

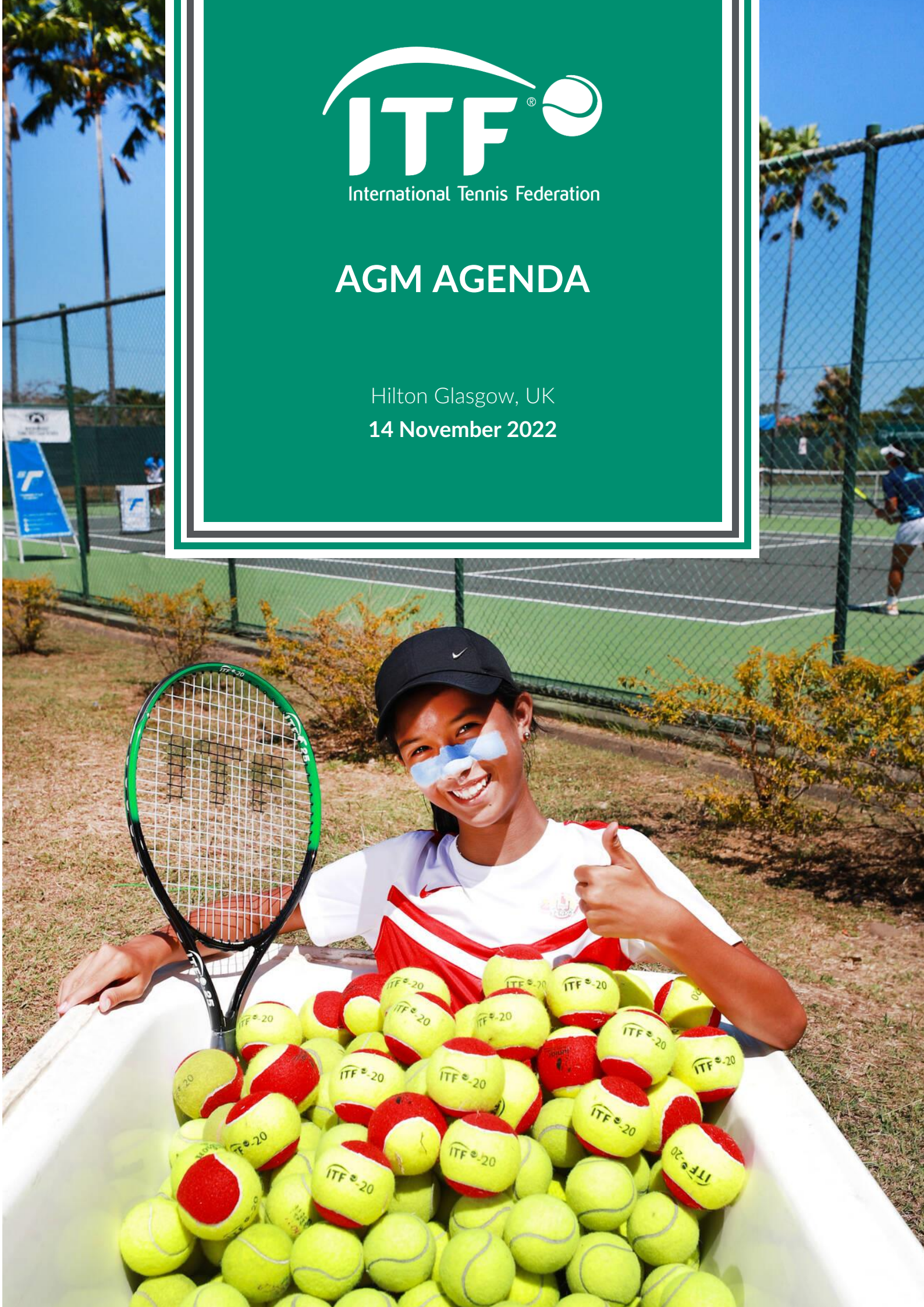


International Tennis Federation

# AGM AGENDA

Hilton Glasgow, UK

14 November 2022



# AGENDA

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# AGENDA

## **1. OPENING ADDRESS FROM THE PRESIDENT**

### **ESTABLISHMENT OF A QUORUM – ARTICLE 18(b)**

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

### **APOLOGIES FOR ABSENCE**

### **APPOINTMENT OF A PARLIAMENTARIAN**

The Board of Directors will appoint a Parliamentarian for the duration of the 2022 Meeting.

### **ELECTION OF SCRUTINEERS – ARTICLE 18(f)**

### **APPROVAL OF THE MINUTES – ARTICLE 14(b)(i)**

To approve the minutes of the previous Annual General Meeting.  
[Click here to access the 2021 AGM Draft Minutes.](#)

To approve the minutes of the previous Extraordinary General Meeting.  
[Click here to access the 2022 EGM Draft Minutes.](#)

### **OBITUARIES**

## 2. FINANCE

### REPORT BY THE CHAIRMAN OF THE FINANCE COMMITTEE TO ALL NATIONAL ASSOCIATIONS ON THE FINANCIAL STATEMENTS FOR 2021

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

The enclosed financial report documents the 2021 result, as detailed in the financial statements which accompany the ITF Annual Report, with comparisons to the 2021 Mid-Year Review, this being the latest 2021 forecast presented to the previous AGM.

This report is provided in conjunction with the [Annual Report and Accounts](#) and the Consolidated Financial Statements, which give further details of the performance as well as other information such as Cash Flow and Balance Sheet. These Financial Statements are published on the ITF website along with supplementary financial information aimed at providing comprehensive information on the financial activities of the ITF as a whole.

In addition to historical information, this financial summary also gives information on the budget for 2022 as approved by the Board in November 2021, the draft Mid-Year Review for 2022, and a preliminary forecast for 2023.

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

#### 2021 RESULTS SUMMARY

The financial result for 2021 reflects the continuation of the financial consequences, with the completion of the Davis Cup and the Billie Jean King Cup competitions postponed in 2020. The revenues from those events, which normally represent a significant proportion of total annual income, were reduced and spread over two years. Despite costs having been cut wherever possible, this led to an unavoidable mismatch between revenues and costs, as many costs are fixed and annual.

As a direct consequence, the 2021 Annual Report and Accounts record a total deficit after taxation of \$5.6m. This is split into an operating deficit of \$8.4m, expenditure on strategic projects of \$1.7m, and a non-operating surplus of \$4.4m. This is an improvement over the 2021 Mid-Year review of \$4.4m highlighting the significant efforts made to limit costs as far as possible, whilst maintaining financial support to National Associations.

Unavoidable Operating losses gave rise to a requirement to draw down from Reserves, compounded by a \$2.3m negative revaluation of cash flow hedges held at the year-end, and led to an overall reduction of reserves of \$7.9m, down to \$44.4m as at the end of 2021.

To have been so severely impacted by the global pandemic and yet for reserves to fall by only \$13.2m over the two years since 2020 is a good result in the challenging environment. This can be attributed to the swift actions taken at the earliest point of recognising the potential impact of the pandemic, and sacrifices made to protect the long-term finances of the ITF.

#### Operating Result

The 2021 operating result before strategic project expenditure improved by \$4.1m, which is further broken down into income reductions of \$1.1m and greater expenditure reductions of \$5.1m.

The net reduction in operating income comprises \$1.1m reduction in Data Sales income, \$0.4m reduction in Receipts from events, both due to continued disruption of ITF World Tennis Tour (which is expected to rise back to pre-pandemic levels for 2022 and beyond) and \$0.9m reduction in the Grand Slam Player Development Programme (fully offset by a reduction in associated expenditure), compensated for by an increase in Olympic revenue of \$1.3m with the IOC revenue distribution matching the previous Olympic Games in Rio.

Expenditure savings were made across all departments, for example there were savings on Covid testing for the Davis Cup and Billie Jean King Cup, World Tennis Tour costs were reduced by \$0.5m and Data Sales distributions reduced by \$0.8m. As referenced above, the Grand Slam Player Development Programme saved \$0.9m which is fully offset against income. In addition to this, the ITF development programme also made savings of \$0.8m.

## **Strategic Expenditure**

Strategic Expenditure represents projects aimed at delivering the objectives of ITF2024 and not considered as ongoing activities. Strategic expenditure totalled \$1.7m in 2021, of which \$0.7m represents the depreciation of previously capitalised IT projects such as the IPIN system upgrade and ITFTennis.com website with a further \$0.3m remaining on the Balance Sheet at the year end. The remaining \$1.0m represents costs of the World Tennis Number Project, a key project which will give our member nations the means to identify players and grow participation levels, while also providing meaningful ratings to recreational and professional players alike.

Spending on the World Tennis Number project allows the ITF to claim a UK Tax benefit which is reported as the \$0.4m tax rebate in the non-operating result.

## **BUDGET FOR THE PERIOD 1 JANUARY TO 31 DECEMBER 2022**

The budget for 2022 is provided in the financial summary reports as presented to the Board in November 2021. The 2022 Mid-Year Review is also provided, which gives a more recent forecast of the 2022 result and is discussed later.

The ITF's stated aim is to budget for a surplus, this was not possible for 2022 despite optimism that activity levels would recover and at the time the budget was prepared operating income rising to \$103.4m for the year.

Income for the 2022 Davis Cup was budgeted at \$32.0m of licence fees plus \$16.0m of Player Prize Money for the Finals. This represents a \$2m increase from the combined 2020/21 competition but is still a reduction compared to the original contract, a concession necessary to support the sustainability of the Davis Cup and our key partner, Kosmos, who was adversely impacted by the effect of Covid-19 on commercial revenues and costs.

Billie Jean King Cup revenues were impacted by the termination of the agreement with Budapest, and only budgeted to recognise \$4m from the hosting fee compared to \$20m in the agreement and is the main reason for the deficit in 2022.

Other income variances compared to 2021 included Data Sales which increased by more than \$5m reflecting the first year of the extended contract. Revenues are now based directly on the number of World Tennis Tour matches rather than a fixed income amount making forecasting less certain. The anticipated return of World Tennis Tour events onto the calendar also accounted for an increase of \$2.0m in Receipts from Events.

Operating Expenditure increases to \$109.2m reflecting Participation Payments and Prize Money for both of the ITF's flagship competitions being paid in the year rather than being spread over two years as in 2020/2021.

Davis Cup Prize Money, Participation Payments and Hosting Grants total \$33.7m and Billie Jean King Cup's total \$14.3m, a combined investment in payments to Players and National Associations of \$48.0m in the year. This expenditure is vital to support our competitions by attracting the top players and providing funding for National Associations to support tennis at all levels up to and including the national teams.

Data Sales expenditure increases to \$10.2m anticipating the largest ever distribution of Data Sales payments after the successful introduction of paying a distribution of 50% of tournament prize money for all tournaments above \$25,000 (of which 80% is payable in advance).

Total expenditure on ITF Development Department programmes increases to \$11.2m, much closer to pre-pandemic levels with projects anticipated to be less affected by the disruption caused by Covid.

All of these increases demonstrate that the ITF remains committed to significant investment in tennis despite the impact of the Covid-19 pandemic on the ability to generate revenues. As a result, strict expenditure controls were planned to remain in place throughout 2022 and the budget was prepared accordingly. Discretionary expenditure has been reduced or removed wherever possible, and other decisions taken to limit expenditure. This allows the commitment to investment to continue whilst limiting the budgeted operating deficit, and therefore a planned drawdown from Reserves, to \$5.8m.

### **Strategic Expenditure**

Strategic expenditure on projects in the 2022 budget includes the remaining \$0.3m of depreciation of the previously incurred capital expenditure on IT projects as well as ongoing expenditure on the ITF World Tennis Number project of \$1.3m and the Balanced Calendar Fund expenditure of \$1.7m, the latter helping nations to hold more tournaments in more countries at higher levels around the world to increase playing opportunities for professional players.

### **2022 Draft Mid-Year Review**

Included within the financial summary is the Draft Mid-Year Review for 2022.

In the 2022 Mid-Year Review, income has reduced by \$4.3m to \$99.2m, and expenditure reduced by \$0.5m to \$108.6m leading to an increase in the Operating Deficit from ongoing activities to \$9.5m. After strategic expenditure on projects, which have decreased by \$0.2m to \$3.0m, this gives a total operating deficit of \$12.5m.

The non-operating and Taxation result is a loss of \$4.9m due to the performance of the investment markets for the first half of 2022, and extraordinary income of \$12.6m is recognised – both issues are discussed in more detail below.

After factoring in the non-operating and extraordinary items, the net deficit for 2022 is forecast to be \$4.9m, a \$2.6m improvement on budget.

### **Operating Income**

The main income variances contributing to the \$4.3m reduction are the reduction in Davis Cup Prize Money funded by Kosmos, which has been reduced from \$16m to \$14m, and the removal of a \$4m hosting fee for the Billie Jean King Cup. The former is completely negated by the corresponding reduction in expenditure, while the latter is partially offset by the host agreeing to pay a significant proportion of costs for the finals that were previously budgeted by the ITF.

On the positive side, Data Sales income has increased, driven by the success of having more tournaments. Once again associated expenditure in the form of Data Sales Distributions to National Associations increases to offset this income variance but represents valuable additional funding being provided to National Associations and Tournaments.



## **Operating Expenditure**

Operating expenditure in the Mid-Year Review decreased by \$0.8m compared to budget. As discussed in the Income section above, \$2m represents the decrease in Davis Cup Prize Money, provided by Kosmos but reported in our management accounts for full transparency.

For the Billie Jean King Cup, the host has borne \$1.3m of costs for the finals which reduces the net impact of not receiving a hosting fee to \$2.7m.

For Data Sales, there is a \$1.8m increase in distributions to nations: payments are at an all-time high of \$11.5m in addition to \$1.5m of funding for the Balanced Calendar project.

## **Non-Operating Result for 2022**

### **Investments**

The budget for 2022 was based on a net return of 3% from the investment portfolios. Unfortunately, markets have not performed well so far in 2022 and the Mid-Year Review reflects the result as at the end of June, being a \$4.9m reduction in value, or negative 12.3% return. We do not extrapolate from this result on the basis that it is unclear how markets will perform for the remainder of the year.

### **Extraordinary Item**

The ITF received \$12.6m in compensation for unpaid host fees and interest arising from the termination of the Billie Jean King Cup Finals agreement with the Hungarian Government and the Hungarian Tennis Association. As this relates to the 2020-21 finals, this cannot contribute to the operating result for 2022 and is instead shown as an extraordinary item.

## **2023 Pre-Budget Exercise**

With some uncertainty remaining at the time the Pre-Budget Exercise was prepared the 2023 forecast presented is not necessarily expected to accurately predict the final outcome of 2023, but to give parameters on which to base decision-making.

Despite challenges faced over the last few years, we have been successful in increasing funding being provided to National Associations to drive our mission and have continued to honour commitments which has required the ITF to drawdown from reserves. At the same time, we continue to deliver strategic projects critical to the future wellbeing and success of the ITF and National Associations.

With that said, the initial 2023 forecast predicts that the ITF will continue to make operating deficits, of \$5.9m in 2023, and continue to invest in the strategic projects of the World Tennis Number and Balanced Calendar Fund to the tune of \$3.0m. After a normal non-operating estimated result of a modest 3% return or \$1.0m, this gives a potential deficit of a \$7.9m for 2023 but this will be addressed in the full budgeting process with the intention of limiting any deficit to the bare minimum.

## **Reserves and Future Outlook**

The Finance Committee and Board have tasked the ITF executives with maintaining the ITF's reserves at a minimum of \$31m and to subsequently increase reserves to \$50m within a reasonable time period. The 2022 Mid-Year Review indicates expected reserves of \$39.6m at the end of the year and the preliminary forecast for 2023 indicates that, unless corrective action is taken, reserves could fall to \$31.7m at the end of 2023, highlighting the importance of financial analysis and planning to remain above the \$31m target and return the ITF to sustainable operating results.

Initial forecasts prepared for 2024 indicate a return to breakeven commencing the process of building back reserves.

The ITF executives, Finance Committee and Board are committed to ensuring the long-term success of the ITF and the ability to deliver Tennis for future generations. While Covid-19 has presented one of the biggest challenges to all sports including the ITF in a generation, the strong financial position in which we entered the pandemic has meant the ITF is expected to be secure and stable enough to overcome the crisis, through to the end of 2023, and to build reserves back up from 2024 onwards while continuing to deliver the strategic priorities of ITF2024 and beyond.

## MID-YEAR REVIEW & ACTUAL 2021, BUDGET AND MID-YEAR REVIEW 2022

### Figures in US\$ '000

SUMMARY	MID-YEAR REVIEW	ACTUAL	VARIANCE TO	BUDGET	MID-YEAR REVIEW	PBE
	2021	2021	MID-YEAR 2021	2022	2022	2023
<b>INCOME</b>	77,646	76,575	(1,071)	103,461	99,183	112,731
<b>EXPENSE</b>	(90,067)	(84,932)	5,135	(109,212)	(108,661)	(118,605)
<b>OPERATING SURPLUS / (DEFICIT) before S.I.s</b>	(12,421)	(8,357)	4,064	(5,751)	(9,478)	(5,874)
<b>STRATEGIC PROJECTS</b>	(1,754)	(1,709)	45	(3,317)	(3,042)	(3,000)
<b>OPERATING SURPLUS / (DEFICIT) after S.I.s</b>	(14,175)	(10,066)	4,109	(9,068)	(12,520)	(8,874)
Investment income (Including interest)	4,190	4,152	(38)	1,645	(4,858)	1,060
Investment management	(160)	(168)	(8)	(220)	(220)	(180)
<b>SURPLUS / (DEFICIT) BEFORE TAXATION</b>	(10,145)	(6,081)	4,063	(7,643)	(17,597)	(7,994)
Less: Taxation (including Hopman Cup)	140	440	300	140	140	140
Plus: Extraordinary item	0	0	0	0	12,577	0
<b>NET SURPLUS / (DEFICIT)</b>	(10,005)	(5,641)	4,363	(7,503)	(4,880)	(7,854)

INCOME	MID-YEAR REVIEW	ACTUAL	VARIANCE TO	BUDGET	MID-YEAR REVIEW	PBE
	2021	2021	MID-YEAR 2021	2022	2022	2023
<b>Davis Cup Licence Fee</b>	29,724	29,724	1	48,000	46,066	51,000
<b>Billie Jean King Cup Hosting Fee</b>	3,000	3,000	0	4,000	0	3,500
<b>Sponsorship Income</b>						
Davis Cup	63	63	1	50	63	63
Billie Jean King Cup	2,260	2,379	119	3,745	3,570	7,300
Olympic	7,507	8,827	1,320	7,818	7,818	7,818
Junior Davis Cup/Billie Jean King Cup	540	540	0	635	590	635
Wheelchair	898	940	42	773	811	773
Hopman Cup	220	250	30	0	0	0
Other Sponsorship	1,773	1,739	(34)	835	840	911
<b>Sub-total</b>	<b>45,983</b>	<b>47,462</b>	<b>1,479</b>	<b>65,856</b>	<b>59,758</b>	<b>71,999</b>
Receipts from Events	4,099	3,665	(434)	5,632	5,815	5,992
TV & Licensing	2,429	2,500	71	3,467	2,691	3,118
Data sales	12,423	11,363	(1,060)	16,800	18,425	19,162
Merchandising	0	0	0	0	0	0
Subscriptions	2,429	2,429	0	2,514	2,499	2,543
Authorisation Fees	952	945	(7)	978	982	1,002
Foundation	116	119	3	143	132	132
Technical	976	1,010	34	918	965	959
Grand Slam Player Development Programme	2,012	1,124	(888)	3,001	3,030	3,005
Wheelchair Silver Fund	56	1	(55)	52	57	54
Development Generation Funding	771	500	(271)	771	771	1,481
Anti-Doping	4,454	4,732	278	0	0	0
iCoach	110	152	42	200	200	0
Olympic Solidarity	245	226	(19)	325	325	0
Sundry	591	347	(244)	2,804	3,534	3,285
<b>TOTAL</b>	<b>77,646</b>	<b>76,575</b>	<b>(1,071)</b>	<b>103,461</b>	<b>99,183</b>	<b>112,731</b>

## MID-YEAR REVIEW & ACTUAL 2021, BUDGET AND MID-YEAR REVIEW 2022

Figures in US\$ '000

EXPENSE	MID-YEAR REVIEW	ACTUAL	VARIANCE TO	BUDGET	MID-YEAR REVIEW	PBE
	2021	2021	MID-YEAR	2022	2022	2023
			2021			
<b>PROFESSIONAL TENNIS</b>						
<b>DAVIS CUP</b>						
Prize money and hosting grants	21,828	21,592	(236)	33,711	32,622	34,608
Davis Cup contractual costs	0	0	0	0	0	2,500
Event expenses	2,112	2,057	(55)	3,131	3,132	3,118
<b>BILLIE JEAN KING CUP</b>						
Prize money and hosting grants	12,980	12,800	(180)	14,325	14,226	15,306
Billie Jean King Cup contractual costs	2,650	2,471	(179)	1,758	889	681
Event expenses	1,856	1,757	(99)	2,849	2,628	2,650
Hopman Cup event expenses	0	31	31	0	126	0
Olympics	1,200	1,015	(185)	13	(46)	42
Men's Tennis	12	26	14	50	37	57
Officiating	733	541	(192)	880	703	880
Women's Tennis	253	109	(144)	364	397	487
Beach Tennis	109	116	6	123	201	197
Juniors Tennis	373	333	(40)	506	453	560
Seniors	323	313	(10)	370	388	406
Wheelchair	1,175	1,030	(145)	1,451	1,301	1,408
Wheelchair Tennis Development Fund	56	1	(55)	52	57	54
Data Sales	6,678	5,839	(839)	10,159	11,888	12,818
ITF Contribution to GS Board	258	281	23	200	262	262
ITF Contribution to Tennis Integrity Unit	2,924	2,446	(478)	1,383	1,245	1,443
Staff Costs	3,126	3,036	(90)	3,734	3,812	3,655
<b>TOTAL ONGOING EXPENDITURE</b>	<b>58,646</b>	<b>55,794</b>	<b>(2,853)</b>	<b>75,059</b>	<b>74,321</b>	<b>81,132</b>
<b>STRATEGIC PROJECTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,741</b>	<b>1,466</b>	<b>1,700</b>
<b>TENNIS DEVELOPMENT</b>						
Development	4,467	3,662	(805)	5,455	4,931	6,631
GPDF	2,012	1,124	(888)	3,001	3,030	3,005
Development Assistance	4	4	1	0	100	0
Subscription Rebate	170	118	(52)	336	312	340
Regional Grants	685	684	(1)	699	699	845
Staff costs	1,280	1,376	96	1,693	1,640	1,656
<b>TOTAL ONGOING EXPENDITURE</b>	<b>8,617</b>	<b>6,968</b>	<b>(1,649)</b>	<b>11,183</b>	<b>10,711</b>	<b>12,477</b>
<b>STRATEGIC PROJECTS</b>	<b>1,044</b>	<b>982</b>	<b>(62)</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>
<b>COMMERCIAL DEPARTMENT</b>						
TV Costs	1,081	1,065	(16)	1,597	1,572	1,553
Commercial	415	348	(67)	600	706	1,406
Marketing & Promotion	137	68	(69)	63	95	84
Merchandising	0	0	0	0	0	0
Staff Costs	854	828	(26)	1,076	1,044	1,212
<b>TOTAL ONGOING EXPENDITURE</b>	<b>2,488</b>	<b>2,309</b>	<b>(179)</b>	<b>3,336</b>	<b>3,416</b>	<b>4,254</b>
<b>STRATEGIC PROJECTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PRESIDENTIAL / COMMUNICATIONS</b>						
Communications	1,237	1,220	(17)	1,371	1,352	1,345
Annual General Meeting	682	511	(171)	746	783	744
Board of Directors	132	70	(62)	269	341	248
Management	481	481	(0)	435	449	497
NA Assistance and Player Grants	550	459	(91)	0	8	0
Staff Costs	2,618	2,479	(139)	3,107	3,027	2,996
<b>TOTAL ONGOING EXPENDITURE</b>	<b>5,701</b>	<b>5,220</b>	<b>(481)</b>	<b>5,929</b>	<b>5,959</b>	<b>5,830</b>
<b>STRATEGIC PROJECTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## MID-YEAR REVIEW & ACTUAL 2021, BUDGET AND MID-YEAR REVIEW 2022

Figures in US\$ '000

EXPENSE (Continued)	MID-YEAR REVIEW 2021	ACTUAL 2021	VARIANCE TO MID-YEAR 2021	BUDGET 2022	MID-YEAR REVIEW 2022	PBE 2023
<b>SCIENCE, TECHNICAL AND INTEGRITY</b>						
Anti Doping	4,827	4,843	16	912	993	990
Technical	55	68	13	79	95	130
Sport Science & Medicine Commission Foundation	13	4	(9)	17	17	0
Constitution	0	0	0	110	110	50
Regulation & Governance	52	35	(17)	138	92	3
Gender Equality in Tennis	771	873	102	645	914	714
Safeguarding	150	69	(81)	150	229	150
Staff costs	47	11	(36)	117	96	116
<b>TOTAL ONGOING EXPENDITURE</b>	<b>1,399</b>	<b>1,188</b>	<b>(211)</b>	<b>1,536</b>	<b>1,727</b>	<b>1,981</b>
<b>STRATEGIC PROJECTS</b>	<b>7,314</b>	<b>7,091</b>	<b>(223)</b>	<b>3,703</b>	<b>4,273</b>	<b>4,134</b>
	0	0	0	0	0	0
<b>FINANCE &amp; ADMINISTRATION</b>						
Administration	45	37	(8)	93	96	90
ICT	1,339	1,568	229	3,081	2,793	3,515
Legal & Professional	217	299	82	176	298	289
Security	262	287	25	240	274	259
Insurance	477	487	10	566	629	609
Finance	3	13	10	5	6	10
Premises	1,182	1,075	(107)	1,383	1,270	1,207
Staff Costs	2,083	2,125	42	2,434	2,628	2,691
Provision for Doubtful debts	0	(1)	(1)	0	0	0
<b>TOTAL ONGOING EXPENDITURE</b>	<b>5,608</b>	<b>5,890</b>	<b>282</b>	<b>7,978</b>	<b>7,995</b>	<b>8,671</b>
<b>STRATEGIC PROJECTS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	1,622	1,530	(92)	2,024	1,830	2,106
<b>DEPRECIATION</b>						
<b>STRATEGIC PROJECT DEPRECIATION</b>	710	727	17	276	276	0
<b>FOREIGN EXCHANGE LOSS</b>	72	130	58	0	156	0
<b>TOTAL EXPENSES</b>	<b>90,067</b>	<b>84,932</b>	<b>(5,135)</b>	<b>109,212</b>	<b>108,661</b>	<b>118,605</b>
<b>STRATEGIC PROJECTS</b>	<b>1,754</b>	<b>1,709</b>	<b>(45)</b>	<b>3,317</b>	<b>3,042</b>	<b>3,000</b>
<b>TOTAL EXPENSES</b>	<b>91,821</b>	<b>86,641</b>	<b>(5,180)</b>	<b>112,529</b>	<b>111,703</b>	<b>121,605</b>

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BALANCE SHEET	MID-YEAR REVIEW 2021	ACTUAL 2021	VARIANCE TO MID-YEAR 2021	BUDGET 2022	MID-YEAR REVIEW 2022	PBE 2023
<b>NET ASSETS</b>						
<b>TOTAL NET ASSETS</b>	<b>42,494</b>	<b>44,432</b>	<b>1,938</b>	<b>36,929</b>	<b>39,551</b>	<b>31,698</b>
<b>RESERVES</b>						
Opening Reserves	52,499	52,327	(172)	44,432	44,432	39,551
Surplus / (deficit) for the year	(10,005)	(5,641)	4,363	(7,503)	(4,880)	(7,854)
Movements in reserves	0	(2,254)	(2,254)	0	0	0
<b>TOTAL RESERVES</b>	<b>42,494</b>	<b>44,432</b>	<b>1,938</b>	<b>36,929</b>	<b>39,551</b>	<b>31,698</b>



### 3. GOVERNANCE

#### RESOLUTION OF THE BOARD OF DIRECTORS – INCORPORATE GENDER REPRESENTATION REQUIREMENTS FOR THE BOARD OF DIRECTORS

[This Resolution requires a **2/3 majority** to pass]

##### Summary

The Board of Directors **recommends** the introduction of a minimum gender representation requirement on the Board of Directors to increase its diversity to improve governance and decision-making, in line with the ITF's *Advantage All* strategy.

The proposal is that in the 2027 elections and beyond, at least **five** of the 17 Board members must be of each gender (that is, four elected positions and one athlete representative).

There is **no proposed change for the 2023** elections.

##### Rationale

The ITF is committed to gender representation in tennis, particularly in leadership. The IOC recommends that international federations should have at least 30% women in leadership positions. The *Advantage All* programme has received strong support from nations, regions and individuals in tennis. ITF has implemented a range of activities that are helping to increase the number of women in tennis leadership, including:

- ITF Advantage All Leadership Programme of over 100 women and involving exclusive webinars with key female leaders, networking sessions, and some mentoring;
- National and Regional Association awareness and engagement to encourage domestic-level gender equality strategies based on a nation or region's own situation, appointment of Gender Equality in Tennis representatives. Some initiatives include the 'I Pledge' campaign on International Women's Day, a Reward and Recognition programme, the appointment of Regional Leads for Gender Equality, and developing Regional Gender Equality Task Forces to champion equality and cascade core ITF initiatives down to a national level;
- Funding for two emerging women in tennis leadership to attend the ASOIF 2022 Women in Leadership course.

However, waiting for change to happen organically could leave the ITF falling behind other international federations and sporting organisations, significantly damaging our well-earned reputation as a sport that champions gender equality on the court and good governance off it.

The ITF Board, Constitutional Committee and Gender Equality in Tennis Committee strongly support the implementation of gender representation minimums for the ITF Board to support change. This change should be achieved gradually, and always alongside our other *Advantage All* programmes, which provide women from around the world with the skills and motivation to take leadership roles.

In 2022, the ITF consulted on a phased approach that implemented representation minimums in 2023 and 2027, and sought to increase the number of women on the Board from the current three (who have been elected without any such minimums), to four in 2023 and five in 2027. The ITF has received feedback from nations and regions, which has been used to shape what is now proposed.

This proposal introduces a minimum number of Board members of each gender from 2027 only. Specifically:

- In the 2027 elections and beyond, at least **five** of 17 Board members (29%) shall be of each gender;
- These minimums are made up of the one female athlete representative (Article 19(a)), and a new requirement for 2027 for a minimum of four persons of each gender in the fourteen elected positions to the Board;
- The President can be of either gender, and their gender does not affect the minimum number elected from the candidates for the Board of Directors;
- The minimum requirements shall be filled in the following priority order: (1) regional minimums, (2) 12-vote nation minimums, and (3) gender minimums.

## Drafting

### Articles of Association

#### **21. NOMINATION, ELECTION AND TENURE OF DIRECTORS**

(a) ...

....

(h) The rules and procedures for the nomination of candidates for election to the Board of Directors shall be as follows:

(i) In the event of failure to find a qualified and acceptable candidate from any of the ~~geographical areas specified in Article 21(h)(iv), or from the Class B Members who have the maximum shares~~ MINIMUM CRITERIA IN ARTICLE 21(IV), the Council may proceed to elect members to the Board of Directors to fill any vacancy created, irrespective of such ~~geographical~~ specifications.

...

(iv) The fourteen candidates with the highest number of properly recorded votes shall be declared elected who (unless sub-paragraph (h)(i) has become applicable) taken collectively enable the following conditions to be fulfilled:

(a) THE SEVEN PERSONS COMPRISING:

- (I) One person from amongst Class B Members in Asia;
- (II) One person from amongst Class B Members in South America;
- (III) One person from amongst Class B Members in Africa;
- (IV) Two persons from amongst Class B Members in Europe;
- (V) Two persons from amongst Class B Members in the group of countries comprising the United States of America, Canada, Mexico, the countries of Central America, Panama, the Isles of the Caribbean and Bermuda; and

(b) TO THE EXTENT NOT ALREADY SATISFIED THROUGH THE CANDIDATES ELECTED UNDER ARTICLE 21(H)(IV)(A), ADDITIONAL PERSONS SUCH THAT three persons, each from a different Class B Member, COME from those Class B Members having the maximum number of shares; ~~(two or more of these persons, taken together, are likely to satisfy two or more of the conditions set out in sub-paragraphs (b) to (f) below).~~

(C) FROM 2027 ONLY, TO THE EXTENT NOT ALREADY SATISFIED THROUGH THE CANDIDATES ELECTED THROUGH ARTICLE 21(H)(A) AND 21(H)(B), ADDITIONAL PERSONS SUCH THAT AT LEAST FOUR (4) MEN AND AT LEAST FOUR (4) WOMEN ARE ELECTED; AND

- (gD) Such additional number of persons as is necessary to fill the remaining places on the Board being persons from amongst Class B Members and having the next greatest number of votes cast once persons filling the conditions of sub-paragraphs (a) to (f) above have been elected, subject to a limit of six persons in total from any one of the regions specified in sub-paragraphs (b) to (f) above and subject also to a limit in total of two persons from any one Member.
- (v) In the event two or more candidates receive an equal number of votes for ~~fourteenth place~~ in the election AND THAT IS MATERIAL TO DETERMINING WHICH CANDIDATE IS DULY ELECTED UNDER ARTICLE 21(H), there shall be a further election between those candidates only, to determine the successful candidate for ~~such fourteenth place~~.

## **Resolution**

The AGM hereby resolves to amend the Constitution as set out in this Resolution.

Under Article 32(b), the AGM hereby delegates to the Board of Directors the responsibility to approve the final wording of the amendments (wherever applicable) to give effect to the amendment approved under this Resolution.

This amendment shall take effect on 1 January 2023, in accordance with Article 32(c).

## RESOLUTION OF THE BOARD OF DIRECTORS – PADEL AND OTHER TENNIS VARIATIONS

[This Resolution requires a **2/3 majority** of votes to pass]

### SUMMARY

The Board of Directors **recommends** that the AGM approve:

- a new provision in the Constitution to address variations of tennis; and
- broadening the ITF's scope to develop and govern padel on behalf of its members.

### RATIONALE

#### What is Padel?

Padel (also known as padel tennis, or paddle) is a variation of tennis, using tennis' scoring system. The ball is visually and structurally identical to a standard tennis ball. It is played on a 20 m × 10 m court (25% smaller than a tennis court) with walls that are part-solid transparent, and part mesh. Padel is most commonly played as doubles, although a small number of courts are designed for singles.

Padel has been growing in tennis clubs in recent years, due to similarities with tennis and the ability to share its infrastructure, including players, coaches, officials and courts. At least 25 ITF member National Associations have jurisdiction over padel and are currently running local and national padel competitions. At least 15 other nations have asked the ITF to take a leadership role in padel.

#### Existing Padel organisations

Some of the ITF's National Associations are members of the International Padel Federation (**FIP** or **FIPA**), which has other national padel association members and organises some international competitions. There are also two stand-alone padel professional tours (World Padel Tours and APT Padel Tour).

#### The ITF's role to act in the best interest of its members

The ITF derives its powers as the world governing body for tennis from its member nations; that is, we govern by consent from those who participate in the sport. It is a legitimate exercise of the member nations' shareholder power to determine that they wish the ITF to perform a similar global governing role in respect of the sport of padel, as a result of the growing number of ITF member nations which are being appointed (by their respective Olympic Committees or sports councils) the exclusive governing body for the sport in their nation.

The Board of Directors has been following the development of padel and engaging in discussions with a range of stakeholders over the last few years. In 2022, we consulted with ITF member nations about padel, through direct conversations, the Extraordinary General Meeting, our nations' events at Roland Garros and Wimbledon, at several regional associations' AGMs, and through the Padel Taskforce. As a result of those consultations, the Board of Directors strongly believes that it is in the best interests of the ITF member nations, the ITF and the sport of tennis to include padel as a discipline within the ITF's jurisdiction, for the following reasons:

- to ensure the harmonious development of padel with tennis;
- to give one single governing body to the ITF member national tennis associations that also have responsibility for padel;
- to provide a global padel competition structure open to all ITF member national tennis associations;



- to protect tennis from reputational damage that could flow from the separate regulation (and, therefore, different standards) of integrity within padel, including anti-doping, safeguarding, anti-corruption, and reciprocation of penalties between padel and tennis;
- to protect ITF members, the ITF and tennis from padel and FIP benefitting from our long-standing and significant efforts and investment into developing grass roots participation, coaching and officiating frameworks, and court infrastructure.

This is a similar approach to what the ITF did in 2008 regarding beach tennis.

### **The ITF's plans for padel**

Upon including padel within its scope, the ITF would have the mandate from the ITF members to act as the global governing body with the general objectives of harmonisation of sporting rules, fostering the growth and development of padel, advancing padel's interests and promoting its integrity and reputation.

Amendments to the ITF's Constitution are required. The Board of Directors considers that the best way to do this would be to:

1. Include a new Article relating to variations of tennis, confirming that any formal decision to adopt and/or develop a new variation or discipline of tennis requires approval by the Council with a two-thirds majority; and
2. Approve a resolution that confirms that the ITF should develop the discipline of padel using the prospective power granted by the approved Article.

This approach provides scope to deal with other variations in future, which arise through the ongoing innovation and new ideas of both ITF members and others in the sporting community.

ITF member national associations that are also members of FIP may continue their FIP membership. The ITF would continue to only accept one member per country unless otherwise decided by the Council (per Article 3(l)).

### **DRAFTING**

#### **Articles of Association:**

#### **CONSTITUTION ART 28A. TENNIS VARIATIONS [NEW ARTICLE]**

28A.1 THE ITF MAY DEVELOP NEW DISCIPLINES OR VARIATIONS OF TENNIS. FORMAL ADOPTION OF ANY NEW TENNIS DISCIPLINE OR VARIATION SHALL REQUIRE A TWO-THIRDS MAJORITY RESOLUTION OF COUNCIL. PRIOR TO FORMAL ADOPTION, THE ITF MAY TAKE PRELIMINARY AND PREPARATORY ACTION AS IT CONSIDERS NECESSARY IN THE BEST INTERESTS OF THE ITF, ITS MEMBERS AND THE SPORT OF TENNIS.

### **RESOLUTION**

The AGM hereby resolves to:

1. Amend the Constitution as set out in this Resolution, to take effect 1 January 2023;
2. Formally adopt the discipline of padel, through the prospective power under 2023 Constitution Article 28A.

Under Article 32(b), the AGM hereby delegates to the Board of Directors the responsibility to approve the final wording of the amendments (including consequential changes to the Constitution and Bye-laws) to give effect to this Resolution.

## 4. MEMBERSHIP

Note: Applications approved at the AGM for Class B or Class C Membership, an increase or decrease in shares take effect from 1 January 2023. Expulsions, suspensions and re-admittance take effect immediately.

### APPLICATIONS FOR AN INCREASE IN SHARES

#### Denmark

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

Report of the Board of Directors

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

#### Finland

To consider an application from the **Suomen Tennisliitto** for an **increase** from three (3) to five (5) Class B Shares

Report of the Board of Directors

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

#### Slovenia

To consider an application from **Tenis Slovenija** for an **increase** from three (3) to five (5) Class B Shares

Report of the Board of Directors

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

\*\*\*

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

#### Nepal

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

Report of the Board of Directors

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

\*\*\*

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

In accordance with Article 3 (i) of the 2022 ITF Constitution, the following Class C Member National Associations hereby give notice of their intention to apply for a transfer from Class C to Class B membership at the 2023 ITF AGM, to take effect from 1 January 2024:

**Curacao**

**Mauritania**

**Northern Mariana Islands**

## **RESIGNATION, SUSPENSION OF MEMBERSHIP, TERMINATION OF MEMBERSHIP AND EXPULSION**

In accordance with Articles 4(d), 4(g) and 4(h) of the 2022 ITF Constitution:

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

### **SUSPENSION OF MEMBERSHIP FOR FAILURE TO PAY SUBSCRIPTIONS:**

#### **Class B Member**

Madagascar

#### **Class C Member**

Cape Verde  
Eritrea

#### **Report of the Board of Directors**

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

\*\*\*

### **2023 SUBSCRIPTION**

Details of the 2023 subscription will be announced at the Annual General Meeting.



## APPLICATION TO WAIVE MEMBERSHIP FEE – UKRAINE TENNIS FEDERATION

The ITF received a resolution in the form of a letter (overleaf) from the Ukraine Tennis Federation requesting the ITF waive their 2022 subscription fees.

Please note in accordance with Article 17 (e):

### **17. Notice of Resolutions**

- (e) *Resolutions may be brought forward only by the Board of Directors, a Member or an affiliated Regional Association. A Member whose subscription is in arrears shall not, however, be entitled to bring forward any proposed Resolution other than a Resolution for a reduction in the number of its Class B Shares.*

Ukraine has already paid their 2022 subscription fees in order to submit the resolution.

Report of the Board of Directors

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



## UKRAINIAN TENNIS FEDERATION

03150, UKRAINE, KYIV, POST BOX 377  
TEL/FAX: +380 44 287-41-71 | E-MAIL: OFFICE@UTF.TENNIS  
WEB: HTTPS://UTF.TENNIS

# 259  
July 12, 2022

### Dear delegates of the Annual General Meeting,

Ukrainian Tennis Federation addresses you with a request to waive a **2022** Subscription Fee.

Ukraine has suffered an unprecedented attack on its territory from the Russian Federation with the help of Belarus on 24th of February 2022. Since this day the biggest war in Europe since WWII has unfolded. Cities are being wiped out from the face of the Earth. Tens of thousands are dead including women, children and elders.

The Ukrainian Tennis Federation continues to operate in these extreme circumstances. We lost all of the income sources including sponsorship, government support, player licences, tournament fees and commercial activities. Nevertheless we continue our participation in the Davis Cup and Billie Jean King Cup, junior team championships, continuously consulting and helping Ukrainian tennis players from all age groups as well as keeping paying salaries to our staff.

We are running on the last reserves and would highly appreciate if the request for waiving the Subscription fee for 2022 will be supported.

We hope none of your countries will suffer what Ukraine is going through now.  
Let there be peace and let the tennis court be our only place for a battle.

Sincerely yours,

**Sergiy Lagur**  
President  
Ukrainian Tennis Federation

OFFICIAL PARTNERS



## 5. AWARDS FOR SERVICES TO THE GAME

### National Association Nominations

	Name	Category	
1	Mr Sergiy Lagur (UKR)	Administrator	Vice-president of Ukrainian Tennis Federation 2006-2008. President of Ukrainian Tennis Federation 2013-present.
2	Ms Melanie Molitor (SUI)	Coach	Coach of Martina Hingis, Belinda Bencic and a dozen internationally successful juniors. High standard academy in Wollerau/Switzerland and recipient of the "Golden Coach Award" by Swiss Tennis 2022.
3	Mr Stefan Tzvetkov Sr (BUL)	Coach	Founder and director coach of one of the oldest tennis clubs in Bulgaria. Coach of numerous tennis champions, who contributed to developing tennis, both locally and globally.
4	Mr Takeshi Koura (JPN)	Coach	Has contributed greatly to the development of women's tennis in Japan. Served as the captain of the Fed Cup (current BJK Cup) team 6 times and as the Executive Director of Japan Tennis Association for 10 years. Has a proven record as a coach having worked with the top players including Kimiko Date and Shinobu Asagoe.
5	Mr Syed Zeeshan Ali (IND)	Coach	Coach of Indian Davis Cup Team since 2012; coach of Indian Team in the 2014 & 2018 Asian Games, and the 2016 Olympic Games in Rio. In 2014 Asian Games India won 1 Gold, 1 Silver and 3 Bronze medals and in 2018 Asian Games India won 1 Gold and 2 Bronze Medals. Coach of the Indian Fed Cup Team in 2016. Has worked with top international Men's & Women players across the globe and was Davis Cup Coach of UAE from 2006 to 2009.
6	Dr Tyrone Flores Pavon (ECU)	Other	Worked as a doctor of the Davis Cup Team of Ecuador from 1987 to 2022 and founded the medical department of Guayaquil Tennis Club. Medical Director of ODEPA, ODESUR and ODEBO 1988 to 2016, Director of the Medicine and Sports program of Radio Caravana. Executive Vice President of the Ecuadorian Tennis Federation 2015 – 2022. Director of the Sports Science Department of the Ecuadorian Tennis Federation from 2015 to 2022 and in the medical area of the national and international Olympic Movement, currently chairs the National Anti-Doping Organization of Ecuador (ONADE) from 2019 to 2022. President of the Tennis Association of Guayas 2020 - 2022.
7	Mr Ricardo Pineda Paredes (HON)	Player	Played 33 Davis Cup Rubbers - Singles W/L - 4/9. Doubles W/L - 4/16. Total W/L - 8/25.
8	Mr Andis Juska (LAT)	Player	Played 70 Davis Cup Rubbers - Singles W/L – 24/22. Doubles W/L - 13/11. Total W/L - 37/33.
9	Mr Marcelo Rafael Arévalo González (ESA)	Player	Played 78 Davis Cup Rubbers - Singles W/L – 31/17. Doubles W/L - 17/13. Total W/L - 48/30.

## Coaches Commission Nomination

10	Ms Maryana Ibraimova (UKR)	<p>Head of the Tennis Coaches Council, Coach Education Director, Junior Tennis Programme Manager, and a member of the UTF Board. 2009 to 2020 Junior Teams Captain for the U12, U14 and U16 national teams. In 2009 was Ukrainian Tennis Students Teams Captain at the 25 Summer Universiade in Belgrade, and at the 26 Summer Universiade in Shenzhen in 2011. Held the position of Assistant Professor of Sports at the National University of Physical Education and Sport of Ukraine 2000 to 2015. Author of over 70 scientific papers on physical education and sports, and the book 'Modern training in tennis at the initial stage'. Cooperated with the ITF as assistant translator, and tutor of CBI and CAP courses, which has been crucial for the education of over 400 coaches in Ukraine. Worked with the translation team to translate ITF coach education resources and the ITF Academy into Russian. Member of the Tennis Europe Development Committee since 2017.</p>
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## **6. APPOINTMENT OF AUDITORS**

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

The Board of Directors recommends the appointment of the below company as Auditors to the International Tennis Federation from 15 November 2022 up to and including the final day of the 2023 General Meeting:

**United Kingdom PricewaterhouseCoopers LLP**

\*\*\*\*\*

## **7. ANY OTHER BUSINESS**

Future Annual General Meetings

# DEPARTMENTAL REPORTS

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



# PRESIDENTIAL DEPARTMENT REPORTS

## ADVANTAGE ALL

The Advantage All programme, part of the ITF2024 strategic vision, continues to gather momentum, particularly in the Gender Equality in Tennis (GET) Strategy.

### GENDER EQUALITY IN TENNIS (GET)

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

Since the 2021 AGM, the ITF has progressed on a range of GET initiatives, with the support from the annual grant received from the Foundation for Global Sports Development (GSD). This partnership between the ITF and GSD is in place until the end of 2024.

The following will be detailed within this report:

- United Nations Women: HeForShe – Dave Haggerty UN HeForShe Champion
- The development and progress of the ITF Advantage All Women's Leadership Development Programme
- National Association and Regional Association awareness and engagement
- Communications – including ITF Advantage All Global Forum and campaigns to drive awareness
- Further progress including Coaching & Officiating initiatives and 2022 Women in Leadership course

### United Nations Women: HeForShe

In 2021 Dave Haggerty was announced as a UN Women HeForShe Champion and attended the UN Women Summit in New York in September 2022. The ITF commitments include:

- Hold male leaders accountable and as advocates for gender equality
- Encourage more women and girls to pursue a professional career in tennis – on and off the court
- Transform corporate and social norms
- Increase the number of people playing tennis to 120 million and achieve parity by 2030.

During 2022, an 'I Pledge' campaign, launched on International Women's Day and with continued encouragement throughout the year, has asked the Presidents and General Secretaries from all National and Regional Associations to pledge their commitment to taking action against gender inequality and achieve gender balance by 2030. To date, 60 Presidents have pledged their commitment.

### ITF Advantage All Women's Leadership Development Programme

The Advantage All Leadership Programme is now in its second year, focusing on the overall goal to empower and inspire more women to achieve leadership positions at national, regional and ITF Board level. More than 100 women who currently hold senior Regional and National Association/Committee positions are taking part in the Programme and new recruits have been added in 2022.

One of the most popular topics from the five webinar sessions held in 2021, was 'What makes a great leader'. In 2022, the goal has been to build on this content through a 'Great Leaders' series

that reinforces key learnings with inspiring talks from high profile leaders. As well as the leadership development participants, the audience for these sessions includes the ITF Gender Equality in Tennis Committee, as well as national gender equality champions and presidents who have pledged to achieve gender balance by 2030. In 2022, the leadership development programme has included:

- i) The 2022 'Great Leaders' series webinars:
  - o 29 March in partnership with JP Morgan Chase: Dave Haggerty, Stacey Allaster & Katrina Adams talked about Leaders as Trailblazers and Champions
  - o 15 June: Judy Murray OBE, former Team GB Fed Cup\* Captain, former player, founder Miss Hits and working mother of two professional tennis players, in conversation with BBC journalist Karthi Gnanasegaram
  - o 28 September: Billie Jean King, pioneer for equality and inclusion, multiple Grand Slam winner, WTA legend, 11-time US team captain and champion and namesake of the rebranded women's world cup of tennis and former Fed Cup, Billie Jean King Cup, in conversation with BBC journalist Karthi Gnanasegaram
  - o 14 December: interview with Esther Vergeer, Dutch former professional wheelchair tennis player, winner of 48 major titles, 23 year-end championships, and seven Paralympic gold medals.
- ii) Networking – The 'Great Leaders' series is enhanced by a number of 'Quick Debate/Networking' sessions that also build on the key themes such as leadership challenges and successes, networking skills and boardroom skills, etc. The ITF Advantage All LinkedIn Networking Group continues to provide opportunities for women leaders to make connections and share their experiences.
- iii) Mentoring – A smaller group of women from within the Leadership Programme have been matched with a mentor to provide tailored support. This mentoring scheme is progressing well. Any new 'top talent' with the ambition, ability and opportunity to be nominated for an ITF Board position, either in 2023 or 2027, will be added to this mentoring programme.

## **National Association and Regional Association awareness and engagement**

In 2022, further initiatives and communications with ITF nations and regions have encouraged them to promote gender equality, including the nomination of a Gender Equality in Tennis representative, completion of a Gender Equality Self-Assessment Questionnaire and development of their own Gender Equality strategies. These initiatives include:

- 'I Pledge' campaign, launched in March 2022 on International Women's Day saw 60 National Association (NA) and Regional Association (RA) Presidents sign a 'pledge' to confirm their commitment to gender equality with a parallel social media campaign. The campaign is ongoing, with results included in the UN HeForShe September Summit report.
- Reward and Recognition programme, launched in January 2022, invited all NAs to submit their examples of good practice ED&I projects. The gold, silver and bronze winners will be announced at the ITF AGM 2022 and promoted through ITF global communications. Winners are rewarded with extra promotional opportunities, support for a specific gender equality initiative and networking opportunities.
- RA engagement through Regional Presidents' meetings including the appointment of Regional Leads for Gender Equality, as well as developing Regional Task Forces to champion equality and cascade core ITF initiatives down to a national level.

## **Communications**

A detailed communications programme underpins the Advantage All programme with continued effort to promote Gender Equality related stories and ensure increased visibility and balanced coverage of tennis at all levels. A focus on using existing ITF events to promote equality such as ITF

Annual Media Conference, ITF World Participation Summit, Billie Jean King Cup Finals and ITF Conference & AGM.

Following the success of the 2021 Advantage All Global Forum entitled 'Level the playing field', the 2022 Global Forum will take place to coincide with the Billie Jean King Cup Finals on 14 November, with Billie Jean King and her lifetime and business partner in BJK Enterprises, Ilana Kloss as confirmed panel speakers. This alignment with the BJKC Finals will provide opportunities to maximise impact and profile, whilst ensuring that the content is not overshadowed by other events or news. The title is 'Voice, Visibility, Value' and the programme will highlight the challenges around the portrayal of women's sport, using the research findings from the Advantage All Ipsos MORI research, which examined sports gender equality across the media and social media. Once again, it will provide a forum for the exchange of opinion, ideas and tangible actions to highlight the challenges facing women's tennis, women in tennis and women's sport overall.

### **Further progress, including KPIs**

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

#### **Coaching**

- A continued commitment to increase the number of women coaches, currently at 22.3%. Three female coaches from Africa, Asia and Europe were nominated to participate in the WISH High Performance Coaches course, a programme supported by IOC/Olympic Solidarity, with the objective to equip high performance women coaches to succeed in gaining roles at elite coaching levels.
- Regional Coaching workshops/webinars throughout 2022 involving more women speakers and presenters.
- Further promotion of gender equality related news stories and events, including via ITF Academy (female users currently 46%).
- Advantage All included on the agenda of the Participation Conference.

#### **Officiating**

- A continued commitment to increase the number of women officials at all levels through Officiating workshops/webinars, with the ongoing aim to hold an Officiating workshop in every region. Current figures are: gold level 37% women; silver level 20.6%; bronze level 24%; white level 28.7%.
- Increasing the number of Officiating Ambassadors per nation worldwide (currently 30.4%). Key Officiating Ambassadors invited to BJKC Finals/Global Forum.

### **2022 Women in Leadership course**

An external programme held by ASOIF. This programme was attended by three emerging tennis leaders who have been nominated by the ITF, two of whom were funded by the ITF. The aim of this Programme is to support the advancement of women as leaders on a national and international level and to enhance development of the necessary skill set required to serve in elective positions.

The Advantage All strategy has set challenging targets, particularly in terms of women in leadership.

A comparison showing progress since 2018 is shown below:

## Advantage All – Key Performance Indicators

Leadership	2018 (AA launched)	2022	2024 Target
ITF Board Members	18.7%	17.6%	30%
ITF Board Candidates	25%	13.8%	40%
ITF Committees & Commissions	29.4%	32.5	40%
ITF Committee & Commission nominations	18.3%	27.8%	30%
Regional Association Board Members	0-33%	0-63% ATF: 13% CAT: 0% COSAT: 0% COTECC: 11% OTF: 63% TE: 22%	30%
<b>Coaching</b>			
Female coaches worldwide	21.5%	22.3%	30%
Increase no. of ITF Academy female users	N/A	45.8%	30%
<b>Officiating</b>			
% women attending White Badge level officiating courses	21%	28.7%	40%
Network of officiating ambassadors (1 per NA)	N/A	30.4%	75%
<b>ITF</b>			
ITF Senior Leadership Team	41.6%	41.6%	40%

## EQUALITY, DIVERSITY AND INCLUSION (ED&I)

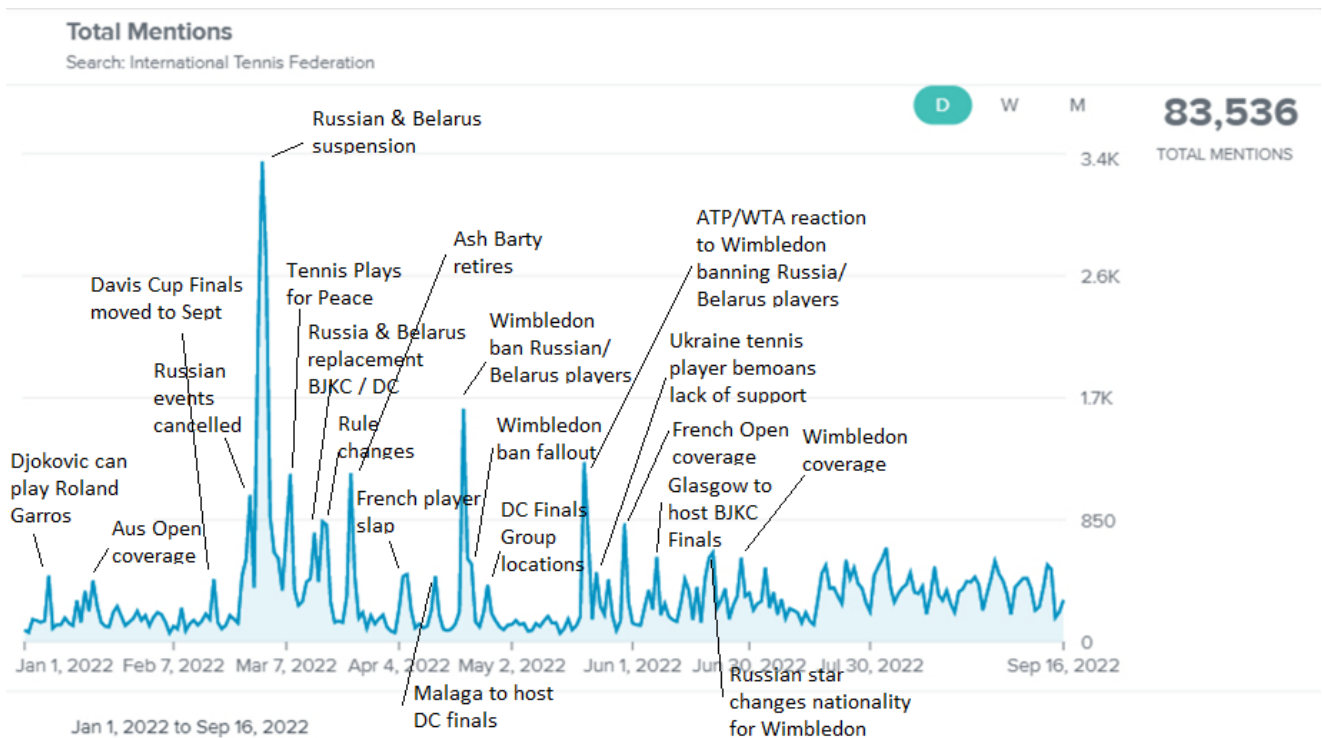
Although less advanced than the Gender Equality programme, a broader programme under Advantage All, to promote equality, diversity and inclusion at all levels, both within the ITF and across the tennis landscape will continue to be progressed throughout 2022 and beyond.

## COMMUNICATIONS

### PR NEWS

As the ITFmedia monitoring report has shown for the 2022 year to date, this year’s international season began whilst in the first of several major news cycles resulting in high peaks of media reports mentioning the ITF. In January, news headlines shifted from former WTA player Peng Shuai’s situation to the summer of tennis in Australia. Novak Djokovic’s position on the COVID-19 vaccination and his subsequent arrival in Australia dominated the headlines leading up to the Australian Open. This was superseded by more positive news announcing the expansion of the Davis Cup Finals to a 4-city group stage in September where the world’s best 8 teams would be securing their berth to the Finals knockout tie in Malaga, Spain, thus addressing player concerns about the late season finish.

In March, world events again dominated news headlines monitored for mentions of the ITF reporting the impact of Russia’s invasion of Ukraine and the related vote at the ITF EGM which resulted in the ITF’s suspension of the Russian and Belarusian Tennis Federations. The launch by the T7 stakeholders of the united humanitarian effort “Tennis Plays For Peace” created a new spike in the news as well as subsequent national responses to the Russian invasion which affected tennis. We are proud to report that to date, Tennis Plays For Peace has raised over \$4m via a collective effort. Amidst these events, Ash Barty’s surprise announcement about her retirement created an outpouring of gratitude to her for all she has done for the sport as an exceptional world-class athlete and as a role model.



## ITF OWNED DIGITAL MEDIA and CONTENT

### SOCIAL MEDIA

The ITF's total social audience is now almost 2.8million across Facebook, Instagram, Twitter, YouTube and LinkedIn. We have attracted 164,000 new followers this year. Impressions (345million), engagements (13.5million) and video views (77million) have all been strong this year, but we are down compared with last year during the same period owing to the paid media campaign for the Tokyo 2020 Olympics.

		1 Jan 2022	23 Sep 2022	% growth	Top countries	Total growth
Facebook*	ITF	526,474	533,398 (587k followers)	1.3%	USA, India, Indonesia	+6,924
Facebook*	Davis Cup	495,781	502,428 (524k followers)	1.3%	Indonesia, India, Argentina	+6,647
Instagram	Davis Cup	306,738	354,668	16%	USA, Spain, Italy	+47,930
Twitter	Davis Cup	250,234	266,374	6%		+16,140
Instagram	ITF	210,185	237,122	13%	Brazil, USA, India	+26,937
Facebook*	BJKCup	226,938	230,000 (236,965 followers)	1.3%	Indonesia, India, Romania	+3,062
Twitter	BJKCup	103,173	108,860	6%		+5,687
Twitter	CopaDavis	96,981	101,499	5%		+4,518
Facebook*	Copa Davis	96,018	98,168 (100k followers)	2%	Argentina, Spain, Mexico	+2,150
Weibo	ITF	90,439	96,827	7%		+6,388
Instagram	BJKCup	50,888	56,534	11%	USA, UK, Italy	+5,646
Twitter	ITF	48,999	55,604	13%		+6,605
YouTube	ITF	36,200	45,700	26%		+9,500
LinkedIn	ITF	29,001	34,400	19%		+5,399
Douyin	ITF	26,388	29,649	12%		+3,261
Instagram	Copa Davis	22,705	29,175	28%	Argentina, Spain, Chile	+6,470
Twitter	BJKCup ES	7,839	8,178	4%		+339
Instagram	BJKCup ES	2,686	2,998	12%	Argentina, Chile, Spain	+312
Facebook*	BJKCup ES	2,785	2,900 (3k followers)	4%	Argentina, Spain, Mexico	+115
<b>TOTAL</b>		<b>2,630,452</b>	<b>2,794,482</b>	<b>6%</b>		<b>+164,030</b>

\*Facebook is shifting from Likes to Followers as the default metric, but we have always measured Likes. Moving forwards, we will track Followers instead.



## WEBSITES

### ITFTennis.com Year-to-date

**Total number of users:** 3,913,512 (-43% on 2021)

**Number of sessions:** 17,955,562 (-22% on 2021)

**Page views:** 83,215,392 (-28% on 2021)

As detailed in a previous report we cannot compare like-for-like between 2022 and 2021 because the default setting is to turn off the capture of analytics data via cookies unless a website user opts in. It will be more valuable to benchmark this year and compare moving forwards. We can suppose that we have achieved positive website growth due to an increase in traffic to the live scores platform, but we cannot give true figures with so many website users choosing not to be tracked.

### DavisCup.com Year-to-date

**Total number of users:** 1,744,305 (+215% on 2021)

**Number of sessions:** 3,406,213 (+ 304% on 2021)

**Page views:** 11,100,399 (+317% on 2021)

We have seen a big increase in traffic on DavisCup.com compared to the same period last year because of the disparity in the number of events in 2022 compared with the number of events in 2021. A more useful comparison is to look at previous years and we're matching 2018 numbers, while surpassing everything else that has followed since then.

### BillieJeanKingCup.com Year-to-date

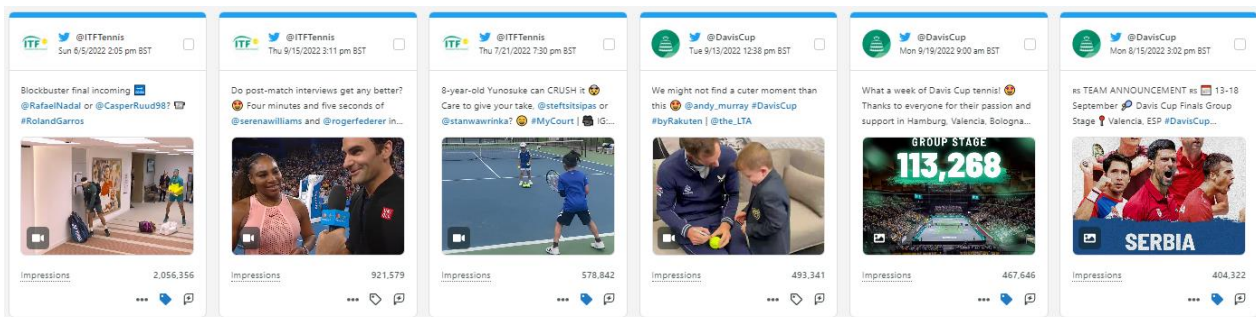
**Total number of users:** 394,797 (+43% on 2021)

**Number of sessions:** 709,058 (+78% on 2021)

**Page views:** 2,621,709 (+124% on 2021)

Again, it's not an accurate comparison to look at 2022 compared to 2021 due to a difference in the level of events played (Qualifiers vs Play-offs) but it's encouraging to see an upward trend and we look to maximise on that going into the 2022 Billie Jean King Cup Finals.

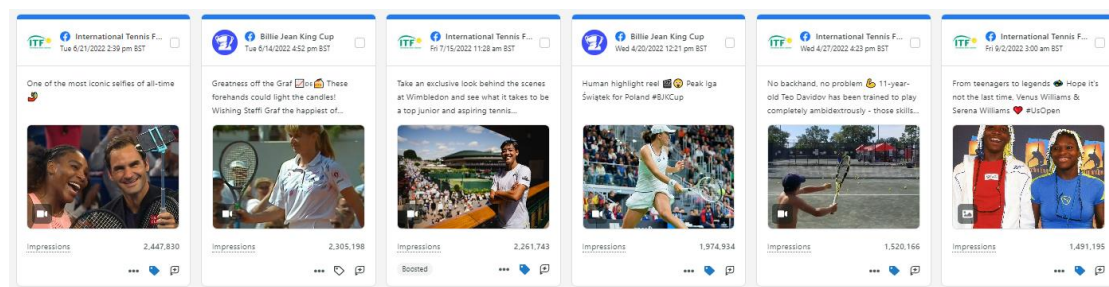
Top posts on Twitter this year (all channels)



Big names = big impressions.

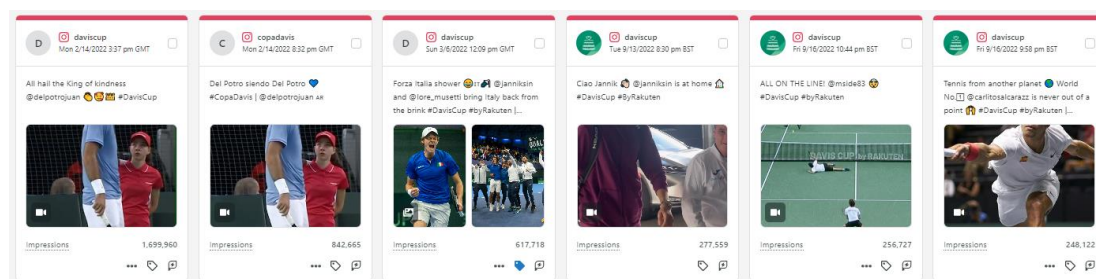
- 1) Rafa v Ruud pre-match at RG
- 2) Federer archive following retirement announcement
- 3) Stan Wawrinka engaged with UGC of single-handed backhand
- 4) Murray and cute kid
- 5) Davis Cup attendance
- 6) Serbia team announcement involving Djokovic

## Top posts on Facebook this year (all channels)



- 1) Federer archive following retirement announcement
- 2) Graf birthday archive
- 3) All on the line (boosted)
- 4) Iga Swiatek highlights
- 5) UGC of ambidextrous boy
- 6) Williams' sisters when playing last US Open dubs

## Top posts on Instagram this year (all channels)



## Davis Cup dominates.

- 1) Delpo retirement
- 2) Delpo retirement in Spanish
- 3) Sinner Qualifiers
- 4) Sinner at the Finals
- 5) Crazy GB doubles rally
- 6) Alcaraz hot shot

## DEVELOPMENT

### ADMINISTRATION & RESOURCES

The department is organising regular specific and plenary meetings with the six Regional Associations to ensure continuous alignment on strategic priorities and effective project implementation. Coordination of the 2022 regional development calendar has also been a focus for discussion so that the department can ensure resources are allocated accordingly.

### EVENTS

#### *Junior development events*

At the time of writing, 44 of the 76 junior development events planned for this year have taken place. COVID-19 continues to impact the tennis calendar in some regions resulting in some events being cancelled, although we expect 97% of the events planned for this year to go ahead including the coveted 12 & Under Junior Team Competition.

#### *Grand Slam Player Development Programme (GSPDP) Professional Tournament Grants*

To date 80% of the 2022 budget has been allocated across five regions (Africa, Asia, Central America and the Caribbean, Pacific Oceania, and South America) with 58 ITF WTT tournaments receiving financial support.

### FACILITIES

#### *ITF Recognition of National Training Centres (NTCs)*

At the time of writing, seven National Associations (NAs) are going through the process of having their NTC recognised by the ITF at one of the four levels (Gold, Silver, Bronze, or White). These include China, Kenya, Lithuania, Mauritius, Portugal, Qatar, and South Africa.

Following a review of the existing criteria and minimum standards required for ITF recognition, a new quick guide has been created . The quick guide provides further details on the four levels of recognition and how National Associations can apply.

#### *Facility grants*

In April, a new Facility Grant quick guide outlining the updated application process was published on the ITF website. Eligible Tier 1, 2 and 3 nations also received a copy of the new guide by email. As there is no application deadline, National Associations can submit applications at any time during the year. The facility grant panel will assess applications as part of a rolling programme, allowing National Associations to spend more time on their submission without the pressure of a deadline. National Associations interested in applying for a facility grant must first contact their respective Development Officer to discuss their facility project.

### EDUCATION

#### *Courses*

From April to September 2022, 28 ITF-supported courses were organised by 22 National Associations, of which six were delivered virtually. Topics for virtual delivery included safeguarding and courses for tennis parents. The in-person courses followed the standard ITF syllabi for ITF Play Tennis, Coaching Beginner and Intermediate Players and Coaching Advanced Players courses. Five courses were funded by Olympic Solidarity (OS) and a further ten National Olympic Committees have been awarded OS funding to host Technical Courses for Coaches, which are currently being arranged.

### *Regional Technical Courses for Coaches*

Within the figures above, OS funding has been secured for six Regional Technical Courses for Coaches, which have, or are scheduled to take place in Cambodia, Lithuania, Mexico, South Africa, and Tunisia.

### *ITF Regional Coaches Conferences (RCC)*

Three conferences are scheduled for the second half of the year. In person conferences will be held in Bali, Indonesia from 27 to 29 October (English speaking conference) and Bogota, Colombia from 1 to 3 November (Spanish speaking conference with English translation). A two-day virtual French speaking conference will be delivered through the ITF Academy on 20 and 21 October.

### *OS Scholarships for Coaches*

Two types of courses were offered as part of this year's OS Scholarship programme in Valencia - the ITF Coaching High-Performance Players course and the ITF Coaching Advanced Players (CAP) course for former players. All the courses were completed, with former players Marcos Baghdatis (CYP), Karolina Sprem (CRO) and Alexandra Dulgheru (ROU) completing the CAP course. All nine former players, coaches of national teams who attended the practical part of the course passed. The theoretical parts of the courses were delivered through the ITF Academy. The 28 selected candidates completed either the four or six-week theoretical part of their respective courses at the end of May/mid-June, while the practical aspects of the certification courses took place in July and August.

### *Women in Sport High Performance Pathway (WISH Programme)*

The WISH Programme has been developed in cooperation with the IOC/Olympic Solidarity, ASOIF, AIOWF and several International Federations already engaged in projects to increase opportunities and pathways for high performance women coaches. The programme runs over 21 months and allows women who are involved or have the potential to be involved in elite coaching, to access leadership training, leadership mentoring and complementary sport-specific training led by the IF and with the engagements of the National Olympic Committees.

### *ITF Academy (digital platform)*

ITF Data Sharing Agreements (DSAs) have been sent to 84 NAs who agreed to an ITF Academy NA package, of which 78 have activated their packages and are actively using the platform to host national certification courses and education workshops or webinars. At the time of writing, the ITF Academy has more than 51,750 registered users and 188,000 anonymous users who have access to more than 185 English courses, 154 French courses, 147 Spanish courses, 151 courses in Portuguese, 159 courses in Russian, 99 in Arabic, 59 in Indonesian, 54 in Chinese, 33 in Turkish and two in Slovak the most recently added language. Persian will be the next language to be launched. For the period 1 May 2022 to 18 August 2022, more than 800,000 page-views were recorded, with users spending an average of 16 minutes per session, browsing an average of 15 pages. Library (former iCoach) content has also increased from 1,400 in 2021 to more than 1,650 to date.

The new ITF eBooks Progressive Web App (PWA) launched in August and is hosted within the ITF Academy. Users of the existing eBooks app received notifications through both the old and new app with details on how to migrate their current titles to the new platform. Currently all ITF course manuals are available on the new eBooks app as the existing content continues to be uploaded to the new platform. The ITF Advanced Coaches Manual is available for free, can be accessed and downloaded from the new app.

### *Development of a National Sport System (DNSS)*

A DNSS project in Mauritius concluded at the end of April 2022. Ongoing DNSS projects include Bahrain, eSwatini and Chad.

### *ITF International Tutor Certification*

Since its launch last summer, 24 tutors have been recognised through the ITF International Tutor Certification programme.

### *Publications*

The 87<sup>th</sup> issue of Coaches Sport Science Review was published in August 2022 in English, French and Spanish. The 88<sup>th</sup> edition is due for publication in December 2022.

### *Recognition of Coach Education Systems*

To date, eight nations have had their coach education system recognised by the ITF in 2022. There are now 67 nations in total of which 17 are recognised at Gold, 10 at Silver, 22 at Bronze and 18 at White level.

## **PARTICIPATION**

### *ITF World Participation Conference 2022*

Following the success of the 2021 ITF World Participation Conference held virtually, the fourth edition was hosted online from 19-21 July, with a live in-house studio set up at the ITF Headquarters. Hosted by sports presenter and commentator Karthi Gnanasegaram, the Conference theme was "maximising play & enjoyment to drive participation", drawing 422 delegates from 145 nations. An array of 50 speakers presented during the three-day event, the highest number of speakers to present at an ITF World Participation Conference thus far.

The Conference continues to grow in terms of scope and reach, with more than 1,200 attendees and 130 speakers being involved across the four editions helping to drive the participation conversation. This year's edition continued to provide an interactive forum centred around shared practices and discussions across the specific Conference topics. These included sessions on the science behind "What is fun?", the impact of Wheelchair Tennis, the ITF Masters circuit, and Beach Tennis, as well as an in-depth discussion on the ITF's Advantage All strategy. Other sports federations such as FIFA, World Badminton Federation, and World Triathlon Union shared best practices, along with ITF National Associations who provided case studies on the impact of participation within school and community environments.

Several sessions dedicated to the ITF World Tennis Number showcased examples from newly launched WTN nations, as well as the learnings of ratings systems used within esports, golf and chess. Current and former professional players including Monica Puig, Gustavo Kuerten, Marcos Baghdatis, Casey Dellacqua, Vania King, and Alfie Hewett joined the discussion, while South Africa's Kgothatso Montjane and Angella Okutoyi of Kenya also offered valuable insight.

### *ITF Junior Tennis Initiative*

The ITF continues to support 139 National Associations that are involved in the ITF Junior Tennis Initiative (JTI). Bonaire and St Maarten, from the Caribbean, as well as Timor Leste, from Asia, became active at the start of 2022. Support is in the form of a National JTI Coordinator subsidy, donated ITF-branded equipment as equipment assistance and access to ITF Development Officers and the ITF Academy content. Following the impact of the pandemic, all equipment manufactured to support the JTI programme for 2020 has now been fully distributed, and for the remainder of 2022 the ITF will be supporting active JTI nations with grants to purchase equipment locally.



The ITF Development Officers continue to meet regularly with their respective National JTI Coordinators, organising quarterly conference calls, a process that has been in place since the start of the pandemic and has proved a positive addition to the calendar. The ITF is ensuring that all National Coordinators have access to continuous professional development and during 2022 were once again invited to attend the ITF World Participation Conference and will be invited to the ITF Regional Coaches Conferences. All National Coordinators must now complete the 'Understanding the JTI', 'Tennis Festivals' and 'Safeguarding in Tennis' courses on the ITF Academy prior to any assistance being processed by the ITF, ensuring that all have a consistent understanding and knowledge to build on.

The JTI reporting is critical to monitoring and measuring the impact and return on investment across the active nations involved. A purpose-built online web-application is now being used by 46 of the active JTI nations with all active JTI nations being onboarded over the next 18-months. JTI nations can now provide their programme insight direct from their coaches and schoolteachers onto the platform, replacing the traditional Microsoft Excel reporting system.

### *National Association Development Framework for Tennis study*

The first draft of the National Association Development Framework for Tennis study has been presented internally, and further feedback will be provided by the ITF Development Advisors before being shared with the contributing NAs and all other member nations. The Framework has been devised following consultation with leaders in participation and performance from 21 NAs conducted by a team of researchers from Victoria University, on behalf of the ITF. The purpose of the study is to create a coordinated and evidence-based framework for tennis development globally, based on qualitative insight provided by a selected sample of NAs.

## **PERFORMANCE**

### *GSPDP Player Grants*

In 2022, 44 players (22 male and 22 female) from 28 countries were awarded a GSPDP player grant. Now one programme (juniors & professionals combined), grants of up to \$25,000 are being distributed to players ranging in age from 14 – 21 years (women/girls) and 15 – 22 years (men/boys). Since being awarded the grant, Qinwen Zheng and Xiyu Wang from China have broken into the top 100 WTA rankings while on the men's side, Tomas Etcheverry (ARG) and Chun Hsin Tseng (TPE) have moved into the top 100 ATP rankings. Four junior players have also seen their rankings improve since January, with Victoria Jimenez Kasintseva (AND), Alexandra Eala (PHI), Petra Marcinko (CRO) and Juncheng Shang (CHN) all moving into the top 300 WTA or ATP rankings.

### *GSPDP Teams*

Despite continued challenges due to COVID-19, all the tours scheduled for Q1 and Q2 went ahead. The International 18 & Under Team to Australia successfully concluded with Daniel Vallejo (PAR) reaching the semi-finals of the singles at the Australian Open Junior Championships.

The International A and B Teams played a series of tournaments in Europe during the summer. The International B Team which involved eight players aged 17 & Under played tournaments in Italy, Belgium, and France. The seven-player 18 & Under A Team competed in a series of high-level ITF WTT Junior tournaments including Roland-Garros Junior Championships, culminating with the Junior Championships, Wimbledon where Angella Okutoyi made history when she and her non touring team partner won the girls' double title making her the first person from Kenya to win a Grand Slam.

Following a two-year absence, the 14 & Under regional teams to Europe went ahead in July/August with 34 (17 girls and 17 boys) players and nine coaches from four regions (ATF, CAT, COSAT, and COTECC). The tour included a training camp followed by five events. Several players



on the tour were also involved in the World Junior Tennis finals in Prostějov and the new 14 & Under Wimbledon tournament where a member of the ATF 14 & Under team, Se Hyuk Cho from Korea clinched the boys' 14 & Under singles title.

## INTERNATIONAL RELATIONS

The International Relations department forms part of the larger Presidential Department, which also includes Development and Communications, working collaboratively to engage with and support our key stakeholders, the National and Regional Associations.

At a strategic level, the department supports the 'Stakeholder Engagement' programme, one of six ITF priorities in 2022/23.

The department employs a three-tier communication strategy focused on proactive,

- direct interaction with our 213-member National Associations to strengthen their voice
- developing greater alignment with our six Regional Associations
- increasing communication member National Associations via the ITF's headquarters in London and global network of ITF Development Officers.

At an operational level, the department's primary purpose is to provide a direct channel of communication with National/Regional Associations and stakeholders, and to advocate key ITF projects such as the governance reforms, digital transformation, and gender equality in tennis.

The department is also responsible for all matters of membership, including governance issues, supporting the delivery of certain development activities, organising engagement events, and dealing with exceptional projects such as the Ukrainian Relief Fund.

### Engagement

The department delivered two NA Engagement Events, in Paris during Roland Garros, and in London during Wimbledon. These events provided an opportunity for National and Regional Associations to meet with the ITF Executive to discuss priority issues. 48 National and Regional Associations attended these meetings, sharing crucial feedback on the Governance Review, digital transformation, gender equality and padel tennis, as well as raising national or regional level issues.

The department also ran a National Association clinic from the ITF office at Wimbledon that provided an opportunity for delegates to meet with ITF staff one-to-one in order to discuss specific operational issues.

While COVID restrictions and the economic consequences continue to limit travel, a total of eight National Associations were hosted at the ITF office in London for a series of meetings with the ITF Executives and staff members.

The Stakeholder Engagement Taskforce met four times in 2022. Composed of National and Regional Association office-bearers, the taskforce's objective is to advise the ITF on engagement methodology and the involvement of key stakeholders at a strategic level. At the 2021 AGM, the Taskforce Chair, Roger Davids, described an annual process for National and Regional Associations to give feedback on ITF strategic priorities, called "Co-Creation".

This more collaborative approach encourages greater alignment between the ITF and Regional Associations and provides member National Associations a platform to voice their opinions and influence future strategic decisions.

In 2022, the co-creation cycle provided workshops at Regional Association AGMs to discuss the ITF programme of 'Digital Transformation'. These workshops provided critical feedback and support to the ITF Digital strategy and products to ensure member nations can progress in their digital transformation journey to grow the sport in each nation.

The department also supported the Governance Review consultation process phase 2, in which National and Regional Associations were asked to provide essential feedback on proposed amendments to the ITF Constitution.

## **Regional Associations**

The department delivered a series of four virtual meetings of the Regional Association President's Taskforce (RAPTF). This is a platform for Regional Association and ITF leadership to discuss ITF strategy and activities from a regional perspective, with the objective to achieve greater alignment between the ITF and our six Regional Associations.

The existing Memorandum of Understanding (MoU) between the ITF and each of the 6 Regional Associations has been evolved to align with ITF2024 goals to increase participation globally. The MoU will continue to be developed as part of the Governance Review's focus on regional governance, roles and responsibilities.

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

## **Membership**

In coordination with the ITF Development department a clear membership pathway for affiliate National Associations (Class C) to attain full ITF membership (Class B) has been put in place. The primary benefits of full membership are participation in our flagship professional team competitions, additional funding, and the right to vote at the AGM. Current Class C member associations that have the appropriate competition and development infrastructures, are identified, and considered for progression to full membership.

The pathway includes targeted ITF development support, integration with the ITF2024 strategy and participation in engagement events. Virtual workshops with Class C members are regularly organised to explore the membership pathway and benefits of full membership.

In 2021, the pathway supported five Class C National Associations for Class B membership, taking the total Class B members to a record 159. In 2022, the membership pathway has supported one Class C member to apply for Class B membership at this year's AGM. A further five Class C members have signalled their intention to apply for Class B membership in 2023, and the pathway project continues to identify future candidates.

The department is also directly involved in supporting member nations through leadership dispute resolution in accordance with good governance principles, domestic law and the IOC Olympic Charter.

## **Ukraine Relief Programme**

This programme is one of a range of measures introduced by the ITF Board of Directors to provide financial aid and technical support to the Ukrainian Tennis Federation during the war in Ukraine. Working with the UTF, ATP and WTA, the programme provided emergency support for individuals in need before pivoting to provide financial support for tennis activities, including junior teams and high-performance players. Technical and educational support has been provided to coaches and job opportunities to officials.

## **RIOU**

Due to the conflict in Ukraine and the subsequent suspension of the Russian Tennis Federation from ITF membership at an Extraordinary General Meeting in May, the RIOU scholarship programme has been temporarily suspended.

## ITF WORLD TENNIS NUMBER

The ITF World Tennis Number is a live product with website, processes and systems all in place. Central to this project is working with more than 150 National and Regional Associations representing over 86% of the global total player population as well as onboarding quality data and educating and distributing World Tennis Numbers to players all around the world. The ITF has collected 2.5 million player records and 18 million match records, with 60 of 72 priority nations now sharing data. At the time of writing, over 1.3 million players have public numbers from 10 member nations.

### *Tournament Desk - Tournament Management System (TMS)*

Tournament Desk is a new development initiative from the ITF and ClubSpark which supports the ITF's digital transformation strategy. This advanced and modern tournament system (TMS) is already being used by several National Associations (NAs) including Tennis Slovenia who successfully piloted and implemented the TMS in April. Tournament Desk is currently being rolled out to all applying NAs. This high-quality product can be implemented by any NA at a sustainable cost. Standard features include approving tournaments, adding results, viewing and editing tournaments, tournament search and calendar, scheduling of courts, tournament registration and payments.

### *Digital Tools*

The ITF is currently working with solution technology companies to provide automatic integrations with the ITF World Tennis Number system. Approximately 30 NAs are using Visual Reality, Tennis Integrado and three ClubSpark products benefiting from the digital efficiency of these services.

### *Acceptance Criteria*

From May 2022, the ITF World Tennis Number has been part of the ITF WTT Juniors and ITF World Masters. It is used in all tournaments as secondary acceptance criteria behind ITF Rankings.

### *Digitalisation Grant*

The ITF Digitalisation Grant Programme is designed to help ITF Member Nations introduce efficient digital resources. Eligible nations may apply for funding to support IT projects that are outlined in the programme's guidelines. The programme is constantly open for applications. Priority will be given to projects that assist a National Association's integration with ITF World Tennis Number. A total of 30 grants have been issued to different nations so far.

### *Marketing and Communications*

Alongside the newly refreshed ITF World Tennis Number website, the ITF has created a full suite of marketing assets to help member associations promote WTN to clubs, organisers, coaches, and players. The WTN toolkit available to member associations via secure online folders and has everything a NA needs to support their WTN marketing campaign, including videos, social media, logos, images, and key messages.

## COMMERCIAL

The ITF's Commercial team generates revenue for the ITF to invest back into tennis.

ITF Commercial work to maximise revenue and investment across all levels of the sport, which is one of the eight strategic priorities within the ITF2024 strategy. This is achieved through the sale of partnership, media, data and digital rights and retaining partnerships with investors across all ITF properties.

### PARTNERSHIPS

The ITF's Commercial Programme provides a fantastic opportunity for partners to access the global community of fans, players and coaches on an international, national and local level across the organisation's event and digital properties.

The ITF partner portfolio has increased significantly during a 5 year growth period; with more assets being marketed to a wider category investor group. There are now sixteen commercial partners, who provide valuable support across the ITF as currently listed below:

Commercial Objective	Activity	Term
<b>2022 Sponsorship Sales:</b>		
<b>Billie Jean King Cup</b>	Microsoft	- 2023
	Magellan	- 2024
	Wildlife	- 2023
	Tory Burch	- 2024
	BNPP: addendum/ extension	- 2022
	Gainbridge	- 2027
<b>Wheelchair</b>		
<b>Licensing</b>	NEC	- 2023
	UNIQLO	- 2024
<b>FX Partner</b>	Rosland Capital	- 2024
<b>Beach Tennis</b>	OFX	- 2024
<b>Court Supplier</b>	Decathlon	- 2023
<b>IPIN</b>	ICP	- 2023
<b>Beach</b>	Tennis Point	- 2023
<b>Olympic Ball</b>	Sandever	- 2023
<b>Data &amp; Live Scoring</b>	Dunlop	- 2024
	Sportradar	- 2024

### New in 2022

In September 2022, Gainbridge Insurance Agency, LLC ("Gainbridge"), a Group 1001 company, was announced as the new official title partner of the Billie Jean King Cup, the women's World Cup of Tennis. The new partnership will provide further support for the ITF's Advantage All programme, which focuses on developing and maintaining tennis as an equal advantage sport for all. Together with the ITF, and through their commitment to driving positive change in communities, Gainbridge



will support the goal of equivalent prize money for women and men in the World Cup of Tennis. For 2022, this means the players participating in the Billie Jean King Cup Finals and the Davis Cup Finals will receive equivalent prize money. The six-year partnership will commence from this year's Billie Jean King Cup by Gainbridge Finals, which takes place in Glasgow from 8 – 13 November. It will continue across the entire Billie Jean King Cup tournament from 2023 – 2027 inclusive.

Tory Burch is an exciting new global partner of the Billie Jean King Cup and will provide exciting innovation and activations to the competition, including a new winners jacket presented to the World Cup of Tennis champions.

Beach tennis partner, Sandever will distribute 200 'superkits' of beach tennis equipment free to National Associations as part of a revamped Beach Tennis Global Development Programme (BTGDP) in 2022.

Tennis Clash is one of the most popular mobile games in the world and in 2022 will see the publisher, Wildlife partner with the ITF to produce an annual World Team mobile tennis competition.

Microsoft launched an exclusive real-time player analytics solution for the Billie Jean King Cup Finals in Prague and have updated for the 2022 Finals. With this, players and captains will be able to utilise Match Insights on Microsoft Surface devices before, during and after matches.

Tennis Point and ITF's IPIN e commerce platform continues to grow and has seen significant revenue growth building on 2021 performance.

## **BROADCAST**

The ITF broadcast team helped to bring more tennis action to more audiences across the world last year by producing and delivering vision and content from a range of ITF events to broadcast partners globally and through our broadcast agreements. Highlights include:

### **Billie Jean King Cup**

The Billie Jean King Cup events in 2022 will look to improve on the record number of broadcasters, covering over 180 markets across the world in 2021.

The 2021 Finals secured a total dedicated viewership of 38 million, spanning more markets across the world than ever before. The 2022 event viewership data will be made available December 2022.

The Billie Jean King Cup 2022 Qualifiers all received host broadcast and made available internationally. The USA v Ukraine tie was taken by 8 international broadcast partners.

### **Davis Cup**

Twenty host broadcast partners were secured for Davis Cup World Group I and II ties in March 2022, providing 28 markets of coverage and an audience of approximately 2 million viewers.

The World Group ties in September 2022 has secured a comprehensive range of host broadcast and international customers.

### **World Team Cup**

The production of the nation-versus-nation team event in Portugal in May 2022 was installed on site with a production company serviced by the ITF. International broadcast partners included The Olympic Channel and received feeds of the event for broadcast.

## Archive

We have continued to invest in digitising archived footage of ITF events, including the Davis Cup and Billie Jean King Cup. The content is available via an online archive to ITF partners and National Associations, showcasing the rich history and memories of the competitions.

The archive provides valuable content, including key moments and highlights, for international broadcasters and ITF social media channels.

The revenues from the sale of the archive have been steadily increasing year on year and will continue to act as another form of reinvestment back into the game in the future.

## BRAND

During 2022, the ITF brand team worked on the re-brand of the ITF Masters events that successfully launched earlier in the year, and has been positively embraced by players and nations.



Logo Landscape

Born of the strategy that The Masters Tour is a universal game, with a global community. Simple iconography to work with a complex naming system.

We primarily use two versions of our logo: landscape and portrait. These are used for different applications where space allows for wider or taller application.



In addition, more good work has progressed on re-branding IPIN platforms to engage tennis consumers more effectively. The launch of a rebranded IPIN platform is anticipated to be realised in early 2023.

## GRAND SLAM® BOARD

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

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

The ITF supports the office of the Grand Slam Board in Roehampton and remotely. The Grand Slams and ITF are full members of the International **Tennis** Integrity Agency (**ITIA**) which has taken over responsibility for the management of tennis's anti-doping and anti-corruption programmes.

The Grand Slam tournaments continue to make contributions to the Grand Slam Development Fund (GSDF) to support international competitive tennis opportunities in emerging tennis nations. Since its inception, the Grand Slam Development Fund has contributed over \$60 million towards tennis development through the ITF member nations and their players. This year their contribution to the fund was US\$3 million. Additionally, as Official Tennis Championships of the ITF, each Grand Slam tournament pays the ITF a % of their gross prize money.

Together with the two Tours and the ITF, the four Grand Slams through the Grand Slam Board began the T7 project in 2021. The first phase of the project was completed in 2022 with a number of initial long term strategic goals proposed. The second phase of the project is expected to conclude in 2023.

## ATP & WTA TOURS

### ATP

Having begun their four-year terms on 01 January 2020, the ATP's Chairman Andrea Gaudenzi and CEO Massimo Calvelli achieved ATP Board approval in 2022 for Phase One of their strategic vision, 'One Vision' which will be implemented from January 2023.

The reforms include substantial changes to the ATP calendar including the expansion of several ATP Masters 1000 events with Madrid, Rome, Shanghai, Canada and Cincinnati moving from eight-day (56 Draw) to 12-day (96 Draw) events over the coming seasons, in line with Indian Wells and Miami. These expansions will be complemented by substantial calendar changes from 2023 onwards however, Davis Cup will retain its current positions in weeks 5, 37 and 47.

In addition, audited tournament financials will provide full transparency to players on the economics of tournaments and a new 50/50 profit sharing formula will be introduced.

The plans also include further moves to try and consolidate all tennis rights into one package in order to maximise potential value and return. Structurally the organisation has continued with the changes first introduced in 2021 with a streamlining at the executive level and closer working relationships with the WTA Tour, most notably the marketing functions of both Tours which have been merged.

The new player's representative body led by Novak Djokovic and Vasek Pospisil called the Professional Tennis Players Association (PTPA) announced Ahmad Nassar as its first Executive Director as well as the launch of a for-profit business to benefit professional tennis players called the Winners Alliance.

The ITF has continued to discuss with the new ATP leadership an optimum outcome for the sport regarding the current situation of two men's team events being held each season. We remain confident that a solution will be in place for the 2023 calendar with the Davis Cup as the sole men's team event.

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

### WTA

The WTA has been widely reported by the media in 2022 to be exploring a number of potential investment options to fund long term change and growth in the Tour. These have reportedly included private equity firm CVC.

The potential new investment along with the changes announced at Masters 1000 level by the ATP are likely to see considerable changes to the WTA calendar in 2023 and beyond as their newly named 1000 events look to expand in similar ways.

There continues to be a strong spirit of cooperation between the ITF and WTA across a number of areas and as a founding member of the WTA, the ITF is a voting member on the WTA Board. To ensure collaboration the WTA has one full member on the ITF Women's Circuit Committee, Rules of Tennis Committee and Tennis Anti-Doping Committee. The WTA has an observer on the Billie Jean King Cup Committee and Olympic Committee, and ex-officio members on the Sport Science and Medicine Commission and Technical Commission.

## MAJOR EVENTS & STRATEGIC PROJECTS DEPARTMENT REPORTS

### Billie Jean King Cup Finals by Gainbridge update

Following the successful staging of the 2021 Finals in Prague, the ITF launched the 2022 Finals bid process in December.

Following initial expressions of interest from eight cities, in June the ITF Board selected the Lawn Tennis Association to host the Billie Jean King Cup Finals in Glasgow at the Emirates Arena on 8-13 November.

This will be the fourth occasion that Great Britain has hosted the Finals of the largest annual international team competition in women's sport.

Great Britain, as host nation, will join Australia, Belgium, Canada, Czech Republic, Italy, Kazakhstan, Poland, Spain, Slovakia, Switzerland and USA in the Finals.

In alignment with the ITF's Advantage All strategy to encourage more women and girls to play tennis, the LTA is putting a special focus on placing tennis at the forefront of women's sport in Great Britain.

We very much look forward to having the women's World Cup of Tennis take place in front of passionate tennis fans from around the world in an electric atmosphere, at the culmination of the women's tennis season.

### Davis Cup by Rakuten Finals update

Following Board of Directors' approval, in December 2021 the Davis Cup Finals' Steering Committee voted in favour of a change to the number of teams (18 to 16) and to the playing format for 2022 onwards.

In February, the ITF announced that the Group Stage of the Davis Cup Finals will take place in September from 2022 onwards. It was confirmed that the event would be hosted across four cities, Bologna, Malaga, Hamburg and Glasgow, with each staging one group of four teams from 13 to 18 September.

The drawn groups are as follows;

- Group A – Bologna: Croatia, Italy, Argentina and Sweden
- Group B – Valencia: Spain, Canada, Serbia and Korea Rep.
- Group C – Hamburg: France, Germany, Belgium and Australia
- Group D – Glasgow: United States, Great Britain, Kazakhstan and Netherlands

On 14 March, before the draw, the Board of Directors confirmed the replacement of the Russian team after their suspension from participation in ITF team competitions on 1 March. As 2021 champions, the RTF team had qualified automatically for the 2022 Davis Cup by Rakuten Finals. The ITF Board confirmed that RTF's position in the Finals would go to the highest-ranked losing semi-finalist in 2021, Serbia. As Serbia had been awarded a wild card for the 2022 Finals, the Davis Cup Finals Steering Committee announced Canada as replacement wild card nation.

We look forward to seeing which two teams from each group advance to the Finals Knock-out stage, which will take place from 22 to 27 November in Malaga.

Malaga was announced as the Finals Knock-out stage host in April. The city had initially been appointed as one of the group stage hosts, but a change in circumstances allowed them to place a bid to host the final eight. Valencia was subsequently chosen as replacement host city for the group stage after a review of the bids received.

Positive talks continue with ATP and Kosmos regarding the future format of the Finals.

## **Davis Cup Qualifiers, World Group I and II Play-offs**

A key focus ahead of the March round was the Covid-19 and vaccination requirements for each of the Home Nations and ensuring that the Visiting Nations and Officials could enter the country without issue.

Happily, the vast majority of the 12 Qualifiers and 22 Play-off ties went ahead with no issue in a remarkably busy Davis Cup week where 68 Nations competed to progress to the next round. ITF Event Managers attended nine Qualifier ties and three of the Play-off ties, including the tie in Benin, who hosted their first ever Davis Cup tie.

The tie between Ukraine and Barbados was moved to a neutral ground shortly before the invasion of Russia and this tie took place in Antalya, Turkey. Prior to Belarus' suspension from participation in ITF team competitions on 1 March, choice of ground of that tie was awarded to Mexico however the tie was not played, and Mexico advanced to the World Group I ties in September.

The next home and away round is the 24 World Group I and II ties in September, with host nations having the choice to play Friday/Saturday or Saturday/Sunday. The geographical spread of ties across every region is a solid reminder of the global and inclusive nature of our team events.

There was originally a scheduling clash with the Asian Games and we were liaising with all the affected NAs to try to find a solution. However, the Asian Games have now been postponed to 2023, so the affected ties will be played on the originally- scheduled dates.

As we look ahead to Week I of Davis Cup in 2023, a key update is that NAs will now have the choice of days of play rather than a mandated Friday-Saturday schedule. This aligns with the policy for the September ties and gives increased commercial and operational flexibility to home nations.

## **Billie Jean King Cup Qualifiers and Play-Off ties**

### **Qualifiers**

In April, the Board approved a relaxation of the Covid-19 Protocols for the Billie Jean King Cup Qualifier ties, following an ongoing consultation with the Sports Science and Medical Commission. The amended Protocols maintained an adequate level of protection for the event with just two cases reported. They were well received by National Associations and reduced some of the burden on hosts.

Nine Qualifier ties were originally due to take place on 15-16 April. However, this number was reduced to seven following the suspension of the Russian Tennis Federation and Belarus Tennis Federation from ITF membership and from participation in ITF international team competitions on 1 March 2022, which meant that Australia replaced RTF (who had qualified automatically as 2021 champions) in the 2022 Finals, with both Slovakia (Australia's scheduled opponents) and Belgium (who had been due to play Belarus) also going forward to the 2022 Finals.

Four of the winning qualifier nations will make their second appearance at the Finals: Czech Republic and USA, who respectively overcame Great Britain and Ukraine in decisive doubles matches; and Canada and Spain.

For the other three nations who won in the Qualifiers, a first appearance at the Finals beckons. Italy, Kazakhstan and Poland all recorded comfortable home triumphs to advance.

## Play-Offs

Eight Play-Off ties are scheduled to be held on 11-12 November, with hosts in Europe/Africa, Asia/Oceania and the Americas region.

## Davis Cup and Billie Jean King Cup Regional Group Events

19 Regional Group Events have been successfully hosted in 2022, despite some significant challenges in finding and appointing hosts.

The ongoing impact of Covid-19 meant that far less applications to host were submitted compared to pre-Covid years. As an example, a neutral host outside of the region was required for BJKC Asia/Oceania Group I when none of the competing nations were able to host the event.

On the positive side however, part of the issue of finding hosts was a result of the substantial increase in entries in 2022 in both competitions, and the resulting increase in group sizes – a nice problem to have.

To help manage this increase in participating nations, the Davis Cup Committee approved the creation of an Americas Group IV event for the first time in 2022. The Billie Jean King Cup & Davis Cup Taskforce, as well as both competition committees, continue to assess whether further Group events should be added to each competition to reduce the size of some of the largest groups, and hopefully making hosting as financially viable and beneficial to nations as possible.

### Regional Group Events - 2022

<b>Davis Cup</b>		
<b>Group</b>	<b>Host Nation</b>	<b>Event Dates</b>
Americas III	Costa Rica	w/c 20 June
Europe III	Montenegro	w/c 20 June
Africa III	Algeria	w/c 8 August
Asia Oceania III	Vietnam	w/c 8 August
Africa IV	Rwanda (Event A)	w/c 4 July
	Cameroon (Event B)	w/c 25 July
Europe IV	Azerbaijan	w/c 25 July
Americas IV	Trinidad & Tobago	w/c 1 August
Asia Oceania IV	Sri Lanka (Event A)	w/c 1 August
	Bahrain (Event B)	w/c 17 October

<b>Billie Jean King Cup</b>		
<b>Group</b>	<b>Host Nation</b>	<b>Event Dates</b>
Americas I	Ecuador	w/c 11 April
Asia/Oceania I	Turkey	w/c 11 April
Europe Africa I	Turkey	w/c 11 April
Europe Africa II	Finland	w/c 11 April
Americas II	Dominican Republic	w/c 25 July
Europe Africa III	Montenegro (Event A)	w/c 6 June
	North Macedonia (Event B)	w/c 4 July
Asia Oceania II	Malaysia (Event A)	w/c 8 August
	Tajikistan (Event B)	w/c 22 August



## MULTI-SPORTS GAMES

### Paris 2024

The ITF team conducted a site visit to Roland Garros and meetings with the Paris 2024 organisers in May and will have conducted a follow up site visit (October) by the time of the AGM.

#### Qualification Systems

The Olympic Tennis Event Qualification System was approved by the IOC Executive Board in May and released publicly Tuesday 17 May: [click to view the Olympic Tennis Event Qualification System](#).

Athlete quotas, draw sizes, and events remain the same as Tokyo 2020, whilst there has been a small change to the number and allocation process for ITF Places, alongside the inclusion of one Universality Place. For Mixed Doubles, the quota places for nations have been reduced from two teams to one.

The Paralympic Wheelchair Tennis Event Qualification System was approved by the IPC and published 19 July: [click to view the Paralympic Wheelchair Tennis Event Qualification System](#).

The key change from Tokyo 2020 was the unfortunate reduction in the men's quota from 56 to 48. This change was announced by the IPC without consultation with the ITF and our disappointment at the lack of transparency in the process was made clear to IPC President Andrew Parsons. The regional qualification pathway, which includes places for the winners of the Para Asian and Para PanAmerican singles' events, has also been extended to include a place for the winners of the inaugural European Para Championships and African Para Games taking place in 2023.

#### Schedule

The dates of the Olympic tennis event have been confirmed as Saturday 27 July to Sunday 4 August, mirroring the number of match days (9) and position in the overall Games schedule to that of Rio and Tokyo.

The dates for the Paralympic wheelchair tennis event have been confirmed as Friday 30 August to Saturday 7 September, with one session per day.

### LA 2028

Tennis has been officially included as one of 28 sports on the initial sports programme of the LA2028 Games, with wheelchair tennis expected to be confirmed on the programme by the IPC imminently (and before the AGM).

### Senegal 2026 Youth Olympic Games

The ITF has just begun to restart planning with the IOC for the postponed 2022 Youth Olympic Games that will now take place in 2026. Initial concerns regarding a venue for tennis look to have been resolved with the commitment from the organisers, the Senegal Tennis Federation, and the Senegalese government, to build a permanent tennis academy that we hope will become a regional training centre.

### 2022 Asian/Para Asian Games and 2021 University Games postponement

The 2022 Asian Games and Asian Para Games, scheduled to take place in Hangzhou, China in September/October 2022 have been postponed to next year due to covid-19 concerns. At the same time, the already rescheduled 2021 University Games that was due to take place this summer in Chengdu, China, has also been postponed to 2023.

## WHEELCHAIR

### COMPETITIONS AND CALENDAR

#### 2021/22 UNIQLO Wheelchair Tennis Tour

A full year of tournaments was delivered in 2021, however the calendar continued to be impacted by COVID19, with tournament numbers achieving only 53% compared to 2019. Players valued the return to competition and tournament entry numbers were elevated to take advantage of the playing opportunities.

It is anticipated 142 non-team sanctioned events, including Grand Slams and Junior Series, will be held on the UNIQLO Wheelchair Tennis Tour in 2022. This represents approximately 86% of the number held in 2019 but a significant improvement in 2020's Covid-impacted calendar. Due to continuing Covid challenges in certain regions, such as Asia, the calendar has remained disrupted, although some tournaments traditionally held earlier in the year have been able to be postponed to a later date, which have provided welcome playing opportunities for local players. No further changes to the 2022 calendar are anticipated.

Total prize money that will be offered in 2022 is estimated to be \$4,542,000, representing a significant 31% increase on the amount offered in 2019, which has been delivered by the Grand Slams as a result of the increases in draw sizes.

For 2023 it is expected that tournaments will continue to return to the calendar to provide playing opportunities at the same level seen in 2019.

Following the use of an adjusted ranking system, introduced following the suspension of tournaments due to the Covid pandemic to provide fairness to players, the ranking system reverted to its standard 52-week period in June 2022, thereby recognising only the most recent results of players.

#### Grand Slams

Following increases in 2021 of Quad draw sizes from 4 to 8 at both the US Open and Australian Open, Roland Garros and Wimbledon both made the same increase for their 2022 events. Additionally however, Roland Garros and US Open both made further increases to their Men's and Women's draw sizes, from 8 to 12 and 16 respectively.

The draw size increases at the US Open formed part of a wider expansion of wheelchair activities at the event. Total prize money for the professional draws achieved \$1,000,000 for the first time, but significantly, a junior wheelchair event (8 draws for boys and girls) was also held for the first time at a Grand Slam, with the principal goal being to provide the game's future stars with experience and exposure on a Grand Slam stage.

The changes being delivered by all the Grand Slams recognise the growing depth in the game but also significantly, the support to grow the game and the value of the inclusion and integration of the wheelchair events within and to complement their existing competitions and activities.

#### Structural Review

ITF has been conducting a Tour structural review, which aims to deliver recommendations for an enhanced structure that attracts more entry level players, encourages player progression, rewards success appropriately and supports more elite level players. With the support of a working group of key stakeholders and in liaison with the Grand Slams, the goal is to deliver recommendations to the Wheelchair Committee in 2022.

## **BNP Paribas World Team Cup**

For the second year in succession, the event attracted a high number of entries, with 34 nations entering the Qualification event and a total of 42 nations entering the competition as a whole, comprising a total 88 teams across the men's, women's, quad and junior divisions.

The Qualification event was held in Antalya, Turkey, hosted by the Turkish Federation for the Disabled (in association with the Turkey Tennis Federation). As was the case in 2021, a single combined-region format was used, rather than four individual regional events, to help minimise the risk of disruption caused by the Covid pandemic. While the event was successful and teams valued the experience of participating in a large event, a return to regional events is expected for 2023, as specified in the regulations, which is supported by the participating nations.

\$58,800 of ITF funding grants were awarded to 24 nations to assist with both participation and travel for the World Team Cup Qualification event in Antalya. These were allocated in several funding rounds and were decided through tiered criteria agreed by the Wheelchair Tennis Committee.

The World Group event was held in Vilamoura, Portugal, expertly hosted by the Portuguese Tennis Federation and local organising team, with very positive feedback received from all participating teams. The event benefited from a full TV production from one court and live streaming from a further two courts throughout the week.

## **NEC Singles & ITF Doubles Masters**

Following cancellation of the 2020 edition of the NEC Singles Masters and UNIQLO Doubles Masters due to the Covid pandemic, the event successfully returned for a third edition at the USTA National Campus in Orlando, operating under ITF's Return to Tennis Covid protocols.

The 2022 Wheelchair Masters will be held in Oss, Netherlands, from 30 October to 6 November. The event is supported by the Dutch Tennis Federation (KNLTB) and is being organised by TeamTOC, an events company that has run numerous Davis Cup ties on KNLTB's behalf, as well as many other national and international sporting events and championships. An events and hospitality programme is also planned to run alongside the events itself.

## **STRATEGIC ACTIVITIES**

### **Roadmap50**

ITF and the Wheelchair Committee have conducted a review of the existing wheelchair tennis strategy, Roadmap50, which was created in 2018 targeting the 50<sup>th</sup> anniversary in 2026 of the founding of wheelchair tennis. The purpose of the review was to ensure the strategy – the vision, mission, goals and key priorities/pillars remain fit for purpose. Once approved by the ITF Board, an updated strategy will be published later in 2022.

### *Classification*

Following a resource and activity review, from early 2022 a new Classification Delivery Team was introduced to lead the delivery of classification goals and priorities. A dedicated classification strategy has been created that focuses on five key areas; Players, Staff, Applied Research, Governance/Systems, Integration & Communications. Immediate priorities are to deliver outstanding player evaluations, increase classifier personnel and training and conduct a review of the Sport Classes.

Delivering classification and completing Player Evaluations has remained a key priority following a change to the Classification Rules in 2019, in compliance with the International Paralympic Committee's Classification Code. It remains a requirement that all players who compete in ITF

events must complete Player Evaluation, and players and National Associations are encouraged to engage with this process.

ITF's classification programme was severely disrupted by the pandemic, however with the support of IPC, remote assessments have been possible with the introduction of video-assisted assessment protocols. Since 2019, 576 players have completed Player Evaluation, while in the first three quarters of 2022 alone, 11 classification events have been run delivering 169 completed Player Evaluations. A further 10 events are planned in Q4 that will deliver a further 150 Player Evaluations. To help achieve Player Evaluation goals for players within specific nations/regions, targeted National Association support is being sought to run upcoming classification events.

Restrictions of the pandemic also limited opportunities to build the quality and depth of the classifier workforce, but training for existing and new classifiers is planned for later in 2022 to develop skills and encourage progression.

The ITF is committed, on an ongoing basis and in compliance with the IPC Classification Code, to deliver a classification system that is evidence-based and informed by scientific research. Changes to the Minimum Impairment Criteria for wheelchair tennis were introduced from January 2022, following a review led by Prof Babette Pluim and extensive consultation with stakeholders including players and the International Paralympic Committee (IPC).

The current research priority, which again is being led by ITF's Classification Research Consultant Prof Babette Pluim, is a review of the Sport Classes in wheelchair tennis, comprising qualitative (stakeholder consultation) and quantitative (empirical studies and literature reviews) elements, with the goal being to deliver findings by the end of 2023 that will help inform recommendations and decisions about any applicable changes (to be applied from 2025 onwards) to the current classification structure.

## **Development**

Following a pandemic-enforced hiatus, most dormant development activities have been re-launched in 2022. This year also marks the 20<sup>th</sup> anniversary of ITF's partnership with the Cruyff Foundation, whose support remains vital in delivering a variety of programmes.

Two dedicated wheelchair tennis online courses are being developed in partnership with the USTA that will be introduced onto the ITF Academy in 2022. A coaches workshop was held in March alongside the World Team Cup Qualification event in Turkey, using funding achieved from IPC, and another such event is planned to be held in Ghana in November.

Twenty-three nations received development grants to promote activity within their nations, with 15 nations receiving specific funding for junior activity. 54 players received travel grants while 15 events received UNIQLO Tour grants, three of which were specifically for junior events.

Overall, 39% of the funding was awarded to the African region, 22% to South America, 14% to Europe, 10% to Asia, 11% to Central America, 3% to North America and 1% to Oceania. The European and Americas Cruyff Foundation International Junior Camps took place in the summer of 2022, with the African International Junior Camp taking place at the end of September. A total of five Development Fund projects were planned for 2022 with one of them taking place in August and with the remaining scheduled for later in the year.

## HOPMAN CUP

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

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

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

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

At their September 2022 meeting the ITF Board approved the return of the Hopman Cup to the 2023 calendar and an announcement on the new host will be made in November 2022.

## OFFICIATING

The ITF Officiating Department undertook a number of structural changes in 2022 with two new leadership roles created.

Iain Smith was appointed Head of Officials with responsibility for managing the joint ITF/ Grand Slam team of officials, the ITF/ Grand Slam Development Team, the ITF's network of Regional Officers and the Head Office team. He has also taken responsibility for the ITF's training, schools and officiating development work and will work closely with our partners at the ATP and WTA Tours as well as the four Grand Slams and 213 ITF member nations in creating a new strategy for officiating at the ITF.

Andrew Nicholas-Wynne was appointed Head of Officiating Compliance with responsibility for all Officiating Assignments, the Officiating Code of Conduct and Rules and Regulations. The new approach is designed to ensure transparency and accountability in all aspects of the ITF's work within the officiating world.

In addition to these new appointments, Ivan Martinez Barredo was appointed as Regional Officiating Officer for Europe in April and Patrick Kamuhia joined as the new Regional Officiating Officer for Africa in August. They will work closely with the existing network of Regional Officers to ensure we are supporting the growth of officiating in all regions of the tennis world.

### Assignments

With the return in 2022 to a full calendar of international events, the Officiating department oversaw the assignment of 383 officials for ITF events including the Davis Cup by Rakuten, Billie Jean King Cup.

### ITF Officiating Schools

A key focus for the ITF Officiating Team and Department remains the continual training and hosting of schools in various regions.

The following schools were held or are still being planned for the remainder of 2022:

- National schools were held or are planned to be held:
  - Kigali, Rwanda – 12 candidates
  - Mumbai, India – 25 candidates
  - Tripura, India – 22 candidates
  - Hong Kong – 25 candidates
  - Indore, India – October
  - Dhaka, Bangladesh – November
- A Green Badge school is planned to take place in October (Tunisia)
- Two Level 2 schools were held:
  - Tay Ninh, Vietnam (12 white badge chair umpires were certified)
  - Bendigo, Australia (12 white badge chair umpires and 5 white badge referees were certified)
  - Total of 29 new certified officials
- Four additional Level 2 schools are planned to be held in Slovenia (September), Canada (October), Luxembourg (November) and another one in Europe (December, nation TBC)
- Two Level 3 schools have been held:
  - Hamburg, Germany (10 bronze badge chair umpires and 5 silver badge referees were successful)



- Orlando, USA (4 bronze badge chair umpires, 3 silver badge chief of umpires and 5 silver badge referees were successful).

- A remaining Level 3 school for Africa and Europe will be held in Tunisia (September).

REGION/ BADGE	GREEN	WHITE	BRONZE	SILVER	GOLD	TOTAL
EUROPE	0	448	89	121	91	<b>749</b>
ASIA	0	213	31	19	10	<b>273</b>
OCEANIA	0	36	9	15	8	<b>68</b>
AFRICA	23	110	16	12	4	<b>165</b>
NORTH AMERICA (USA+CAN)	0	60	17	18	17	<b>112</b>
CENTRAL AMERICA	6	26	1	1	2	<b>36</b>
SOUTH AMERICA	36	66	17	19	10	<b>148</b>
<b>TOTAL</b>	<b>65</b>	<b>959</b>	<b>180</b>	<b>205</b>	<b>142</b>	

Total of 1551 certified officials

A comprehensive programme of Level 3 schools is being planned for 2023 and 2024 in conjunction with the ITF's Joint Certification Programme partners. In addition, a similar programme of National, Level 1 and Level 2 schools will be created by the ITF Officiating Regional Officers in collaboration with the ITF Development Officers.

### National School Programme

The ITF Officiating National School Programme is designed to introduce new entrants, or those with limited experience, to tennis officiating. While some students may be tennis players and others may already have some experience in officiating, the new modules and the General National School Package assume no previous knowledge of tennis officiating. New Rules of Tennis and Off-Court Umpiring modules remain available for National Associations to order. The previous National School package is still available while new improvements are being finalised.

### ITF Officiating Education

The ITF Officiating Education portal contains resources to educate and update officials. This includes materials to help officials working in various roles who are returning to officiating, allowing them to become familiar with new procedures and protocols after the long period of inactivity. The Education Portal has become an integral communication tool for officials of all levels. The focus for the near future is to develop modules that assist Referee's working at various ITF Circuit events along with Questions and Answers section and Cases and Decisions taken from incidents that have occurred during the last year to help serve as a guide and reference for officials. A strong focus on TP training is also required and will be worked on.

### Open Book Test

The pass rate for the 2022 Open Book Test was set to eight for all international officials by the members of the Joint Certification Programme (JCP). White and Green Badge officials were required to achieve a minimum of seven correct answers, with the test having a total of ten questions.

This year, 47.78% of all officials achieved a maximum pass rate of ten (100%). 92.04% reached a pass rate of eight or higher.

Consideration is now being given to having two separate Open Book Tests for 2023. Green Badge/White Badge test and an international certification test. This will allow questions to be created that are relative to the events being managed by the various certifications.



# TOURS & PLAYER PATHWAY DEPARTMENT REPORTS

## ITF WORLD TENNIS TOUR

### Tour Calendar

The 2022 ITF World Tennis Tour calendar is scheduled not only to return almost to pre-pandemic levels of 2019 in relation to the total number of tournaments, but also to set new records in relation to the number of tournaments at higher prize money levels. This includes:

- 94 tournaments at the W60-W80-W100 level for women, eclipsing the 76 tournaments at this level in 2019;
- 205 tournaments at the W25 level, higher than our previous record of 201 in 2019; and
- 209 tournaments at the M25 level, substantially higher than the 157 recorded in both 2018 and 2019.

Positive tournament numbers are the result of three major factors: more benign conditions in relation to Covid-19, in particular the easing of entry restrictions in many Asian countries (with the notable exception of China); collaboration between the ITF and National Associations in investing with increased data rights distributions and through the Balanced Calendar Fund (see below); and the new requirement in 2022 for National Associations to organise at least one M25/W25 tournament for every four M15/W15 tournaments.

*ITF World Tennis Tour tournaments 2019, 2021 and 2022 by gender and prize money category*

Year	M15	M25	Men Total	W15	W25	W60	W80	W100	Women Total	Total
2019	385	157	542	278	201	51	11	14	555	1097
2021	278	108	386	215	113	31	8	6	373	759
2022	314	209	523	226	205	73	7	14	525	1048

### Data rights

Live scoring of ITF World Tennis Tour matches generates significant revenue for the National Associations, payable as a distribution for each tournament organised. In 2022, to incentivise more tournaments at the M25/W25 level and above, data rights distributions for these tournaments in 2022 were increased to 50% of the prize money with all National Associations able to invoice the ITF for 80% of the value of the data rights in advance of each tournament.

### Balanced Calendar Fund

The ITF's Balanced Calendar Fund in 2021 and 2022 has provided financial support to National Associations to deliver a robust player pathway by upgrading prize money. There are two upgrades being offered: \$15,000 to \$25,000 (men and women); and \$25,000 to \$60,000 (women only). The amounts offered cover the additional prize money and some additional costs (for example, officiating). At the time of writing, over 160 upgrades have been allocated across the year as follows:

- W25 > W60: 31 upgrades
- W15 > W25: 70 upgrades
- M15 > M25: 60 upgrades

## Player Panels

In 2020, the ITF established two Player Panels, one for men and one for women, to provide players with a means of having a voice in the running of the ITF World Tennis Tour. Following elections at the start of 2022, the new Player Panels have settled well. Four rounds of meetings have occurred including two joint panel meetings. Discussions have primarily focussed on our strategic plans and tournament standards.

We continue to work collaboratively with both the Panels and other organisations (for example ATP, WTA) who have attended meetings. The ITIA and the ITF's safeguarding team have also had dedicated time to provide presentations as we ensure correct messages around integrity and safety on our Tour. To support with raising the profile of the Panels a dedicated page on the ITF website was launched in September with member pictures and biographies. A number of social media engagement pieces with members is also planned to support awareness of the Panel to the broader player community.

## Collaboration with WTA and ATP

The ITF's collaboration with the Tours has grown in 2022, with regular meetings between our organisations on strategic and operational items. There has been greater teamwork around the tournament calendar, specifically around scheduling WTA Tour or ATP Challenger tournaments in weeks adjacent to ITF events. The ITF has consulted with the Tours about the World Tennis Tour strategy (see below) and has welcomed input to ensure alignment throughout professional tennis. A key example of cooperation was the meeting in Brazil in July that saw the ATP, ITF, COSAT, National Associations of South America and private promoters come together for a 2-day conference to discuss opportunities for growth and collaboration in professional tennis.

## Tournament Standards

2022 has seen a renewed focus on the quality and standard of World Tennis Tour tournaments. To support the process the ITF has:

- Launched a Tournament Feedback Survey - a new mechanism for players to share their tournament experiences with us on a weekly basis. Players rate aspects of their experience on a scale of 1 (poor) through 5 (excellent). We have had over 2,500 responses, with the 'overall tournament experience' being reported as 'good' (4.2/5) across the Tour. The data is being shared in conversations with National Associations and providing insightful with management information to help with tournament improvements.
- Ensured greater presence of ITF personnel at tournaments. It is anticipated the team will achieve 20 country visits this year (covering approximately 30% of our tournaments) with a particular focus on our flagship tournaments and 'Extended Series' locations. The visit programme will evolve to new countries in 2023 and has been a great way of engaging and listening to the tennis and player community and meet organisers and National Associations who are committing to our Tour.
- Developed our operational processes and introduced new activities to support with organiser and National Association understanding of our tournament requirements. Email communications have been refreshed, clearer and consistent information provided on IPIN/website channels and bespoke calls being made to Nations and organisers.

## Strategic Planning

In 2022, the ITF World Tennis Tour department has been developing a strategic plan to be implemented over the coming months and years to address the player pathway, affordability, innovation, and standards and services across the Tour. The plan, which is subject to further consultation among players, National Associations and the Tours, and approval by the Board of Directors, is set out in the following areas:

- The tournament pathway, in particular delivering the same level of opportunities for women as for men in line with the ITF's Advantage All strategy; improving the financial equation for

players by potentially introducing new prize money categories, providing more hospitality, and designing tournament scheduling to cut costs for players;

- Innovation, focusing on areas such as new events on the ITF World Tennis Tour, the use of World Tennis Number to reduce player costs and integrity risk, and the extension of the Extended Series concept of tournaments (those held in the same location for several weeks consecutively) to different geographical regions in line with delivering a more sustainable future; and
- Raising standards on the Tour and providing best-in-class services across the Tour and substantially raising the profile of the Tour's events.

## **ITF WORLD TENNIS TOUR JUNIORS & JUNIOR COMPETITIONS**

The ITF World Tennis Tour Juniors (“WTTJ”) is on track for a record number of tournaments in 2022, with a continued drive of national associations to support ITF Junior events.

Thanks to this support, the calendar year of 2022 is expected to see 800 tournaments take place in 115 nations – a growth of 39% from 572 tournaments that took place in 2021, and a growth of 23% from the previous high of 650 tournament that took place in 2019.

Most of this growth is seen at Grade 4 (J4) and Grade 5 (J5) tournaments where the Juniors Committee aim to provide more opportunities for players in all nations and regions to access entry-level WTTJ tournaments closer to home, and to allow talented players the opportunity to earn their initial ITF ranking points with reduced travel and cost.

The Tour has introduced new grading criteria in 2022 which assesses the strength of tournaments based on ITF Ranking and ITF World Tennis Number. In addition to this, each player who participates in a tournament is now asked to provide feedback on their tournament experience, with the overall satisfaction score provided by each player used to understand tournament delivery standards, and to assist the future grade of a tournament.

### **ITF World Tennis Number**

To further assist player access to the WTTJ, the Tour introduced the ITF World Tennis Number (WTN) as a secondary acceptance measure for all tournaments from 16 May 2022 onwards. The ITF ranking – and ATP/WTA ranking where applicable – remains the priority measure of tournament acceptance. Where players do not have an ITF ranking, the acceptance list is next be ordered based on the ITF World Tennis Number of players, as opposed to the existing National Ranking criteria. The WTN provides the Tour a further global measure, that can be consistently applied for players in all nations and regions.

### **Player & Support Team Education**

In collaboration with the ATP, WTA, Grand Slams and ITIA, the Juniors department have reignited player and support team education programmes in 2022, with a view of creating a truly one-sport approach to player education. In-person education sessions have taken place at the Junior events at Wimbledon and the US Open, as well as at the 14U World Junior Tennis Finals in Czech Republic. A blended learning approach has been adopted, and players and their support teams are able to utilise the ITF Academy, free of charge, to access a wealth of high-quality resources to support their on and off court development.

Moving forwards, the ITF will work with Regional and National Associations to provide a high-quality, consistent education offer to players and their support teams in all regions.

## **ITF Owned Junior Events**

The 14U ITF World Junior Tennis Finals took place in Prostějov, Czech Republic from 1-6 August 2022, with Czech Republic Girls and Switzerland Boys crowned champions. The Finals will return to Prostějov in August 2023, which will be the 24<sup>th</sup> consecutive time the event has been staged by the Czech Tennis Association.

Final qualifying events have taken place in all regions ahead of the 2022 Junior Davis Cup & Junior Billie Jean King Cup Finals by BNP Paribas, which will take place in Antalya, Turkey from 1 to 6 November 2022. This will be the second consecutive year the Finals have been hosted by the Turkish Tennis Federation, who delivered a fantastic event in 2021 which received 100% positive feedback from all participating teams.

The ITF World Tennis Tour Junior Finals will not take place in 2022 due to the Covid-19 situation in China, but is expected to restart in Chengdu, China in 2023. Several former participants in the event are making a major impact in the professional tennis, including Elena Rybakina (2017 participant) who claimed her first Grand Slam singles title at Wimbledon 2022.

## **Strategic Planning**

The Juniors Committee are continuing their strategic review of the ITF World Tennis Tour Juniors and ITF Junior Team Competitions, with an intention to shortly produce a Strategic Plan for the period from 2023 onwards. The plan is focussed on the international pathway and is reviewing the entry point of players, the player and support team experience when competing on the WTTJ, and their pathway progression following the WTTJ.

Several key projects under review include the ITF World Tennis Number, player and support team education, enhancements to ITF owned events, and exploring areas of innovation.

A consultation period is planned to take place with key stakeholders in early 2023, ahead of the release of the plan later in the year.

## MASTERS

On 1 August 2022, the ITF Seniors Tour was re-named the ITF World Tennis Masters Tour (“WTMT”), complete with new branding and brand resources for tournament organisers.

The decision to change was driven from consultation with many key stakeholders, led by the Player Advisory Panel, Tournament Director Advisory Panel, and Referee Advisory Panel. A key outcome was that many did not associate with the term ‘Seniors’, particularly those within the younger age categories.

The new branding has been in effect since 1 August 2022 and was launched at the ITF 30-45 World Team & Individual Championships that took place in Lisbon, Portugal. Feedback on the new brand is that it is more appealing to our existing players, and it is therefore likely to be more appealing to those we are seeking to attract to the sport.

### 2022 Tournament Calendar

The first six months of 2022 saw a full recovery to 2019 tournament levels, with the same number of tournaments (222) as the same period in 2019. The Tour has continued this stability throughout the year, with a possibility of exceeding the record high of 502 tournaments that took place in 2019.

A total of 62 nations are expected to host events in 2022, compared to 72 nations in 2019. The department will be working with existing host nations to recover their tournaments to the calendar and will develop contacts with new nations to help expand the reach of the Tour and the ease of accessibility for players in more nations, particularly outside of Europe where few opportunities currently exist. It is noted however that there is encouraging growth among some nations outside Europe, including Japan and Mexico.

With the full recovery of tournament numbers, the WTMT returned to its normal 52-week ranking in September 2022 following ranking protection offered during the past two years.

Player feedback from tournaments held in 2022, measured by their response to the post-event player feedback survey, has been very positive. Overall player satisfaction across all tournaments this year is averaging 5.7 out of 7.0, which recognises the hard work of National Associations and tournament organisers to deliver a great experience to players, which has a major impact on the retention of players. The player feedback scores continue to be used to assist the grading review of tournaments.

### Tour Developments

In May 2022, the Tour introduced the ITF World Tennis Number (WTN) as a secondary singles acceptance measure for all tournaments. The ITF ranking remains the priority measure of tournament acceptance, but where players do not have an ITF ranking, the acceptance list is next be ordered based on a player’s WTN. The application of the WTN will assist a major proportion of players who predominantly compete in national competitions. The WTN considers all results recorded in the previous four years which also supports the large proportion of adult players who compete in a limited number of competitions each year.

The 30 and over age category, introduced for the first time in 2021, is gaining momentum, and will continue to be a key focus for the ITF in the years ahead. It is expected that there will be over 1,000 ranked players in the 30+ category at the end of 2022. Our mission for the Tour is for tennis to become the largest sport for those aged 30+, and our current drive is to promote and increase the number of participants, particularly in the younger 30, 35, 40 and 45 age groups, where there is significant opportunity to grow.

## 2022 World Championships

The 30\*, 35, 40, 45 World Team & Individual Championships took place in Lisbon, Portugal, from 31 July to 13 August 2022. Entries into the team event were very positive, with an increase to a record 118 teams – compared to 96 in 2021.

The 50, 55, 60 World Team & Individual Championships took place in Palm Beach County, Florida, USA from 1 May to 14 May 2022. Entries into the team event were also high, with 125 teams entered, compared to 106 in 2021 and the 5-year 117 average.

The 65, 70, 75, 80, 85, 90\* World Team & Individual Championships were played in Palm Beach County, Florida, USA from 24 April to 7 May 2022. 2022 saw a large increase in teams participating – 99 teams, compared to 79 in 2021, although some nations are yet to return their usual number of entered teams within these age groups. 2023 is expected to return to similar levels to the 5-year average of 123 teams.

\*Individual event only.

## 2023 World Championships

For the first time, a more flexible approach to the bid process has been applied which allows applicants to host as little as two age group events, with no upper limit – provided they can offer sufficient courts. The Committee have approved the dates and locations of the 2023 World Team & Individual Championships, as follows:

- The 30, 35, 40, 45, 50 World Team & Individual Championships will be played in Manavgat, Antalya, Turkey, on Sunday 19 March to Saturday 1 April 2023. This includes the introduction of a 30+ Team Event for the first time.
- The 55, 60 World Team & Individual Championships will take place in Lisbon, Oeiras and Estoril, Portugal, on Sunday 30 July to Saturday 12 August 2023.
- The 65, 70, 75, 80, 85, 90\* World Team & Individual Championships will be played in Capdepera, Mallorca, Spain on Sunday 8 October to Saturday 21 October 2023.

## Strategic Planning

The Seniors Committee are currently reviewing the strategic plan for the period from 2023 onwards. The renewed plan will focus on the Tour's mission to become the most participated sport for those aged 30 and over. The continued integration of the ITF World Tennis Number, which came in to effect as a secondary measure of acceptance in May 2022, shall be key part of this. Other areas of strategic focus will include the targeting and growth of the younger 30, 35 and 40 age groups; growing the number of new tournaments and players; and the development and high-quality delivery of World Championship events.



## BEACH TENNIS

### Tours & Major Events

#### Calendar

The Beach Tennis World Tour calendar continues to bounce back following a difficult period, where tournament activity was impacted by COVID and the related economic downturn. Whereas recovery has been slower at the development levels (BT10 and BT50), albeit grass roots activity does seem to be increasing on a national basis, pleasingly 2022 has seen increases at the top tournament grades up to and beyond 2019 levels. Unsurprisingly therefore prize money is at a record high thanks to increased activity at BT100 – BT400 and Sand Series levels, with the expectation that the Tour's offering will exceed one million US dollars by the year end.

Over thirty nations will deliver an ITF Beach World Tour tournament in 2022, with Australia due to stage its first ever Tour event in Perth in September. New activity is also expected in the United States, with the first ever BT100 tournament in August, and further high-level tournaments anticipated in that country in 2023. Estonia and Hungary both hosted the highest number of tournaments in the country, with Estonia hosting the Baltic region's first BT400 in August.

At its meeting in July, the Beach Tennis Committee determined that an increase in the number of Sand Series tournaments is appropriate, up to a maximum of 12 in 2023. An increase from four to five Sand Series events in 2022 is expected to see the launch of the inaugural Sand Series Tour Finals, to be hosted in Jeddah in December 2022.

The overall picture for 2022 (versus 2019) is very encouraging:

- BT100 and above tournaments: 125%
- Total number of nations: 80%
- Total Prizemoney: 130%

#### Juniors

Providing a sustainable, and financially viable, pathway for junior players is a key goal, which we aim to achieve by placing an emphasis on the provision of appropriate local competition, thereby reducing the requirement for international travel. The ITF is working with nations and with Regional Associations to deliver on national competitions in 2023, which will sit alongside a select number of elite international tournaments, including the World Championships and the World Cup, which will provide a platform for the best performers.

Following the successful launch of the World Tennis Number across other ITF Tours, the department is exploring options for a World Beach Tennis Number, the purpose of which will be to provide a better experience for junior players in finding appropriate levels of competition on a local basis.

#### World Cup

Following a very successful inaugural hosting in 2021, the Beach Tennis World Cup returns to the spectacular Copacabana Beach in Rio de Janeiro in November 2022.

The demand for involvement in the competition has returned to pre-pandemic levels with nineteen teams entering the tournament, demonstrating the need for further exploration of regional qualifying tournaments. All ITF Regions, except Oceania, will be represented at the sixteen-team tournament which will include an eight team Junior element. The finals will be broadcast live around the world, with international broadcast rights being offered in multiple regions.



## World Championships

The World Championships returned to Terracina, Italy with record prize money on offer (US\$35,000). Teams from nineteen nations were represented at the tournament, with junior, professional and amateur categories providing opportunities at all levels of the sport. The department is already looking forward to the next World Championships and welcomes enquiries from nations with regard to hosting the event.

## Multi-Sport Games Involvement

The 2023 ANOC World Beach Games will be held in August 2023 in Bali, Indonesia. The qualifying process has been confirmed by the ITF Board and published by ANOC. Qualification will be through a combination of world ranking and regional representation. The World Beach Games provide a great platform for beach tennis in a multi-sport environment and the ITF are proud to be a key partner of ANOC in this event.

In addition to the ANOC World Beach Games, an increase in multi-sport opportunities has been realised, providing additional opportunities for National Associations to work with their National Olympic Committee and provide national representative opportunities for players. These include:

- Central American and Caribbean Games, staged in Santa Marta, Colombia, in October 2022
- Mediterranean Beach Games, scheduled in Heraklion, Greece, in August 2023
- South American Beach Games, scheduled in Santa Marta, Colombia, in September 2023

## World Beach Tennis Number

As previously referenced, work is underway to develop a Beach Tennis specific version of the World Tennis Number, to provide players, adult and junior, with a means to find appropriate competition wherever they are in the world; as well as a way to track their progress in the sport; and provide a gateway to the World Tour. Testing of the WBTN will take place in 2023, in anticipation of launching the system at Tour level in 2024.

## Development

### Rules of Beach Tennis

Of the two trials approved for Beach Tennis by the Rules of Tennis Committee, one has reached a conclusion in 2022:

- The trial to increase to the net height for men at BT100 tournaments and above has proved very successful, with the Rules of Tennis Committee due to consider approving an amendment to raise the net height for men's events to 1.80m permanently in 2023.
- The trial around ball colour, aimed at increasing visibility of the ball for players and for broadcast purposes, will continue into next year. Production challenges experienced by manufacturers meant that this trial could not advance in 2022, but the ITF's Global Development Partner, Sandevar, are keen to restart the trial next year. The Rules of Tennis Committee will be asked to consider approving a further extension.

## BT Councils

Relations with players and ensuring that this group has a say in how the sport develops, is a key priority for the ITF. A new Player Council was elected in April to serve until the end of 2023. Four (4) members of the previous Council were re-elected, along with five (5) new members. The Council met for the first time in May 2022, with Maraike Bigmaier (GER) and Satoshi Goda (JPN) elected as co-Chairs of the Council.

## **Coaching**

To support National Associations to grow their coaching capacity within beach tennis, the first beach tennis module was launched on the ITF Academy in August.

Titled 'Introduction to ITF Beach Tennis', the module is a useful module for anyone interested in getting involved in the sport, from administrators to coaches and will provide support to national associations, particularly those members of the Beach Tennis Global Development Programme looking to capitalise on festivals.

Further modules will be launched in 2023 to provide tactical and technical education for aspiring coaches.

## **Officiating**

Increasing the number of beach tennis officials, and the training offered to them, is an important step for beach tennis to professionalise the sport. As part of that work, a webinar was delivered in March 2022 to support UAE Tennis Chair Umpires prepare for tournaments in April and then shared through the officiating portal for officials from all nations. This is part of a wider plan to increase the regulations knowledge of officials, helping them to be more comfortable working at Beach Tennis events and increasing the officials pool for the sport.

## **Beach Tennis Global Development Programme (BTGDP)**

Following the very successful first distribution of Sandever Superkits in 2019, phase two of the BTGDP was launched in May 2022, with applications invited from all member nations. Phase two provides a more formalised framework for nations to follow, with the 200 'superkits' provided by Global Development Partner SANDEVER supporting a wider beach tennis development programme.

Fifteen nations were accepted onto the programme, with representation from four of the six ITF regions. Kits were distributed in September 2022 with first reporting expected in early 2023. These kits will allow nations to deliver festivals across their nation, bringing beach tennis to a new audience and helping to grow the sport.

## **Beach Tennis Strategy**

A long-term strategy will be considered by the ITF Board later this year, for a phased launch in 2023. The strategy will have at its centre the ITF's stated mission to be the most popular beach sport in the world.

To deliver that mission, there will be four key strategic pillars:

- Optimising the Tour Calendar and Major Events
- Enhancing Tournament Standards for all stakeholders
- Growing Beach Tennis
- Utilising partnerships and broadcast to create an Olympic Roadmap

All four pillars will be supported by enhanced marketing and publicity to increase awareness of the sport.

# INTEGRITY & LEGAL DEPARTMENT REPORTS

## ANTI-DOPING AND ANTI-CORRUPTION

Upholding the highest levels of integrity, governance and transparency is a strategic priority of ITF2024. To contribute to this aim, the Integrity Department contributes to and supports the implementation of the Tennis Anti-Doping Programme (**TADP**) and the Tennis Anti-Corruption Program (**TACP**), which aim to maintain the integrity of tennis by protecting the health and rights of players and combatting betting-related corruption, respectively.

### Anti-Doping

A total of 6,636 samples were collected under the TADP in 2021. The breakdown of these samples is shown in the table below. Movement restrictions caused by Covid-19 affected the number of samples collected for a second year. However, sample collection continued throughout 2022, thus maintaining a deterrent as well as the ability to detect doping.

	<b>Total samples</b>	<b>Men</b>	<b>Women</b>
In-Competition	3,621	2,125	1,496
Out-of-Competition	3,015	1,578	1,437
Urine	4,581	2,631	1,950
Blood	2,055	1,072	983

On 1 January 2021, the ITF delegated responsibility for the administration and enforcement of the TADP to the International Tennis Integrity Agency (**ITIA**). As the Signatory to the World Anti-Doping Agency (**WADA**) Code for tennis, the ITF remains responsible for any failures by the ITIA to maintain the TADP as compliant with the WADA Code, and so the ITF is working closely with ITIA to ensure ongoing Code-compliance.

WADA operates a Code-compliance monitoring programme, which aims to ensure that all Signatories to the WADA Code maintain Code-compliant anti-doping programmes and, where such compliance is not maintained, to impose sanctions against the relevant Code Signatory. A Code Compliance Questionnaire for the calendar year 2021 has been completed. This identified 21 potential non-conformities, of which the ITF has already corrected the majority, including all those identified as 'critical'. The ITIA will implement all of the outstanding non-conformities (which arise from the introduction by WADA of new education standards during the time that the TADP was being transferred to the ITIA).

The ITF retains responsibility for the management of anti-doping cases that were outstanding as of 1 January 2022. There were 21 of these, of which 8 remain at the time of writing. The outcomes of all such cases are reported in accordance with the requirements of the WADA Code. Decisions announced by the ITF are published at [antidoping.itftennis.com/antidoping/news/decisions.aspx](https://antidoping.itftennis.com/antidoping/news/decisions.aspx), while decisions announced by the ITIA are published at <https://www.itia.tennis/news/sanctions/>.

Under the administration of the ITIA, various TADP meetings have been held in 2022:

- The Tennis Anti-Doping Committee has met twice in 2022. This group (previously known as the Anti-Doping Working Group) is responsible for proposing amendments to the TADP rules and its operational aspects. A status report and various amendments to TADP operations were approved by the TADC, which will be submitted to the Tennis Integrity Supervisory Board for final approval, as necessary.
- The independent Therapeutic Use Exemption Committee (**TUEC**) has met once. As its name suggests, the TUEC is responsible for reviewing applications for TUEs under the TADP.
- The independent Review Board has met twice. The Review Board has various roles and responsibilities under the TADP and provides expert input to strategic matters.

## **Anti-Corruption**

The ITIA operates the Tennis Anti-Corruption Program (TACP) on behalf of professional tennis, under which various meetings have been held in 2022:

- The TACP Rules Committee has met to review proposed amendments to the TACP, which will come into effect on 1 January 2023, subject to approval by the Tennis Integrity Supervisory Board.
- A Betting Sponsorship Working Group was established and has considered rules regarding such sponsorships, which aim to foster compliance with the TACP and to minimise the integrity risks that they may present.

## **Tennis Integrity Supervisory Board (TISB)**

The TISB has met regularly over the last year and, in 2022 has considered various matters relating to the protection of tennis against betting-related corruption. These include the threat posed by events that offer matches for betting, but which are not covered by the TACP, the process by which appeals against decisions under the TACP are heard, and the effect of the structure of the sport on the risk of corruption.

## GOVERNANCE

Upholding the highest levels of integrity, governance and transparency is a strategic priority of ITF2024. To contribute to this aim, the Legal Department guides and supports the governance of the ITF across a range of areas.

### Governance Review

The Governance Taskforce (the Taskforce) met in February 2021 to consider separating the roles of ITF President and Chief Executive Officer (CEO) in accordance with good governance principles. This recommendation was endorsed by the Taskforce, approved by the Board, and as of January 2022 David Haggerty remained the President whilst Kelly Fairweather became CEO.

Also as part of the Governance Review, during 2021, the Constitutional Committee met twice to consider and scope the proposal to reform the ITF Constitution. During these meetings, several areas of review were identified and strategies for consulting Nations, Regional Associations and other stakeholders were discussed. This resulted in Phase 1 of the ITF Constitution Review Consultation in late 2021 (also reported to the Council at the 2021 AGM). Phase 2 of the ITF Constitutional Review Consultation has taken place during May – September 2022. The progress of the Constitution Review will be reported to the Council separately, in particular areas of feedback received through consultation and proposed next steps in the process.

### Dispute Resolution

Statistics of cases heard in 2021 under the ITF's dispute resolution process are shown in the table below:

Investigations	Davis Cup/BJK Cup	ITF Circuits
	2021	2021
Major Offence	1 investigation	6 (all complete)
Tournament Offence	N/A	0
Nation breach*	20	N/A
Officiating (white/green badge)	0	6 provisional suspensions
<b>Internal Adjudication Panel (IAP)</b>		
Eligibility applications	22 (18 approved, 4 rejected)	3 (approved)
Appeals of Entry Offences	N/A	41 (14 upheld**, 27 rejected)
Appeals of On-Site Offences	N/A	13 (2 upheld**, 11 rejected)
Other	0	0
Officiating (white/green badge)	N/A	0
<b>Independent Tribunal</b>		
Major Offences	0	0
Welfare Offences***	N/A	0
Tournament Offences	N/A	0
Appeals of On-Site Offences	1	N/A
Appeals of IAP decisions	1	0
Other (appeal of DCC decision)	1	0

[\* Considered by the IAP]

[\*\* Either partially or fully upheld]

[\*\*\* Safeguarding matters reported in the Safeguarding Update]

### Good Governance

In 2021, the ITF placed 6<sup>th</sup> in ASOIF's fourth edition of the summer international federations governance survey and is amongst only seven other summer Olympic international federations

ranked in the top tier. The ITF improved on its overall score from 2019-20, and has been placed in the top tier in all four editions of the survey.

## **Data Protection**

The ITF has a comprehensive data protection compliance programme that covers all our personal data processing. This programme is continually developing each year. The ITF drives its data protection programme with support of an external Data Protection Officer, and a new tool established by the Information Commissioner's Office (the UK independent authority set up to uphold information rights in the public interest) to self-assess compliance and best practice.

The key outcomes for 2021 were:

- ITF World Tennis Number ("WTN") launch – the legal team supported the "privacy by design" approach of the development of the WTN, including on software design, data collation, publication of player data, and the establishment of detailed agreements with participating NAs to enable them to manage data protection in their country.
- Continuation of the roll-out of the ITF Data Sharing Agreement: by May 2022, 70 nations have signed this, and the roll-out continues as Nations sign up to the ITF Academy (although the Agreement is in relation to wider persona data sharing than what is used in ITF Academy).
- Integration of the ITF's EU Representative into ITF data processing activities: this has been positive and resulted in an improved ITF Record of Processing which is under review by departments to ensure it is up to date.
- Alignment of the Data Retention Policy with the ITF Record of Processing.

## SAFEGUARDING

Upholding the highest levels of integrity, governance and transparency is a strategic priority of ITF2024. To contribute to this aim, the ITF Safeguarding Team has responsibility for preventing harm and promoting safe and inclusive tennis environments for all participants across ITF events and activities.

### General

Safeguarding in sport continues to challenge governing bodies globally with more media attention being drawn to high profile athletes disclosing cases of abuse, leading to investigations and, subsequently, case reviews. The ITF has continued to develop and implement an overall safeguarding strategy, consisting of four key pillars:

1. Leadership
2. Regulation
3. Education, Training and Monitoring
4. Case Management.

### 1. Leadership

The ITF Board and Senior Leadership Team have continued to champion and advocate the cause of safeguarding as an essential component of creating safe and inclusive tennis at all levels.

Key to the success of the ITF safeguarding strategy is continuing the development of partnerships. Regional and National Associations, the International Tennis Integrity Agency, and the ATP and WTA are key partners, and the ITF Safeguarding team has been actively working with all of these groups throughout 2022. This engagement has increased significantly in the second half of this year in relation to investigations, information sharing about safeguarding concerns, and joint delivery of educational activities to raise awareness of safeguarding in tennis among athletes.

The ITF is also actively cooperating with the IOC's Safe Sport Department and other International Federations in sport to address levels of inconsistency in safeguarding around the world. The ITF will continue to support member nations by identifying and sharing best safeguarding practice being delivered both within tennis and by other expert organisations globally. Core safeguarding standards for tennis are being drafted in recognition of these challenges.

### 2. Regulation

Implementation of the ITF Safeguarding Policies and Procedures for Children and Adults has continued. Their robustness has been tested by application to cases and investigations and has shown them to be able to withstand those tests. Nonetheless, the policies will continue to be developed and amended as necessary.

A key challenge faced by the Safeguarding Team has been the reciprocation of sanctions. There is no mandate on National Associations and Regional Associations to have safeguarding policies and procedures in place and therefore, no requirement for sanctions issued by the ITF (or other competent bodies) to be recognised and enforced by other tennis organisations. This creates the risk that perpetrators can avoid the effect of sanctions and stay 'under the radar' by moving across international borders and/or between sporting jurisdictions. The ITF Safeguarding Policies and Procedures aim to manage this risk by setting out criteria for information sharing and the ITF has successfully engaged collaboratively with key stakeholders in this area in 2022. However, only mandatory reporting and information sharing will fully manage this risk.



As potential perpetrators of abuse seek out opportunities to infiltrate groups or organisations to gain access to vulnerable individuals, via employment or voluntary activities, 'safer recruitment' is an essential component in the prevention of harm. The Safeguarding Team has worked closely with the ITF HR Department to update and strengthen policies including background screening of applicants for specified roles at the ITF that involve working directly with children and adults. This includes the renewal of checks for all existing staff and a robust pre-employment process for new applicants.

### **3. Education, Training and Monitoring**

Education activities across international tennis through partnerships with National Associations, the WTA, ATP and ITIA to raise the awareness of safeguarding issues such as 'consent', 'rights of a child' and 'internet safety' have been delivered to players, coaches and parents attending junior events at Wimbledon and the US Open in 2022. These sessions have also been supported by the attendance of professional players and coaches, which helps to emphasise the importance of ongoing, holistic education in a young tennis player's career.

The Safeguarding Team has supported ITF Development Officers for Africa and Central America in delivering safeguarding workshops for Team Captains and Coaches at Junior Davis Cup and Junior Billie Jean King Cup Team events in 2022.

Whilst the ITF Safeguarding Policies look to protect all participants in tennis, it is recognised that players across the World Tennis Tours have specific support needs. The recruitment of a full-time Player Care and Wellbeing Officer has begun, and they will be responsible for developing life skills education and Member Services to support all players across ITF Tours through their progression from Juniors into the professional game and beyond. The ITF Safeguarding Team have opened dialogue with members of the ITF Player Panels to ensure those resources are relevant to need.

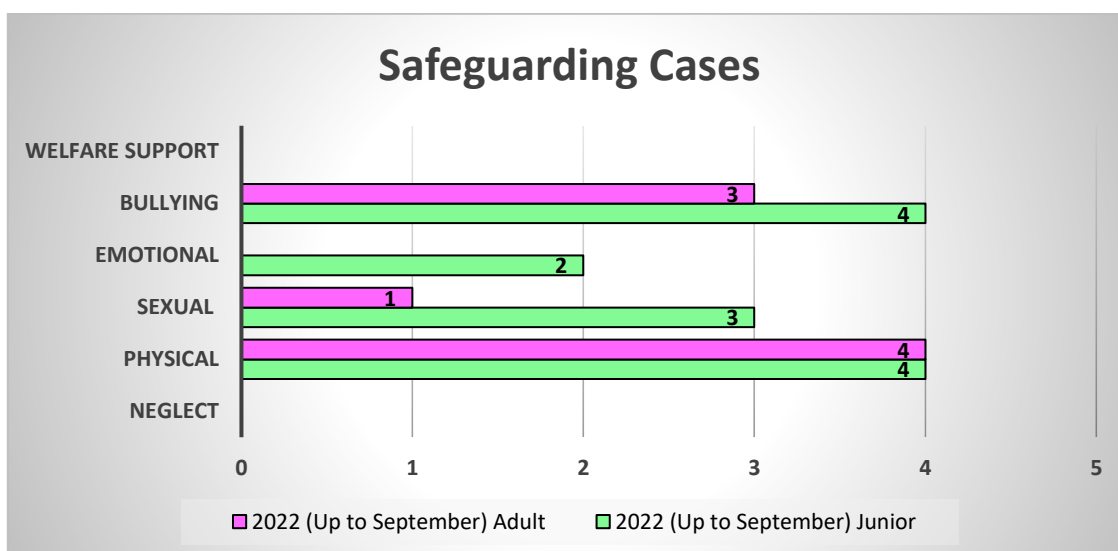
The ITF contributed to the recent tennis-specific Mental Health Summit, where the effects of abuse on the mental health of key actors in safeguarding cases was explored. To improve the development of education products, the ITF Safeguarding team has also engaged with survivors of abuse, who are willing to share their lived experience.

### **4. Case management**

All safeguarding cases are now managed through an online case management system, which provides a secure and confidential database.

Between January and September 2022, twenty-one safeguarding reports have been received where action has been required to investigate or support alleged cases of harassment or abuse as defined in the ITF Safeguarding Policies. Management of international safeguarding cases is challenging and a rise in complex cases being reported has required close collaboration between the ITF Safeguarding Team and Legal Department.

The distribution of these cases is summarised in the chart below.



There has been an increase in reports of online cyber-bullying abuse. The ITF has worked with key partners across tennis to coordinate an exploratory ‘Inappropriate Online Contact’ project across professional tennis, which aims to reduce the prevalence of harmful online contact, using a multi-faceted approach, including the use of artificial intelligence to monitor social media, and engagement of social media platforms and betting operators.

Type of abuse	Example Cases
Bullying	Cyber-bullying
Emotional Abuse	Verbal and intimidating behaviour or comments causing emotional harm
Sexual Abuse	Historic and recent serious sexual assault by coaches on players
Physical Abuse	Physical assaults on players committed by other players during matches or in official accommodation

The ITF Safeguarding Team has also seen an increase in requests for safeguarding support from National and Regional Associations. These requests have included subjects such as advice for dealing with local safeguarding reports, background checks on individuals in tennis and information on the general development of safeguarding provisions to create safe and inclusive tennis environments.

## SCIENCE & TECHNICAL

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

### ITF Approval, Classification and Recognition Programmes

A total of 321 tennis ball brands have been approved for use in play under the 2022 Rules of Tennis, which included 110 Stage 1, 2 and 3 brands. Ball approval testing for 2023 began in June. The ITF Court Pace Classification Programme includes 276 court surface products at present. ITF Recognition stands at 112 Two-Star and 77 One-Star courts worldwide. The historical trends in the three programmes are shown in figures 1, 2 and 3.

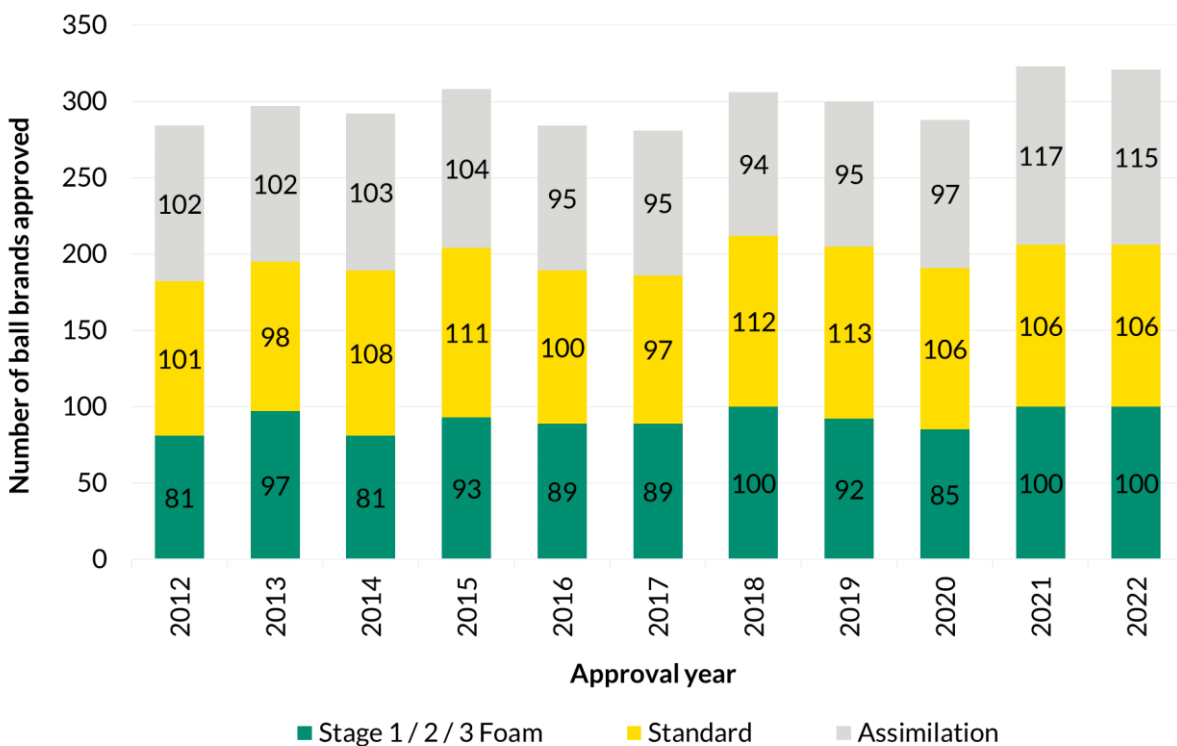


Figure 1. Number of [ITF Approved ball brands](#) each year since 2012.

The year refers to the approval year (i.e. 2022 = balls tested in 2021/22 for 2022 Approval).

The number of approved ball brands has been relatively stable throughout the pandemic, which is an encouraging indicator for the status of ball sales and therefore participation. Indeed, the past two years have had the highest ever number of brands approved. Classification of court surface products suffered in 2020 but made a strong recovery in 2021. The number of classifications this year is lower than it was at the same time last year. Surface suppliers have reported a variety of issues across their supply chains, including the rising cost of shipping and delays within the chain leading to difficulties in fulfilment of orders. Travel restrictions in 2020 limited the availability of ITF Recognition, but since these restrictions have been lifted an increasing number of courts have been successfully certified.

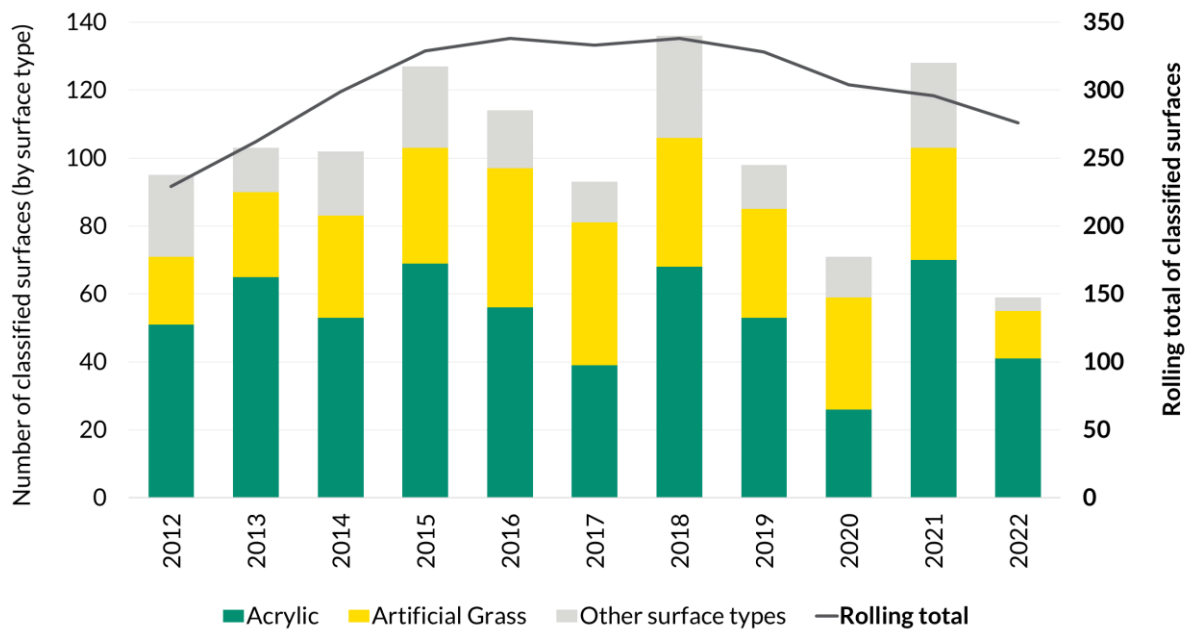


Figure 2. Number of [ITF Classified court surface products](#) (by surface type) each year since 2012. Data for each year were recorded at calendar year end, except for 2022 data (which are recorded at the time of writing).

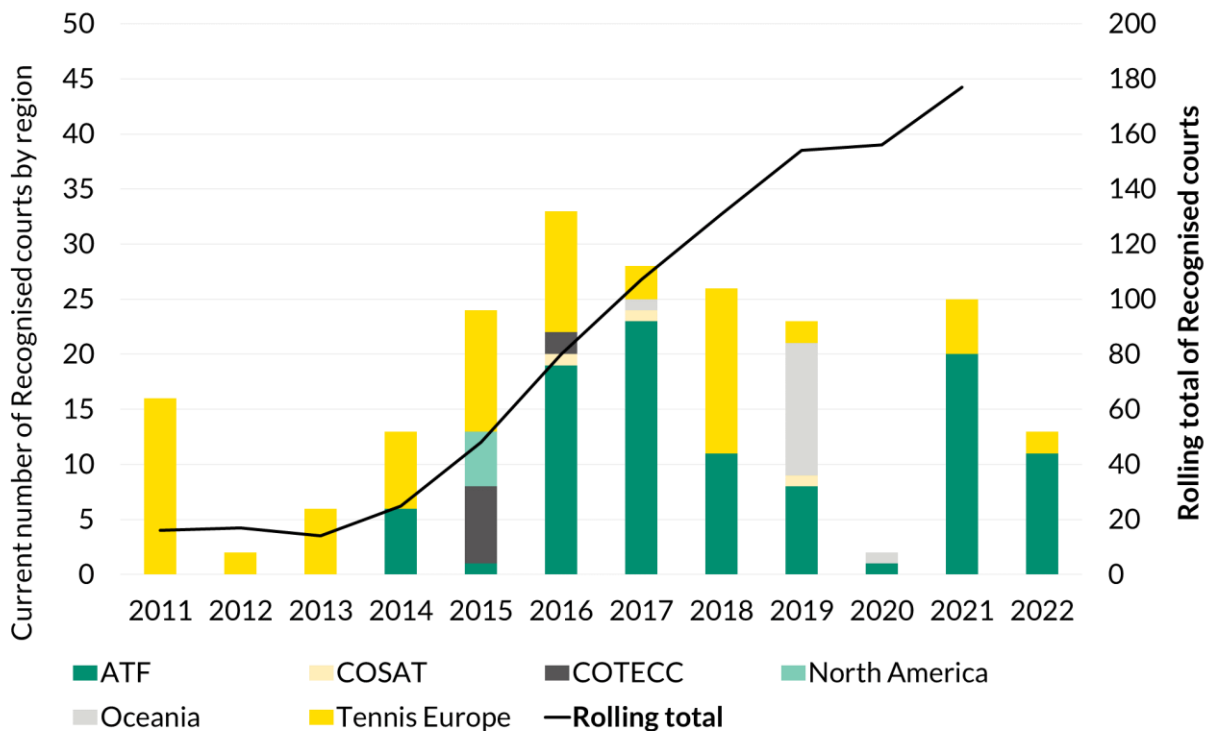


Figure 3. Number of [ITF Recognised courts](#) by location (Regional Association) each year since the start of the programme. Data for each year were recorded at calendar year end, except for 2022 data (which are recorded at the time of writing).

## ITF Technical Centre

The first meeting of the Technical Commission took place in April. The Commission discussed its strategic priorities for the new term: promoting the use of technology in tennis, developing test methods for equipment, and enhancing the state of the game report. The Commission agreed that increasing the availability of technology and data would be beneficial for the game, with many players, particularly at the top level, expecting more technology to be introduced. It was also noted that increasing technology at the grassroots level may encourage more children to play.

The Commission set a target of offering classification of ball brands by their environmental impact to manufacturers by 2023, thereby giving consumers information on the sustainability of their equipment choices. This goal was identified within a wider ambition to improve the sustainability of equipment through technical standards, tournament guidelines/policies and sharing of best practices between member nations. It was agreed that sustainability of the sport is extremely important and will resonate with the younger generation, which may encourage greater participation.

Sustainability was a key topic in the ITF Foundation meetings in June. The ITF Foundation has increased to seven Supporting Members and 16 General Members this year. Its members agreed to form a Working Group to coordinate its efforts in reducing the environmental impact of tennis equipment, beginning by assessing the feasibility and utility of reducing the number of balls used for play and methods to recycle tennis balls.

The Billie Jean King Cup Match Insights App joined 27 other products on the official list of [ITF Approved Player Analysis Technology](#) (PAT) products. The ITF worked with its global partner Microsoft to develop the technology for the Billie Jean King Cup Finals in 2021. As a result, the teams in Prague were able to use Microsoft Surface devices to gain key information, including ball and player tracking data showing serve and return patterns, court coverage, shot types and speeds, before, during and after matches. An updated version of the app is being developed and tested for the 2022 Finals, which will provide new features such as the hit points of shots and their trajectories.

Following a joint evaluation process involving the ITF, ATP, WTA, and Grand Slam tournaments, FOXTENN Live became the second electronic line-calling system, after Hawk-Eye Live in 2020, to be eligible for use as a real-time solution. In this implementation of electronic line calling, the system automatically calls the ball 'out', using speakers near the court, eliminating the need for line umpires.

## Sport Science & Medicine

The Sport Science & Medicine Commission met in March and May. The Commission discussed the sport's first Mental Health Summit, which was held in New York in the second week of the US Open. The hybrid summit brought together players, tournament organisers, coaches, media representatives, mental health experts and other tennis stakeholders to discuss mental health and positive psychological functioning in tennis. The participants identified foundational principles of mental health care and mental wellness in tennis that will provide a catalyst for educational material, policy and future research.

The Commission also debated COVID-19 protocols at tournaments, considering the trend of falling infection rates and hospitalisations, and the general easing of restrictions by governments and the ATP and WTA. The Commission agreed that a suitable protocol would be to move to standard precautions and testing of symptomatic participants only, unless required by local authorities. The Commission also discussed reducing the number of medical time-outs available to players in a match, a recommendation for players to complete a physical examination before competing and publicising the importance of having automated external defibrillators (AEDs) at tournaments. In addition, the ITF's transgender policy is under review.

# FINANCE, IT & PEOPLE DEPARTMENT REPORTS

## INFORMATION TECHNOLOGY

### Digital Transformation

This year has seen us enact the first parts of the ITF's new digital strategy 2022-24 as outlined at last year's AGM. The guiding principles include modernisation, engaging directly with the global tennis playing community via digital platforms, getting more value from our data, and supporting our member nations with access to new digital services to help accelerate their own digital transformation.

New technology projects, both large and small, have been initiated across many ITF departments to deliver on these objectives.

To be able to operate efficiently and embrace new digital opportunity, we need to develop new systems and capabilities that rest on top of a modern, sustainable technology framework and which enable us to service our stakeholders and to gather, exchange, and use data effectively.

A primary goal is to build and support a new global online community of tennis players and fans, and through this develop new insight and understanding of the global tennis landscape and explore opportunities for new revenue.

We recognise the importance of putting tennis stakeholders and consumers at the heart of our digital strategy. We need to be customer-led in deciding what services we offer, in assessing the value that we are offering, and in being able to respond quickly to their changing needs.

### ITF World Tennis Number

At the heart of the ITF's digital transformation plans, the ITF World Tennis Number continues to grow as more nations join and connect their own data and websites to the central technology platform that enables and delivers this ambitious global initiative.

The success of the project relies on continuous, large-scale access to high quality data, and we have worked with those nations currently actively using WTN to constantly refine and improve the processes for data sharing and, in many cases, also help them advance their own data capabilities at the same time.

To further support this, we have collaborated closely with the major providers of those commercial tournament management systems which are currently used by many of our National Associations to make linking and exchanging the player and results data held in those systems much easier and more highly automated.

We are pleased to now be able to offer, in collaboration with our technology partner ClubSpark, the Tournament Desk tournament management system. This newly developed software has been designed and built from the ground-up to use our Tennis Open Data Standards and ITF Tennis ID global player identification number. In addition to offering all National Associations an attractive new option for a modern and customisable tennis management platform, it will also provide one of the easiest and most effective routes for nations wishing to join the ITF World Tennis Number.

As we continue working to support the growing number of National Associations onboarding to the WTN, we are also increasingly focussed on opening-up the ITF World Tennis Number to the global tennis community, and in particular to those active tennis players who do not currently have a direct relationship with their National Association. The launch of the direct-to-consumer World Tennis Number website allows us to start to engage with this community and offer them different ways to explore and interact with their rating.

However, this is also intended to provide new opportunities for us to connect National Associations directly with these players via the WTN platform. The WTN website aims to provide nations with a valuable new channel through which they can acquire more members and communicate with players, promoting new playing opportunities as well as the many other types of services that they offer nationally.

## **Customer Data Platform**

As the ITF implements its new direct-to-consumer (D2C) strategy and expands its efforts to build and engage with a large online community of tennis fans and players, we are going to rely on a new data platform to collect, manage, process, and activate that consumer data.

Our work this year to establish a new customer data platform (CDP) provides us with a 360° view of each of the individuals that interact with us across our digital estate and how they use our various services.

This information lets us know more about where and who they are, about their interests and needs, and it allows us to engage directly with them via personalised communications and website services. Importantly, it also enables us to measure how well we are doing in providing different services to them and use that information to develop and improve our offering to better meet customer needs and expectations.

The audience data and insight gathered by our customer data platform will not only benefit the ITF in our efforts to better understand & interact with the global tennis community, but we can also use it to provide our National Associations with similar insights into the player, coaching, and fan communities in their own nations and regions.

## **ITF Tennis ID**

The key element that enables our various digital transformation projects and ties them together is the ITF Tennis ID which provides a globally unique digital identity for everyone that we deal with and allows them to sign-in to any of our online services using just a single username and password.

The ITF Tennis ID allows us to recognise any individual accurately & uniquely across any database or digital platform eliminating uncertainty around identity verification and greatly improving data quality and integrity.

Many of our member nations have already added the ITF Tennis ID to their own databases alongside their existing national player or membership IDs as part of their adoption of WTN, and this opens-up new opportunities for improved data sharing and connecting different digital platforms and services together to make things easier for players, tournament organisers, officials, and others.

## **Baseline Modernisation**

Work has started on the major programme of work necessary for the modernisation of the ITF's central tennis data management system, 'ITF Baseline'. This existing system is critical to the delivery and operations of all ITF international Tours and major competitions as it holds all player, tournament, and results data, and controls many complex but critical activities such as rankings generation, tournament entries, and code of conduct. It also powers all our websites and directly feeds data to our National Associations and external partners.

However, the current version of Baseline is built on what is now considered very old technology and has passed the point at which it needs to be replaced with a more modern, cloud-based platform.



The first phase of what will be a multi-year programme of work to modernise the existing system is focused primarily on the management of tournament and calendar information. Amongst the many new features that will be introduced will be online tournament applications and fact sheet administration which will offer significant time savings for both ITF and National Association staff for what currently is a predominantly manual process with a significant administrative overhead.

As well as providing our member nations with direct access to ITF tournament information via a new web-based portal, the new version of Baseline will have enhanced data validation and automated workflows to significantly improve the quality and timeliness of data collection and publication.

Further phases of redevelopment covering the other areas managed by the current Baseline system will continue into next year and beyond.

## HUMAN RESOURCES

### HUMAN RESOURCES

#### Headcount

Our overall headcount is 134 (end of July) when counting all employees; those who are full-time, part-time and those who are employed for a fixed term.

When allowing for part time employees (i.e.: counting heads based on their full time equivalent) plus considering those on fixed term contracts (short term project-related work as opposed to permanent roles), the headcount reduces to 124.

The increase in headcount supports the level of our current plus new and developing activity across the organisation – World Tennis Tour growth and development, World Tennis Number project, safeguarding, digital transformation, data management, e-sports, sustainability, EDI, governance review plus the general expansion of the legal team to support the new projects.

Since January 15 people have resigned and we anticipate a final staff turnover for the year of around 12%-14%.

For comparison – historical headcount information:

	2018	2019	2020	2021
FULL Headcount	121	132	115	123
<i>With PT and FTC</i>	<i>107</i>	<i>117</i>	<i>105</i>	<i>111</i>

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

#### Cost of Living & Wellbeing

With effect from 1 July 2022 and following Remuneration Committee approval in the May meeting, all team members (apart from the President) received an exceptional cost of living salary increase of 3%. Alongside this and in light of the turbulent and changing times we are currently living in, we felt it was important to introduce some further employee wellbeing initiatives. Our package of benefits continues to be well-received - private healthcare, health screens, a digital health and wellbeing service, a 'ride to work' voucher scheme, complimentary lunches including additional healthy snacks and fruit, hybrid working options plus social and sporting activities.

Due to people's concerns around the UK's cost of living crisis, we organised some Financial Wellbeing Webinars incorporating an array of finance-related topics and these have proved very popular. We will be introducing some manager-specific training relating to remote & hybrid working plus additional and more relaxed drop-in sessions focussing on navigating the hybrid workplace.

As part of employee wellbeing, we feel it's important to foster a pleasant physical working environment and so as well as trying to enforce our clear desk and tidy office policy, we are re-invigorating some areas to provide hot desking areas, extra meeting rooms and break out zones.

#### Performance Management

It's crucial to maintain the success of our current achievement levels around the ITF's strategic goals and to maintain alignment with our key objectives. We need to consider the retention of our talent ensuring we nurture top performers and offer progression opportunities. With these areas in mind, we are in the process of planning the implementation of a new online performance management system called 'Appraised'.

We hope to launch this in time for our end of year appraisal process and will offer all staff the chance to take part in workshops and training to ensure optimum use of the new system. We will be offering further sessions on conducting effective performance meetings and giving/receiving feedback. We also think it's important to incorporate a section on effectively managing our next generation team members.

## **Recruitment**

Post pandemic and post Brexit, the demand for staff still seems to outweigh supply and although marginally abated, the 'Great Resignation' remains with us to some extent. Recruitment has undoubtedly changed for employers.

The increasing cost of living, as well as lifestyle choices such as hybrid working, varied commuting options and the values associated with an organisation, more than ever affect a candidate's choice of employer. These are our new challenges, and we need to think creatively to accommodate them. We must be agile and open minded, review and benchmark salaries regularly, review our options on flexibility and how and where employees work and above all ensure the company culture is one of adaptation and progression.

We are assessing our recruitment practises and focusing on educating our hiring managers to work in ways that ensure we attract and retain the best candidates. We are looking at ways to use our social media presence more effectively plus we continue to offer sponsorship opportunities for global candidates to maintain our diverse and international workforce.

## ITF ETHICS COMMISSION 2022 AGM REPORT

### ETHICS COMMISSION MANDATE

The mandate of the Ethics Commission (*Commission*) is to administer and enforce the ITF Code of Ethics (*Code*), while the Election and Eligibility Panel, a sub-set of the Commission, is charged with oversight of elections under the Code. This Report consists of the non-confidential aspects of the activities of the Commission for the period September 2021 to August 2022.

### Complaints

During the year under review, the Commission received a number of complaints and other communications and took action in relation to nine. Below is a summary of the nature and outcome of these matters:

The Commission handled potential breaches of the Code concerning seven ITF Officials due to the non-filing of conflicts of interest declarations. All but two of the Officials brought themselves into compliance by filing the required declarations or otherwise disclosing their affiliations. The Commission considered these matters to have been satisfactorily resolved, and closed these cases, with a reminder to the Officials of their obligations under the Code. The Commission took no further action on one of the two remaining non-disclosures due to inactivity of the relevant committee, and the other Official who failed to comply was found to be in breach and was sanctioned. The Commission's decision was published as required by the Code. No appeal has been filed.

A complaint was received relating to harassment and abuse and conduct that brings or risks bringing the ITF or the sport of tennis into disrepute. After an investigation was carried out, the Commission determined that the Official was in breach of the Code and imposed a sanction. The decision was published as required by the Code. No appeal has been filed.

Another complaint was received and a decision was made to carry out an investigation. This case is still open.

### Recommendations

The Commission made recommendations to the Board on various issues relating to the Code; including administrative matters as well as changes to the conflict of interest declaration and proposed amendments to the rules on gifts and hospitality. Submissions were also made on the ongoing constitutional review on areas concerning the Code and elections.

Although outside of their mandate, members of the Election and Eligibility Panel were pleased to assist the ITF with two regional association elections either as independent observer or scrutineer. Based on these experiences, the Commission made a recommendation aimed at improving the efficiency of regional elections.

*Sandra Osborne, QC*  
*Chair, ITF Ethics Commission*

*12 September 2022*