause of women's equality in tennis than Billie Jean King and there was no finer person to re-name the Fed Cup after.

The renaming of the Fed Cup to the Billie Jean King Cup and the introduction of increased revenue distributions to players and nations, has been a huge success for the ITF and has attracted wide support from players and teams, created considerable media interest and helped secure new commercial partnerships.

### **Partnerships**

Mr Fairweather explained that a key measure the ITF strategy for the Billie Jean King Cup has been its commercial success. The ITF welcomed a number of new partnerships in 2021, including: the launch of an online Virtual Billie Jean King Cup competition, new technology for teams provided by innovation partner Microsoft and high-profile sponsorship agreements with Magellan and ICP. The success of the Billie Jean King Cup was further showcased by the inaugural finals week held in Prague last month with ITF host partner, the Czech Tennis Association (CTA). The ITF and CTA collaborated to put on the event in just under ten weeks, receiving very positive feedback from the participating players and their nations and attracted huge interest from fans in venue as well as globally online and from those watching at home. Mr Fairweather noted that the finals were broadcast in 160 territories by over 30 international broadcast networks, delivering a worldwide audience of over 50 million fans.

Mr Fairweather observed that online engagement from fans reached record levels. Engagements for the week totalled 3.7m with over 69m impressions and 10.6m video views during the period. The total audience of followers of ITF channels grew to almost 400 thousand which the ITF will use as a strong platform of global interest for the next edition of the finals event.

Mr Fairweather informed the Meeting that the ITF opened the first stage of the 2022 hosting process in November. The ITF board intends to make a final decision when they meet in February 2022.

Mr Fairweather informed the Meeting that similar to the event held in Prague, the 2022 event will feature 12 teams competing indoors in week 45, the week after the WTA championships. The two finals match courts will contain a minimum capacity of 5,000 and 2,000 respectively. Hotels of high standard for the various stakeholders will be required and the usual level of facilities are expected from the host venue to ensure that teams, players, partners and fans can enjoy another true World Cup of Tennis.

Mr Fairweather concluded by acknowledging the Billie Jean King Cup is the flagship event of the ITF Advantage All programme.

## **ADVANTAGE ALL**

Katrina Adams, Chair of the Billie Jean King Cup Committee and Gender Equality in Tennis Committee, provided an update to the Meeting on Advantage All.

The Advantage All strategy reflects the ITF's commitment to delivering a range of diversity and inclusion initiatives, as part of the ITF 2024 strategic vision.

Since its launch in 2018, the project has focused primarily on gender equality. The ITF ultimately intends to broaden this focus to encompass all under-represented groups. The ITF Equality, Diversity and Inclusion Policy encompasses this commitment.

Ms Adams stated that it is a fundamental human right. Women and girls represent half of the world's population. However, gender inequality persists across all levels of society, in political leadership, in business and in sport.

Tennis is in a stronger position than many other sports when it comes to gender equality. The ITF Global Tennis Report showed that 41% of all tennis participants globally are women and that female tennis players regularly rank in the list of the highest-paid female athletes.

However, there is still a large gender participation gap in coaching, officiating, sport decision-making and at competitive playing levels, all the way from club level to the top of the sport. Ms Adams provided the Meeting with the following statistics:

- Globally, only 1 in 5 coaches are women.
- Women make up just 22% of certified officials.
- Participants in ITF tournaments were 32% Female / 68% Male (2019)
- The number of women in Commission and Committee roles over the past five years has increased from 21.3% in 2014 to 33.7% in 2021  
BUT
- There is less than 20% female representation at ITF and Regional Board levels.

The ITF's Advantage All Gender Equality Strategy aims to help empower, inspire and enable women and girls to reach their full potential, both on and off the court. It is essential to the ITF that its members work collaboratively to make a lasting, tangible difference.

### **Advantage All Leadership programme**

In 2021 the ITF launched the Advantage All Leadership programme with funding from the Foundation for Global Sports Development (GSD). Around 120 women who currently sit on Boards, Committees or Commissions have signed up to this programme.

The Advantage All Leadership programme includes webinars, networking opportunities and a mentoring scheme,

The ITF targets are for 30% female representation on the ITF Board by 2024. It currently stands at just under 18%, with 3 out of 17 members. Another goal is for the number of nominations for Board candidates to reach 40% (for the last round of elections it was 14%).

To date, the leadership programme has focused on a 'top down' approach, but we really need a 'bottom up' approach through the collective efforts of all national and regional associations if we are to address gender imbalances at all levels. In 2022, we will continue to develop our regional and national association engagement programme so that we all work together towards this cause.

Ms Adams asked that all nations engage with the Advantage All programme and nominate a Gender Equality contact to act as a conduit for all communications and actions around the topic of gender equality. So far, the ITF has identified 142 contacts from National Associations.

Ms Adams informed the Meeting that the ITF coaching and Officiating Departments have also made concerted efforts to encourage and develop more women in these important off court roles. An ITF Academy short course is also available free of charge, promoting engagement and raising awareness of gender equality.

Ms Adams also asked that all Regional Association Presidents lead by example, by establishing a Regional Gender Equality Taskforce (GET), with a nominated lead individual to lead the region's work to develop a Regional GET strategy and encourage member nations to do so too.. They will also be responsible for cascading central information to the national associations and sharing best practice.

Heather Bowler, Senior Director of Communications continued and highlighted the importance of gender equality by the fact that it is one of the United Nations Sustainable Development Goals (SDG).

Mrs Bowler informed the meeting that the President, Dave Haggerty, had recently been appointed as one of 14 global male United Nations HeForShe Champion. This connection has linked the ITF with the United Nations and committed it to a five year action plan.

Mrs Bowler informed the Meeting of the commitments:

1. encouraging more women and girls to pursue a professional career in tennis - either as a player, an off-court professional or in a leadership role.
2. transforming corporate and social norms by offering equal opportunities and achieving gender equality both on and off the field of play.

The ITF aim is to increase the number of women and girls participating in tennis at the grassroots level and will be measured on a national basis via data collected from the ITF Global Tennis Report.

The 2021 report identified 87 million recreational and professional tennis players worldwide, consisting of 41% women. The ITF aim to close the gender gap to within 5% and achieve at least 48% women and 52% men by 2026. This will form part of the ITF's overall goal to grow the number of people playing tennis to 120 million, and achieve parity, by 2030.

The ITF are launching the Reward and Recognition initiative to recognise and reward those nations and regions who engage with the programme and implement their own gender equality strategies. The initiative will 'shine a light' on those doing great work and entries will be assessed based on the extent to which they have addressed the ITF2024 Advantage All pillars of Empower; Balance; Culture; Value; and Voice with a focus on rewarding measurable outcomes.

The very best applications from each region will be put forward for the 'reward' element of the programme, with three global award winners achieving Gold, Silver or Bronze status.

All winners, including 'best in class' winners from every region will receive publicity and recognition for their achievements, such as specific mention on the ITF website, in ITF publications and may be used in future GET case studies or webinars.

Ms Adams concluded by informing the Meeting that Advantage All is now a global initiative, funded by the Foundation for Global Sports Development and supported by the United Nations through their HeForShe programme.

Ms Adams reiterated the need for global effort, involving all nations and regions, and top-level commitment and leadership, to champion the gender equality cause. In doing so, the Advantage All strategy can go from strength to strength and make a positive impact, not only in terms tennis, but for the future of sport and society generally.

There were no questions.

## **ITF TOUR AND PLAYER PATHWAY**

Jackie Nesbitt, Senior Executive Director – Tours and Player Pathway, began the presentation on ITF Tours and Player Pathway.

Ms Nesbitt informed the Meeting that the recovery of the WTT Juniors was one of the best successes for the ITF in 2021. 574 tournaments took place in 2021 amounting to 88% of pre-pandemic level of 650 tournaments in 2019.

Czech Republic hosted the U14 World Junior Tennis Final for the 22<sup>nd</sup> year, while the U16 Junior Davis Cup Final and Junior Billie Jean King Cup Final that took place in Turkey received 100% positive feedback from the team captains.

Ms Nesbitt informed the Meeting that the ITF expects to increase the number of WTT Juniors tournaments in 2022 to above 2019 levels.

Moving on to the ITF Seniors, Ms Nesbitt noted that tournament numbers were low due to the inherent heightened risks associated with Covid-19. She thanked Croatia and Spain for organising and hosting successful events for the Young Seniors, Seniors and Super Seniors.

Ms Nesbitt informed the Meeting that the ITF held 352 tournaments which amounted to 70% of pre-pandemic level of 502 in 2019. She noted that retention rate from October – December in 2021 is up to 95%. She further informed the Meeting that the ITF expects to increase the number of Senior tournaments in 2022 to above 2019 levels.

Moving on to ITF Beach Tennis, Ms Nesbitt noted that, as the newest tour, it was the hardest hit by the pandemic. Tournament numbers were low throughout the year but improved significantly in Q4 of 2021. She thanked Italy for the World Championship event, and Brazil for the World Cup event. Ms Nesbitt summarised the key goals in 2022 for Beach Tennis as:

- Growing the number of Sand Series tournaments;
- Returning to 2019 tournament numbers;
- Sourcing new host nations and increasing Tour prize money; and
- Applying the World Tennis Number to Junior competitions

With regards to Wheelchair Tennis, Ms Nesbitt informed the Meeting that the ITF tasked a working group, comprised of individuals with medical, tennis or classification expertise, to review the current Classification rules, in particular the eligibility criteria, which must be sport specific, to ensure that athletes who cannot compete in standing tennis have an opportunity to compete in the sport. The final report and recommendations were published in October and will come into effect from 1 January 2022. The new criteria are slightly broadened and by the end of 2022, players will no longer be able to rely on self-assessment of their eligibility to compete. The ITF is encouraging players to engage in the classification process.

Tournament numbers for Wheelchair Tennis were low, however Q4 2021 was significantly improved. The target for tournament numbers in 2022 is to achieve a return to 2019 levels.

Ms Nesbitt thanked the Grand Slams for their support of Wheelchair Tennis and gave a special thanks to the Japan Tennis Association for its role in delivering the Paralympic tennis event and congratulated Shingo Kuneida for winning gold. She also mentioned Diede de Groot and Dylan Allcott who became the only other players, behind Steffi Graf 33 years ago, to claim a Golden Slam (all Grand Slam titles and Olympic gold). She further thanked Portugal and Italy for hosting World Team Cup events and the US Tennis Association for hosting the Singles and Doubles Master.

Ms Nesbitt addressed the importance of the Player Pathway by highlighting the challenges faced in building tournament number back to previous levels. She highlighted the emergence of unofficial

organisers and the threat such operators present to the Pathway and the integrity of the sport, and who are benefitting from the structure and the many support programmes in place without have contributed to their development or on-going cost.

The ITF is providing grants for the WTT to increase tournament numbers and ensure a balanced tournament calendar. The estimated cost of the WTT and WTT Juniors is circa \$60m, for prize money and organisational costs, but excluding support programmes such as safeguarding, integrity, anti-doping, medical services, Covid-19 protocols, officials, educational tools and IT infrastructure.

Ms Nesbitt informed the Meeting that the structure is delivering well for the Tours. The current WTA top 10 includes seven former top ten ITF Juniors; 83 of the WTA top 100 were at one time top 100 ITF Juniors; and 97 of the WTA top 100 came through ITF Player Pathway. She continued to provide other examples of how the ITF junior programmes support player success at WTA level. The ATP top 10 includes four former number one ITF Juniors; 80 of the ATP top 100, were at one time top 100 ITF Juniors; and all of the ATP top 100 came through ITF Player Pathway.

Noting that ATP and WTA rankings shall remain the primary method of acceptance into the WTT tournaments, Ms Nesbitt informed the Meeting that, subject to the Tours approval, the ITF proposes that the World Tennis Number will be incorporated in the acceptance process once all ATP and WTA ranked players have been accepted, one of many benefits of the WTN.

Ms Nesbitt commended the success of ITF men's and women's Player Panels. Players have collectively helped to drive through a number of changes including:

- Increase in ATP ranking points at \$15,000 and \$25,000 tournaments from 2022;
- Increase in ATP Challenger draw sizes; and
- Increase in WTA ranking points at \$25,000 (and higher) tournaments in 2021.

Andrew Moss presented on the WTT calendar, summarising the effects of Covid-19 on the number of events in 2020, the improvements in 2021, and the outlook for 2022.

Mr Moss highlighted to the Meeting that the financial repercussions of Covid-19 had had a significant negative impact on the Player Pathway. To combat this issue, the ITF introduced the Balanced Calendar Fund to incentivise upgrades from \$15,000 to \$25,000 for both men and women (95 tournament upgrades in 2021), and from \$25,000 to \$60,000 for women (11 tournaments). The ITF will continue to provide Balanced Calendar Fund assistance in 2022.

The ITF is projecting approximately 1000 tournaments in 2022 with more M25/W25 events (compared to 2019) and more W60 tournaments, a long-term ambition.

Mr Moss highlighted the need for proportionate tournament numbers at each prize money level and the requirement for a 4:1 ratio whereby nations must stage at least one \$25,000 tournament for every four \$15,000 tournaments organised.

Mr Moss informed the Meeting the data rights dividends have been substantially increased from approximately 33% to 50% (equivalent to prize money), with 80% of the dividend amount paid to National Associations in advance.

Stuart Miller took to the floor to present on integrity, stating that it is of fundamental importance to the ITF and the sport of tennis.

Mr Miller summarised key forms of integrity as:

- A balanced calendar of events with fair opportunities for players from all regions;
- Progression based on ability;
- Doping and corruption free competition; and
- Protection of the health and safety of players and other participants.

Mr Miller then described an array of risks if there is no integrity in the sport.

Mr Miller concluded by highlighting the importance of nations and regions working together with the ITF to ensure that sufficient measures and deterrents are in place to ensure events are held free from corruption.

The President noted that ITF WTT is on track for 205 tournaments in the first quarter of 2022, and that there is a significant threat from unsanctioned events to the pathway structure by undermining the WTT.

The President reiterated the value of the WTN in improving tennis competition, cost reduction, and data analysis. He noted that 135 nations have signed up to the WTN, representing over 75 million players. He observed that the system is subject to high privacy standards and is consistent with EU Data Protection Regulation and UK Data Privacy Act.

The President observed that unsanctioned events lack integrity protection as they do not fit into a coherent and balanced calendar and are not subject to anti-doping, anti-corruption or safeguarding measures. He reminded the members that the ITF Constitution requires all nations to have rules that are equivalent to the ITF Anti-Corruption Program and ITF Anti-Doping Programme in every event that they authorise, organise or sanction. He observed that a failure to comply with those requirements would lead to an investigation which may result in sanctions.

The President asked all members to put integrity first and to take all actions necessary to ensure events are held with integrity.

The President opened the floor to questions.

Mr Moss responded to a question from Mr Persio Maldonado (President, COTECC) regarding professional tennis prize money by observing that there are not enough \$25,000 tournaments. Particularly on the women's side, the ITF has a greater responsibility as the ITF events are equivalent to ATP Challenger events. The goal of the ITF is to close the gap between the number of professional women's event and men's professional events.

Mr Moss responded to two questions put forward by Mr Kamil Patel (President, Mauritius Tennis Federation) firstly by stating that the ranking points on the professional tours will go up along with the 4:1 ratio to reinforce the player pathway. Secondly, regarding additional levels of events, he observed that the ITF are exploring a number of ideas to address the issue. The President responded to the third question regarding the creation of further Grand Slam tournaments by identifying the Davis Cup and Billie Jean King Cup as two prestigious events that are the focus of the ITF in this respect.

The President responded to a question from Mr Julio Ferrari (President, Asociación Paraguaya de Tenis) confirming that the ITF and the WTN is in partnership with the nations and should be supported by the nations. He noted that it is disappointing when National Associations run unsanctioned events or partner with organisations that undermine the integrity of the sport.

Ms Nesbitt responded to a question from Mr Persio Maldonado (President, COTECC) stating that it is the ambition of the ITF to grow the number of local events for juniors and create clear pathways to promote growth in the sport.

There were no further questions.

In his closing remarks, the President identified the core mission of the ITF is to grow and develop the sport of tennis. He thanked the members for the work they do on a daily basis in collaboration with the ITF.

The President closed the day's session.

## **ITF ANNUAL GENERAL MEETING – 4 DECEMBER 2021**

### **OPENING ADDRESS**

The ITF President, David Haggerty, opened the Annual General Meeting at 09:30 GMT. The President thanked the 200+ delegates for tuning in to the previous day's session and then formally opened the 2021 ITF AGM.

The President thanked Miguel Diaz Roman and his team at the RFET for their help in enabling so many delegates join the meeting. The President also acknowledged and thanked Mr Carlos Bravo for his assistance in identifying the venue for the meeting.

The President informed the Meeting that 143 out of 210 Member Nations had registered to attend the hybrid meeting, with 83 attending in-person.

During registration the names and credentials for those delegates empowered to vote on behalf of their National Association had been established, as required under Article 18(e)(i) of the ITF Constitution.

The quorum had also been formally established in accordance with Article 18(b), with the number of Class B members present and online, holding over half the Class B Shares, a total number of 295 out of a possible total of 463 Shares. 23 Class C Nations were also registered and in attendance.

The President acknowledged the presence of ITF Honorary Life President Francesco Ricci Bitti, Honorary Life Vice Presidents Juan Margets and Geoff Pollard and Honorary Life Counsellors, Ismail El Shafei, Lucy Garvin, Alvaro Peña and Stuart Smith.

The President noted that the Board had appointed Hannah McLean, to perform the parliamentary role and assist the President with the smooth running of the meeting. This was agreed by the Meeting.

Cristy Campbell (GUY), Christer Sjöo (SWE) and Dr Raymond Forde (BAR) were nominated to act as scrutineers during the Meeting, and confirmed by unanimous agreement. All three scrutineers were on-site and asked to move to a table set up for oversight of the voting.

The President outlined the voting procedure, and two test votes were performed.

The Minutes of the 2020 AGM were then approved with 100% support.

The Meeting held a moment's silence to honour the members of the tennis family who had passed away during the previous year.

The President presented a video message from International Olympic Committee President, Thomas Bach, to the Meeting. Mr Bach acknowledged the global impact of Covid-19 which led to the unique and historic Tokyo Olympic Games, thanking the ITF and its athletes for their integral contribution to its success. Mr Bach commended the ITF on its work in promoting gender equality, developing virtual sports and sustainable practices, advancing athlete's rights, and its innovation in the delivery of tennis.

### **REVIEW OF THE YEAR**

The President acknowledged a number of events that the ITF had successfully managed as part of the return to tennis. With the cooperation and support of the National and Regional Associations, tennis participation increased by 4.5%.



Noting the ongoing impact of Coronavirus around the world, the President summarised the vision and theme for 2022 as 'Stronger, Smarter, Together'. Together, tennis had been brought back at all levels, from junior to Olympic level events.

The President congratulated the 53 nations that competed at the Tokyo Olympic Games with particular congratulations to the medal winning nations.

The President thanked Ivo Kaderka and the Czech Tennis Association for hosting a spectacular inaugural Billie Jean King Cup event in such short time. The President also thanked Kris Dent, Justine Albert, the ITF Event Operations Team, Katrina Adams and the Billie Jean King Cup Committee who all worked together to deliver the Billie Jean King Cup. The President congratulated the Russian Tennis Federation for winning the Billie Jean King Cup for the fifth time in their history. The President thanked Kosmos for the planning of the Davis Cup Finals in three venues in 2021. He also thanked the Austrian Tennis Federation and the organiser e-motion Group, the Italian Tennis Federation and the RFET for their efforts in organising and hosting the Davis Cup events.

The Meeting was informed that the ITF gender quality commitment, Advantage All, had seen encouraging signs of improvement in regions and nations around the world. The President noted that he had been named to United Nations HeForShe Champion.

The President thanked the nations for the return to tennis in 2020 and 2021. With much work still to do to return to pre-pandemic levels. The President played a video for the Meeting that highlighted the challenges faced over 2020 and 2021.

## **FINANCE & ADMINISTRATION**

The President introduced René Stammbach (Chair of the Finance and Audit Committee) who, along with Dominic Anghileri (Senior Executive Director - Finance and Administration), formally presented the results for 2020 as reported in the Annual Report and Financial Statements of the Consolidated Company, and in the Report by the Chairman of the Finance Committee. These had been circulated with the Agenda.

Mr Anghileri observed that the budget for 2020 was approved by the Board in November 2019 with no knowledge or foresight of the impending crisis caused by the emergence of the Covid-19 pandemic.

The income assumption in the budget showed another step change with Operating Income rising to \$134.8m reflecting the inclusion of the Billie Jean King Cup agreement with the Hungarian Tennis Association and Government which provided the basis for the launch of the new format, and the increase in player prize money to parity with the Davis Cup.

Noting that the Board usually insists on a break-even operating budget, due to business needs and exceptional circumstances, the Board agreed to a small operating budget deficit.

The Board also agreed to the continuation of the program of investment into Strategic projects with new projects having been approved amounting to \$3.3m which, added to \$1.1m of depreciation on project costs capitalised in previous years, totals \$4.4m in the 2020 budget.

The non-operating result, which reflected a conservative assumption of the income generated from the ITF investment portfolios and a small tax charge, was budgeted at \$1.9m and resulted in a planned draw down from reserves of \$3.2m in the year.

Despite this drawdown, Reserves were budgeted to be \$54.5m at the end of 2020.

Due to programmes and events being cancelled or postponed, income fell by almost \$100m, to \$35.6m. Costs were reduced to \$44.7m leaving an operating deficit of \$9.1m.

- the ITF was able to claim for a Research & Development tax rebate of \$0.7m from the UK Government against the World Tennis Number leaving net project costs of \$1.9m for the year.
- by the end of the year the ITF's portfolios outperformed the original budget making a net return of \$4.1m or 7.6%. This offset some of the operating losses and improved the overall result to a deficit of just \$6.9m, only \$3.4m worse than the pre-pandemic budget.
- A further improvement of \$1.5m arose from the revaluation of currency hedges held on the balance sheet at the year end which does not get recognised in the overall result but is credited directly to reserves.
- despite income falling by almost \$100m the impact on Reserves was limited to a fall of only \$2.2m against the pre-pandemic budget and despite the challenges of the Covid-19 pandemic.

Mr Stambach summarised that: an operating deficit from Ongoing Activities was unavoidable but that by the swift actions of the executive team, the Finance Committee and the Board, the deficit was limited to \$9.1m. Net expenditure on Strategic Initiative projects was limited to \$1.9m. The non-operating result of \$4.1m once again showed exceptional investment gains and although the overall deficit for the year was \$3.7m worse than budget at \$6.9m, this was minor considering the global impact of the pandemic and the disruption to tennis worldwide. It also represented a significant improvement from the initial forecast and net assets were \$52.3m at the end of the year, a fall of only \$5.4m, and only \$2.2m worse than originally budgeted.

The Executive team, the Finance & Audit Committee, the Investment Advisory panel, the Board and the Committees of the Board have all contributed to protecting the ITF whilst also supporting the National Associations.

Initiatives to support the nations included the continuation of the Subscription Rebate scheme, the Covid Recovery Grants, maintaining Data Sales payments at 2019 levels and developing projects such as the World Tennis Number, all of which have been achieved within this result.

The reserves of the ITF are underpinned by investment portfolios which, at the end of the year, stood at \$49.4m. Although net returns of \$4.1m were achieved it was necessary to withdraw some cash to support operational cash requirements.

Next, Mr Anghileri reported on the 2021 budget:

The Budget for 2021 was being prepared in the 3rd quarter of 2020 and in an environment of considerable uncertainty, but it was expected that the impact of the pandemic would wane over time. Operating income for 2021 was budgeted at \$98.6m which reflected income for the Davis Cup and the Billie Jean King Cup initially expected in 2020, but also anticipated income from the World Tennis Tour returning to a level much closer to 2019.

Costs increased to \$108.4m, largely reflecting the costs of completing the Davis Cup and the Billie Jean King Cup as well as organising the Olympic Tennis Event and many other costs returning closer to pre-pandemic levels such as Development and Anti-Doping programmes. This resulted in an Operating loss from ongoing activities of \$9.8m.

Project costs were limited to the depreciation on previously capitalised projects and ongoing expenditure on the World Tennis Number project.

The Non-Operating result was very conservatively budgeted at \$1m reflecting previous assumptions that the portfolios were to be reduced by investment falls and withdrawals.

This led to a budgeted loss of \$10.1m for 2021 and \$17m across the 2 years and by the end of 2021 Reserves were anticipated to have fallen to \$42.4m

Mr Stambach followed by stating that the Executive team, Finance & Audit Committee and Board constantly monitored and managed the finances to minimise the impact of the pandemic given the

continuing disruption to activities and income streams. It is important to protect reserves to support the ITF, maintain activities and to pay for vital projects such as the World Tennis Number. Mr Anghileri continued with the 2021 forecast.

Reiterating that the budget for 2021 was prepared at a time of much uncertainty but assumed that both the Davis Cup and Billie Jean King Cup competitions started in 2020, would be concluded in 2021 and all outstanding fees would be received in 2021. The overall result was budgeted to be a deficit of \$10.1m, reducing reserves to \$42.4m by the end of the year.

By the time of the Mid-Year Review much had changed. Most notably the Billie Jean King Cup agreement had been terminated which necessitated reducing Prize Money and Participation Payments but, maintaining parity with the Davis Cup, saw the Operating Deficit increase to \$12.4m. Strategic initiative expenditure increased slightly as the World Tennis Number project required further development costs.

At that time, investment returns were anticipated to outperform budget with an annual return of \$4.2m which allowed the overall result, and consequently reserves, to be broadly in line with the original budget.

The latest forecast reflects a further improvement to the reserves position as costs have been reduced to \$87.5m. Operating costs for the Davis Cup and Billie Jean King Cup, and the Olympics have all been reduced and Development activity has remained slightly suppressed compared to the level envisaged in the Mid-Year Review. As a result, the Operating deficit is now expected to be \$9.7m.

The investment performance has not achieved the anticipated returns, although there is potential to do so by the end of the year. The non-operating result is forecast at the actual level achieved through the end of September. The overall result is now forecast to be a deficit of \$8.3m leaving reserves of \$44.1m at the end of the year, an improvement of \$1.7m.

Mr Stambach followed by summarising that the forecast for 2021 is an operating deficit \$11.5m and \$22.5m over the two years linked by the competition schedule. \$1.8m has been invested in key projects. The non-Operating Surplus of \$3.2m is contributing to forecast Net Assets of \$44.1m at the end of 2021, an improvement on the estimate of \$34.4m at the time of the last AGM.

Mr Anghileri provided an update on the budget for 2022.

The budget process for 2022 used the ITF2024 Strategy Implementation framework to ensure the appropriate allocation of resources across the Strategic Priorities and had been approved by the Board.

The ITF are in the process of finding a new host for the Billie Jean King Cup and whilst there are a number of very constructive conversations with potential hosts, the bid process is intended to conclude end Q12022, so there is as yet no contractual position and for that reason the ITF are unable to show revenues meaning the competition is currently showing a deficit of \$10.0m. The Board has undertaken to review this as and when a new host is secured.

The Davis Cup is set to provide a net contribution of \$11.4m and after other income and expenditure the Operating Result is a deficit of \$9.1m and after a conservative estimate of investment returns, the overall result is a deficit of \$7.5m.

Mr Anghileri noted that as well as anticipating that a new hosting agreement will be in place for the Billie Jean King Cup, the budget for 2022 includes \$4.6m of expenditure on key projects and initiatives that are vital to the future of the ITF: the World Tennis Number, the World Tennis Tour Balanced Calendar project and digital transformation projects including the long overdue replacement of the baseline system.

After careful consideration the Board concluded that this level of deficit is acceptable whilst the ITF seek a new host for the Billie Jean King Cup as, despite the deficit, the ITF are able to maintain reserves of \$36.5m which is above the minimum level of \$30m established by the Board.

The ITF expect to hold \$44.1m of reserves at the end of 2021.

The cumulative effect of expenditure on strategic initiatives from 2017 to 2021 and further expenditure on major projects in 2022, along with the operating deficits from the pandemic, accounts for the decrease in reserves.

The impact on cash reserves could require further withdrawals from the investment portfolio, and some funds have already been liquidated to provide for this. It is important that the ITF continues to maintain a reasonable level of reserves to protect against further risks or uncertainty whilst also allowing the continued delivery of key projects.

Mr Anghileri concluded by stating that the ITF's investment arrangements are overseen by Cambridge Associates, who report to the Finance Committee through an Investment Advisory Panel made up of Investment Industry experts and that the Finance Committee regularly reports to the Board, noting that at the end of 2019, the investment portfolio was valued at \$53.7m during the first half of 2020, the planned drawdown of 4m, combined with impact of Covid-19 pandemic, reduced the value of the portfolio to \$45.1m. Subsequently, investment markets recovered. However, some individual funds were liquidated to generate cash holdings of \$12m.

Mr Stambach thanked Mr Anghileri and his team at the ITF and the other members of the Audit Committee.

The President thanked René Stambach and Dominic Anghileri for their presentation and reminded the Meeting that there was no vote required for the accounts, as per article 14(B) of the ITF Constitution, but that the duly audited statement of accounts for the past financial year could be found in the papers.

*There were no questions. A short break was taken.*

## **GOVERNANCE – PROPOSALS TO AMEND THE CONSTITUTION**

Following a short break, the President then introduced Jack Graham (Chair of the Constitution Committee) who gave a presentation on constitutional and governance matters.

Mr Graham reminded the Meeting of the importance of good governance as being a fundamental building block for an organisation, which:

- helps the ITF navigate the increasingly complex sporting landscape. It ensures collective decision-making based on consultation and breadth of views;
- gives stakeholders access to information, which ensures decision-makers are held to account;
- it ensures that the value of integrity that the ITF places on those on the court, is upheld by those of us off the court; and
- provides a framework for when things go wrong.

Mr Graham reiterated that it was a three-year project with two core areas: corporate structure and changes to the Constitution. Focus so far had been on the corporate structure of the ITF: the rationale for ITF registration in the Bahamas; the governance process for ITF Licencing; and the decision to split the roles of the President and CEO.

Mr Graham noted that ASOIF had rated the ITF as the fourth-best governing body in terms of governance.

The ITF is now focusing on changes to the Constitution to better align with modern governance principles and law, and sporting federation best practice.

The ITF will simplify the Constitution, set consistent governance standards, and ensure consistency in application.

Mr Graham encouraged the members to engage in the consultative process with the ITF and invited the members to inform the ITF how best they could receive information and explanatory material regarding governance reform.

Mr Graham discussed six key areas that would be considered:

1. Making the Constitution clearer, easier to understand and more consistent.
2. National Association membership: the ITF are not proposing to change the share structure or the processes for becoming a member. The changes will be putting all material related to National Association membership in one place; making it easy to understand; revise the minimum standards to ensure they are consistent with contemporary good practice; setting out what happens when there are two bodies that are claiming to be the national association for a country; what happens if a nation's development status reduces over the years, without a corresponding reduction in their share category.
3. Regional associations: the ITF wants to clarify the rights and responsibilities to reflect the important role they have in governing and developing tennis globally, and the alignment between ITF and the Regional Associations that has improved over recent years. The ITF proposes to make the following changes: additions to the roles of the regions; set out the rights that regional associations have, such as attending AGMs; and set out the obligations that regions have in return for affiliated status (similarly to National Association obligations).
4. The Council: The ITF have not identified any major governance issues with the Council's current powers. The changes proposed are: minor additions to the Council's powers to reflect current practice of receipt of reports (e.g. the Ethics Commission), and to grant them the power to confirm the Ethics Commission Chair's appointment; formalise existing procedures regarding meetings such as the parliamentary role and live streaming of the AGM; and to review the eligibility requirements for attending the AGM, as there is currently no obligation that a delegate has a formal involvement in the nation they are representing.
5. The Board: there are no major areas of concern. However, there are some areas of current practice that could be updated to be made clearer or more detailed, including: setting out the legal duties that each director must comply with under Bahaman law; some election process changes based on the proposals of the Election Panel that oversaw the 2019 elections (including late nominations, scrutineers and formalised vetting based on current eligibility criteria); requiring that nations can only nominate candidates for elections if they have participated in both ITF's flagship team competitions, the Davis Cup and the Billie Jean King Cup, for a minimum number of years in order to nominate candidates.
6. Disputes: the proposal is to introduce a deadline for filing legal claims under the arbitration provisions, and to incorporate provisions regarding alternative dispute resolution such as mediation.

Mr Graham observed that the ITF had sent to all nations and regions an online consultation survey requesting their input. The ITF has extended the deadline for responses until the end of 2021. The Constitutional Committee will consider the input from the survey responses and work on a draft constitution which the ITF will consult with its members on. The ITF will submit the final proposed changes to the 2022 AGM for a vote, for the changes to take effect in 2023.

Mr Graham invited the Meeting to ask any questions.

Torgun Smith (President, Guam National Tennis Federation) asked if it would be possible to require that a Board member be from the OTF.

Mr Graham observed that the ITF have considered the issue of representation and consider that there is an opportunity for Oceania to have representation on the ITF Board, noting that Oceania has had a representative for the majority of recent years. The ITF will continue to examine the issue which is complex and multifaceted.

Roger Davids (President, KNLTB) asked with respect to stakeholder engagement, how does the Committee look upon the Regional AGMs.

The President responded that there is the President's Regional Task Force, attending Regional Association AGMs, the ITF is casting a wide net to garner feedback. There are number of different areas and ways that regions and nations can give the ITF their feedback and ideas.

Fatime Kante (President, Seychelles Tennis Association) asked if, with the aim of creating more parity and balance, could the African region have an additional (second) representative on the Board.

The President responded that the challenges that are inherent in ensuring there is balanced representation. The Constitution Committee will continue to look at the composition of the Board which currently has 17 members.

Mr Graham highlighted that the constitution stipulates a minimum representation and does not impose a maximum cap, therefore everyone is free to run to become a Board member.

## **MEMBERSHIP**

The President informed the Meeting that any membership application required a two-thirds majority and changes would take effect from 1 January 2022 and any suspensions would take effect immediately.

### **APPLICATIONS FOR AN INCREASE FROM 5 TO 7 CLASS B SHARES**

**Kazakhstan's** application was **approved** by the Meeting with 85.46% support.

### **APPLICATIONS FOR A DECREASE FROM 3 TO 1 CLASS B SHARES**

**Belarus's** application was **approved** by the Meeting with 94.24% support.

### **APPLICATIONS FOR A TRANSFER FROM CLASS C TO CLASS B MEMBERSHIP**

**Aruba's** application was **approved** by the Meeting with 82.07% support.

**Bhutan's** application was **approved** by the Meeting with 74.01% support.

**Democratic Republic of Congo's** application was **approved** by the Meeting with 76.52% support.

**Haiti's** application was **approved** by the Meeting with 75.69% support.

**Nicaragua's** application was **approved** by the Meeting with 72.73% support.

### **APPLICATIONS FOR CLASS C MEMBERSHIP**

**Bonaire's** application was **approved** by the Meeting with 87.26% support.

**Netherland Antilles'** application was **approved** by the Meeting with 88.20% support.

**Timor Leste's** application was **approved** by the Meeting with 89.58% support.

The following nation were stated as having given their notice of intention to be considered for a transfer from Class C to Class B membership at the 2022 ITF AGM: **Eswatini**

Since the publication of the agenda Lesotho had paid outstanding subscriptions and was therefore no longer at risk of suspension. However, Class C member Liberia, had failed for two successive years to pay subscription fees and therefore the Board proposed with regret that the member be suspended.

## **SUSPENSION**

The Board's proposal to suspend Class C member – **Liberia**, was **approved** by the Meeting with 93.08% support.

## **ANNUAL SUBSCRIPTIONS**

It was announced that the subscription rates for 2022 would be:

Class C Members: \$250  
Class B Members: \$832 plus \$4,968 per share

Inflation for Class B Members is in accordance with the OECD annual inflation measure of 1.4%.

## **AWARDS FOR SERVICES TO THE GAME**

The President introduced the following nominations for awards from National Associations:

Sr Carlos Alberto Caceres Alonzo	HON
Ms Ai lida	JPN
Ms Li Na	CHN
Mr Severin Luethi	SUI
Mr Rafael Nadal Parera	ESP
Sr Colon Nuñez	ECU
Mr Tom Okker	NED
Mr Evgeniy Panteleev	RUS
Ms Celia Patrick	NZL
Ms Helen Roper	BAR

Also included was the Coaches Commission nomination for Ms Anette Deploy (RSA).

The awards were approved by the Meeting with 98.04% support.

The President announced that the awards would be given to representatives of the winners' nations to provide to the recipients.

## **APPOINTMENT OF AUDITORS**

Pricewaterhouse Coopers LLP were appointed as Auditors, with 99.17% approval, for the ITF from 4 December 2021 up to and including the close of the 2022 Annual General Meeting.

## **ANNUAL GENERAL MEETING 2022**

The President announced that the Board has not yet determined where the 2022 conference and AGM will be held. The Board will determine the venue in early 2022 and will notify the members at such time.

## **FUTURE ANNUAL GENERAL MEETINGS**

The President asked any nation interested in hosting a future AGM to contact the ITF office for further details.

## **ANY OTHER BUSINESS**

The President thanked the ITF Board of Directors for their cooperation and support, the Regional Presidents, Committee and Commission Chairs and Members, to the ITF Executives and staff and to all the member nations for what they do every day to develop, grow and promote tennis around the world.

The President noted that the Committees and Commissions' terms come to an end and new appointments will be made in mid-December.

The President gave additional thanks to the ITF staff, and the technical and voting organisations for their work on hosting the AGM.

The 2021 Hybrid ITF AGM was officially closed.