



INCLUSION ANNUAL REPORT 2022-23

INTRODUCTION

BY SCOTT LLOYD &
RACHEL BAILLACHE

Welcome to the LTA Annual Inclusion Report 2023, which sets out the progress we have made over the last year towards delivering our Inclusion Strategy, as part of our Vision of Tennis Opened Up. We are very pleased to share what has been achieved across tennis to make our sport more welcoming and inclusive for everyone, no matter their background.

Our priority continues to be driving towards our ambition of a culture of everyday inclusion in our sport and for every part of our sport to reflect the diversity of the communities around us. As part of this, we monitor closely our commitment to deliver the Actions contained in the Strategy. While we have further still to go, we were proud to hit our target of 65% of Actions complete by the end of 2022. This was a result of the commitment and effort of everyone across the business, and our many partners across the wider tennis landscape, to enabling and driving a culture of everyday inclusion. It is this culture which will help us achieve our ambition of a sport which fully reflects the diversity of our communities.

We have continued both to lay the foundations for long-term success – for example through ensuring that our colleagues have received training in conscious inclusion – while also ensuring we make an immediate impact on our sport wherever possible, for example through the first refurbished park courts being opened as part of our investment of £30m, in partnership with the Government.

Delivering against the Actions contained in the Inclusion Strategy has obviously been a key focus but it by no means represents the totality of our work to drive inclusion in tennis. Our Vision is Tennis Opened Up and all of us who work at the LTA share a responsibility for achieving this vision.





As a result, much has been achieved this year which was not thought of or contained in our Inclusion Strategy – a sign of how inclusion has been mainstreamed into our day-to-day working.

For example, we hosted the inaugural ‘Tennis Black List’ Awards at the National Tennis Centre, just before the Wimbledon Championships. The event – which follows other events such as the Football and Rugby Black List – celebrates black excellence amongst the tennis community, on and off the court. This is the first of its kind in the global tennis community, and we had international representation, from awards winners to those who travelled from overseas to attend. We also supported Pride in Tennis to launch their ‘Rally Allies’ programme, which aims to educate and support our Counties and venues to create safer spaces for LGBTQ+ people across tennis in Britain. Through their pilot, which received investment from the LTA Tennis Foundation, they delivered training which engaged 50 individuals from a range of Counties and venues, with a number of them going on to deliver Pride tennis events to coincide with Pride Month.

These achievements exemplify the organic growth that stems from our collective drive to create a culture of everyday inclusion and make events and initiatives such as these part of the fabric of how we open tennis up in Britain.

While we celebrate our accomplishments, we are aware of the areas where further efforts are required, particularly in terms of gender, race, and disability representation within our coaching and volunteer workforce. To address these gaps, we have already made significant progress with the implementation of our ‘She Rallies’, ‘Breaking Down Barriers’ and ‘Open For All’ plans for women and girls, under-served communities and disabled people respectively. These plans set out how we will make tennis more inclusive for each diverse characteristic, whilst addressing the intersectional nature of many barriers across communities. Alongside this, we will continue to prioritise working with our Registered Venues to enable them to be more inclusive for all.

As we develop our new business strategy for 2024-26, we will continue to ensure that inclusion is firmly at the centre of what we do and who we are as an organisation. We would like to take this opportunity, finally, to thank all those of you who work day-in-day-out to help us on this journey of growing a truly inclusive culture for everyone in tennis.

Scott Lloyd
CEO

Rachel Baillache
Board Inclusion
and Diversity Champion

EVERY DAY INCLUSION IS ABOUT ALL OF US

OUR AMBITION

Everyone involved in tennis understands that inclusion is central to our vision for the sport and they confidently choose to be inclusive every day.

THE OUTCOME

People playing, working and volunteering in, and watching our sport will reflect the diversity of our communities.

We will achieve this through:

- 5** Key areas of work to make our ambition a reality
- 25** Commitments to drive change
- 46** Concrete actions we will report against

1 Inclusive leadership and governance

Role-modelling and driving the right behaviours from the top down and setting expectations for those in leadership roles across the sport; making sure that the systems are in place so that inclusion is always at the heart of everything we do.

2 People empowered to be inclusive

Building greater understanding of inclusion and the capability to be inclusive, while at the same time creating the conditions which enable everyone in tennis to feel confident in sharing their own experiences and to challenge non-inclusive behaviour.

3 Tennis looking and feeling 'Opened Up'

The way people perceive tennis is key to them choosing tennis against many competing activities and demands on their time. Anyone engaging with our sport, in any place or across any medium, should feel like tennis is "for people like me".

4 Targeted interventions for greater diversity

Specific interventions, over and above our focus on inclusion, to drive more rapid changes in diversity where they are most needed.

5 Holding ourselves to account

Making sure that we have the data to report openly on our progress and being transparent in order to learn from both where we do well and where we are weaker; as well as learning from those organisations and individuals considered to be leading the way on inclusion.

1: INCLUSIVE LEADERSHIP & GOVERNANCE

Role-modelling and driving the right behaviours from the top down and setting expectations for those in leadership roles across the sport; making sure that the systems are in place so that inclusion is always at the heart of everything we do.



STEPS TAKEN

In the last year, we have continued to ensure that we are driving inclusion from the top of the business down through everything we do. We are in the process of developing our key business activities for 2024-26 and, throughout this work, inclusion runs as a core objective in all areas of the business.

In terms of the current Inclusion Strategy actions which we set out two years ago relating to leadership and governance, nearly all were prioritised and completed in the first year after publication because of the importance of ensuring inclusion is central to the way we govern ourselves as a sport. These are now firmly embedded in our day-to-day approach. As a result, in the last year, we have seen improvements in representation of both those from a diverse ethnic background

and those who are LGBTQ+ at a board level. We have also recently recruited Chris Ratcliffe, chief executive of Boccia England and also someone who has represented Great Britain in the Deaflympics, as a member of our Inclusion and Diversity Advisory Group (IDAG). On his appointment, Chris stated **“I am very pleased to be joining the LTA’s Inclusion and Diversity Advisory Group, given both my personal passion for making sport more inclusive for disabled people and the LTA’s commitment to achieving this. I hope that my lived experience and the knowledge I have gained taking part and working in sport will enable me to help tennis continue to lead the way in driving an inclusive culture in sport.”**

Our County and Island Associations also play a key role in the leadership of our sport locally and all of them are working towards full compliance with the new County Governance Framework, which includes a requirement to put in place an effective Inclusion Plan for their organisation. We have also expanded our colleague “Inspire” programme out to female county volunteers to help



encourage and enable female Council members to take on more senior roles within their own organisations and within the LTA Council and Board as well.

This year, also, we have published our “Open For All” plan, setting out how we are going to continue being a world leader in opening up tennis to disabled people – which sits alongside the “She Rallies” and “Breaking Down Barriers” plans from the previous year for women

and girls, and under-served communities respectively. Open For All sets out how we will work with disabled people both to grow the number of impairment specific programmes across the country through our LTA Open Court programme and, at the same time, enable all Registered Venues to be more inclusive and welcoming for disabled people on a day-to-day basis.

15,000
monthly participants in LTA Open Court

MAKING AN IMPACT

With only 23% of leadership positions being filled by women in sport more broadly, we want to ensure that tennis is at the forefront of encouraging and enabling females to progress into decision making roles.



That is why Sandi Procter, the LTA President, launched the LTA Inspire Programme for Women Volunteers, to promote and support female leaders in British tennis. Spanning 12 months from January 2023, the programme offers workshops, virtual sessions and guest speakers to address barriers to progression for female volunteers.

“The LTA Inspire Programme for Women Volunteers was launched to encourage and support female Councillors and volunteer leaders to take up more senior positions helping to run our sport, with the aim to achieve gender parity in venue, county, and LTA governance structures.”



Inspired by the ITF Advantage All programme, the objective for Inspire for Women Volunteers was to create a forum in which women can grow and share their skills, knowledge, and confidence.”

FURTHER STILL TO GO

Our biggest priority for the remainder of this Inclusion Strategy period is to continue to work with our County and Island Associations and our Registered Venues to provide the leadership and framework necessary to drive an even more inclusive culture across the sport, through the development and implementation of our Inclusion Charter. As part of this we want to see greater diversity across our County and Island Association committees, and down into venue committees as well, making them more representative of the players and communities they represent.



2: PEOPLE EMPOWERED TO BE INCLUSIVE

Building greater understanding of inclusion and the capability to be inclusive, while at the same time creating the conditions which enable everyone in tennis to feel confident in sharing their own experiences and to challenge non-inclusive behaviour.





STEPS TAKEN

Under our Vision of Tennis Opened Up is a clear shared responsibility amongst all LTA colleagues for ensuring that inclusivity is central to everything we do. During the course of this year, we have put in place comprehensive conscious inclusion training and discussion workshops for all colleagues from our Exec team down throughout the business. This has been central to equipping all of our colleagues with the knowledge and understanding to enable them to fulfil this shared responsibility.

As part our ambition to recruit and retain a workforce which reflects the communities around us, we need to ensure that our colleagues understand each other and members of different communities better. We want to ensure that the benefits to our organisational culture which people with different lived experiences contribute are truly valued. To this end, we have begun a programme of internal webinars to raise better awareness of the diverse make up of our organisation and our sport. For example, during Ramadan, we welcomed Halima Khan from our national partner StreetGames to talk about her experience as a female Muslim working in sport. This helped to increase

understanding of the Muslim faith and, practically, provided advice on how best to support colleagues who were fasting.

In line with our commitment to mental health and wellbeing, we have a team of mental health first aiders in place across the business. We collaborated with the Samaritans to raise awareness of positive behaviours for colleague mental health and to reduce the stigma around talking about it, which coincided with the men's mental health campaign of Movember.



We continue also to improve our support for the wider tennis workforce to enable them to be more inclusive in catering for the needs and abilities of diverse players. For example, over the last year our Coaching and Disability Development teams collaborated with national disability partner organisations – such as Parkinson’s UK and Spautism – to broaden further our set of inclusive coaching materials. These new resources have been specifically designed to support coaches in effectively engaging individuals with Parkinson’s, Autism, Diabetes and Colour Blindness. These have been supplemented by a series of inclusion-themed training webinars, enabling coaches and venues to enhance their knowledge and skills.

Given the importance of non-traditional tennis venues to driving greater diversity across the game, especially newly invested in parks, we have also completely reviewed and updated our approach to training and recruiting Tennis Activators. These are people who can help facilitate more informal play, helping more people discover their love for the sport.

Finally, in order to have a better picture of the support we need to provide to venues, this year we used our volunteer and customer surveys to gather data on inclusion in tennis. This has provided a valuable insight as to the areas which venues require further support on as we develop minimum standards for inclusion.

PARKINSON'S^{UK} spautism.



**OVER
100**
parks activators
already trained
against a target of
200 by April 2024

MAKING AN IMPACT

In preparation for National Inclusion Week 2022, we created new online modules to educate our internal and external workforce on how to include individuals with learning disabilities, and deaf and hard of hearing individuals into inclusive tennis spaces.

We also made all our inclusion-related online modules and resources free of charge. This led to over 600 members of the wider tennis workforce signing up for these courses. This move allowed a broader range of individuals to gain valuable knowledge and insights on inclusivity, contributing to a more inclusive and welcoming environment in the sport.

Jack Draper, fresh from his part in the team's success at the Davis Cup in Manchester, also joined in, taking the time to learn more about Visually Impaired tennis and to hit with players at the National Tennis Centre.



It has given me a completely different perspective and has broadened my eyes to the difference that tennis can make to people's lives. I want to come back and play more and hopefully win a point this time!

Jack Draper



OVER 600

inclusion training courses completed in National Inclusion Week



FURTHER STILL TO GO

We know that people can still sometimes feel a lack of confidence in talking about and being more inclusive and we want to create a feeling of openness to talking about inclusion. We want everyone to feel a personal responsibility for achieving an inclusive culture in our sport, particularly those in positions of leadership. We are looking at how we can best support people to have confident and open conversations without fear of getting it wrong. We are also planning on rolling out a more

comprehensive approach to training for relevant volunteers across our County and Island Associations and Registered Venues in support of our Inclusion Charter approach which is currently being developed. As part of this approach, we will continue to work with our coaches and volunteers to support them to make tennis venues as inclusive as possible, through developing minimum standards for Registered Venues.

3: TENNIS LOOKING AND FEELING OPENED UP

The way people perceive tennis is key to them choosing tennis over many competing activities and demands on their time. Anyone engaging with our sport, in any place or across any medium, should feel like tennis is “for people like me.”



STEPS TAKEN

We know the importance of those watching and experiencing our sport feeling welcomed and a sense of belonging in order for them to want to stay. This summer we unveiled a major new campaign to inspire and engage children primarily aged 4-11 to play tennis – ‘The LTA Tennisables.’

The Tennisables, a group of six colourful tennis ball characters, have been incorporated into the established LTA Youth programme, to make tennis more engaging, accessible and fun for the next generation of players.

Each of the six characters have a specific tennis component and individual personality trait:

- **Ace** - The smart one
- **Slice** - The fun one
- **Spin** - The technical one
- **Dash** - The fast one
- **Smash** - The competitive one
- **Bounce** - The resilient one



The character of Bounce was born deaf and was voiced by actress Rose Ayling-Ellis, known for her role in Eastenders and being the first deaf contestant on Strictly Come Dancing, which she won in 2021. This is part of our commitment to increase diversity of all kinds when marketing our sport so people of all backgrounds see tennis as a sport for them.



Failures will happen. It's how you bounce back that counts. Bounce knows a thing or two about overcoming adversity. Bounce was born deaf, but that has never held her back! No way! She'll show you all about commitment, concentration, confidence and control of your emotions when things get tough."





awareness for our venue workforce of the barriers and inequalities LGBTQ+ people can face in the sporting environment, and to encourage more tennis venues to take positive action to be visibly LGBTQ+ inclusive.

We continued to make improvements across our Major Events more broadly as well as, for many, they provide a first experience of tennis. We introduced prayer rooms at our major tournaments, lowered heights at reception desks to make them more wheelchair accessible, had a standalone accessibility webpage for tournaments to help people’s journeys, we built in more accessible seating and improved our training for stewards and staff.



2,000

Pride fans distributed at Eastbourne to allow our “fans” to show support

We continue to work with Pride in Tennis, the independent LGBTQ+ tennis network, to make our sport more welcoming for LGBTQ+ communities, in particular by using our LTA Major Events to celebrate Pride month. On-court furniture received a splash of rainbow colour, our events staff and on court crew wore rainbow wrist bands and laces to show their allyship, and Pride in Tennis board members were present on-site raising awareness of their new network and the Rally Allies programme. This aims to improve



One further area where we have specifically targeted our emphasis over the last year has been trying to improve the way in which we amplify the role played and work done by those from a more diverse ethnic background in tennis. We hosted the inaugural Tennis Black List event at the National Tennis Centre – an event celebrating tennis role models from the black community including recognising the contribution of individuals and organisations from grassroots level up to the professional game in Britain and internationally.

16

leaders from the black community celebrated as they won at the Tennis Black List awards



MAKING AN IMPACT

Anne-Marie Batson and Richard Sackey-Addo, co-founders of the Tennis Black List, have been working with the LTA to support our work to encourage greater participation in more ethnically diverse communities.

The inaugural Tennis Black List awards were held at the National Tennis Centre in June. This event celebrated black excellence in tennis and the significant positive impact that black leaders have had on tennis and their communities in categories including:

- Icon
- Game Changer in the Community
- Media
- Rising Star
- Coaching and Performance
- Players
- International Trailblazer
- Administration



How is the Tennis Black List event helping to drive inclusion?

The Tennis Black List has a focus on inclusion at the heart of what we want to achieve. We want people to come together, meet other like-minded people and celebrate each other's talents in the tennis industry.

The Tennis Black List is dedicated to supporting, empowering and celebrating black people in the sport by cultivating a sense of belonging, on and off the court.

By creating a sense of belonging, we are helping to create a more diverse and inclusive tennis culture in which people of all backgrounds and ethnicities can feel respected and appreciated. We believe this will result in more opportunities for black people in the industry, build networks and highlight achievements.

What does this mean to you?

“Whatever your role in tennis is, this is about building a community and being comfortable with yourself. Moreover, I consider it an encouragement to achieve your full potential in the sport. It’s about learning how to find motivation in yourself, and how to rely on others when needed.

Tennis is about more than just winning; it’s also about learning how to persevere and grow as an individual. This also means having a support network like the Tennis Black List and a voice to be heard. It is about embracing inclusion and understanding that everyone has something unique to bring to the table.”

Anne-Marie Batson

FURTHER STILL TO GO

We are committed to working with all communities to ensure that everyone can see more “people like me” in tennis – we know there is further still to go, though, to ensure our workforce reflects the communities we serve. We will continue to co-design our approach with members of more diverse communities to ensure that we meet their needs, and collaborate seamlessly with the coach development centre network and our LTA County and Island Associations to encourage and

enable more people from those communities to join the coaching and wider workforce.

We know that local and accessible examples of what best practice in inclusion looks like have real power. As well as improving inclusion at all Registered Venues through the adoption of minimum standards, we want to create a network of centres of excellence for venues in order that others can see concrete, practical examples of improvements they can make.



4: TARGETED INTERVENTIONS FOR GREATER DIVERSITY

Specific interventions, over and above our focus on inclusion, to drive more rapid changes in diversity where they are most needed.



STEPS TAKEN

All of our work drives towards our Vision of Tennis Opened Up and so there are examples of interventions driving inclusion from across the business. In particular, over the last year, we have made some important structural changes as we know that driving greater diversity can often most effectively be done through working in close partnership with sector experts.

One key advance has been the establishment of the LTA Tennis Foundation – merging the Tennis Foundation and the LTA Trust –

£1.5M

invested by the LTA Tennis Foundation
in inclusion focussed projects

to provide a single charitable funder for specific projects to improve lives through tennis. The first funding round opened in February where the charity announced a £1.5m cash injection for a range of projects across tennis in Britain. These projects target more diverse groups of people including disabled people, those from lower socio-economic backgrounds, those suffering with poor mental health, ex-offenders to help with their rehabilitation, and families living in temporary accommodation.



**IMPROVING
LIVES
THROUGH TENNIS**



One of the Foundation's recipients 'Access Sport' – a national charity who train, equip and support community sports clubs to provide inclusive programmes in the community – were successful in their bid to deliver a new disability inclusive tennis programme across multiple locations in England. Their CEO, Helen Bottomley, stated:



We are really excited to work with the LTA Tennis Foundation. This is a positive step forward for disabled children and young people looking to get into tennis."

17,000

participants in LTA Serves

The LTA also announced a new three-year partnership with national charity StreetGames – one of the UK's leading 'sport for development' charities - to help deliver our LTA SERVES programme. This partnership will harness the power of tennis to create positive change in the lives of underserved young people across the UK.

We also launched a partnership with Amazon Prime to get more girls playing tennis. This used their investment from sharing the rights to show Emma Raducanu's amazing win at the US Open. This programme will seek to remove barriers to young girls' participation and provide a specially trained workforce of coaches to help build skills on court, as well as new friendships and confidence in everyday life.



This was just one part of continuing to target driving greater diversity across our workforce. The wider female grants programme was also a success over the past 12 months. Our Coach Development Centres reported healthy increases in the proportion of females entering the coaching pathway at LTA Assistant (Level 1), with an average of 39% of participants which equates to 965 females entering our pathway. We have also begun to recruit high-quality coach mentors from an ethnically diverse background to provide support and encouragement to new coaches from similar backgrounds.

In terms of the effect partnerships and investment like this is having on our player base, we have seen record levels of participants over the last year – in fact, since the start of the strategy cycle, annual play has grown by over 40%,

and monthly play has almost doubled. Most pleasingly, the most recent figures have shown that growth is faster among females than males, and among those from a lower socio-economic background than those from a higher.

↑ 55%

Growth Rate in monthly participation last year. Participation growth among lower socio-economic groups faster than for higher.





Linked to our work with Pride in Tennis, a new London LGBTQ+ tennis hub named the 'London Lob-sters', have become a prominent group embedded into the Finsbury Park Tennis programme - winners of the LTA connecting communities 2023 award. Rainbow wristbands and flags are always on show which bring a warm, friendly and fun feel to the park courts, not only for those who are in the sessions, but those playing on the neighbouring courts. The income generated from the Lob-sters

sessions has been re-invested into hosting LGBTQ+ friendly tournaments and fixtures. It also subsidises free junior holiday camps and estate based LTA SERVES programmes locally for young people from LSEG backgrounds as part of the Access to Sport – Tennis for All project. In addition, the session has integrated 2 coaches identifying as LGBTQ+ to gain coaching experience within their coaching journey.



We have also continued to make improvements in the diversity of our colleague base and core volunteer groups. For example, we have increased the proportion of those from a diverse ethnic background and who are LGBTQ+ on our Board and appointed our second female President, Sandi Procter; as referenced earlier, we have improved the lived experience of having a disability on our Inclusion and Diversity Advisory Group, through Chris Ratcliffe joining; and we have also improved our inclusive recruitment, with a 16 percentage point increase in the proportion of female hires, 14 percentage point increase in those from a diverse ethnic background and a 2 percentage point increase in disabled people.

MAKING AN IMPACT

Yasmin Palejwala is the coach at Barton-under-Needwood Tennis Club, a small outdoor club situated in Staffordshire, who was one of 250 successful coaches to attend the LTA Amazon Prime Girls training days.

These featured guest speakers such as Laura Robson, Judy Murray and Daniella Hantuchová, previously a WTA top 10 player, with the intention of inspiring thousands of girls to pick up a

racket and play tennis. The “Prime Video LTA Youth Girls” programme has trained coaches across Great Britain to deliver lessons and guidance specifically designed for girls.



How did the programme help to drive inclusion in tennis?

Since the training I have delivered specific LTA Prime Youth Girls sessions and have engaged 49 new girls in the programme, with over half continuing to follow-on courses and the team challenge competition. It's so much bigger than I ever could have anticipated!

To recruit we liaised with local Girl Guiding groups and set up taster sessions - this really helped in attracting girls that could come with their friends. We utilised parent Whatsapp groups where we found parents are much more likely to book on the course if it is shared by someone they know rather than the coach. And we worked with our local community, for example through mosques and religious groups. This was a good way in for girls who may not otherwise consider playing sports.

Since the training and the launch of our new sessions, the club has 5 female tennis leaders from the ages of 12-16 who have been volunteering weekly with the girls, and they have seen their confidence grow, week by week. The girls in the sessions also have some wonderful role models to look up to.



What does this mean to you?

“My passion has always been to make tennis more fun, safe and engaging for young women and girls, and the chance to be on the programme was a big opportunity to continue this passion for gender parity in tennis. I had already set up girls only initiatives with a lot of success, since the girls were feeling more comfortable in an environment that was less stressful, more fun and accepting - especially in the early stages of playing matches. This programme is a wonderful opportunity to continue this passion and grow the number of girls playing tennis.”

FURTHER STILL TO GO

With the onboarding of new park venues across the UK, supported by the £30million investment from the LTA Tennis Foundation and UK government, we will ensure that the workforce we recruit to deliver and support the programmes on parks is fully equipped to work inclusively to attract people from across local communities. A free parks tennis model is being piloted at selected park sites, which will scale in 2024. But the need to train and recruit a new activator workforce to keep programmes accessible and affordable for local communities is of upmost priority.



We know that a key factor in this is making competition and other regular play opportunities more attractive to women and girls through co-design and a female first approach.”

We still have further to go to close the gender gap for females playing more regularly. We know that a key factor in this is making competition and other regular play opportunities more attractive to women and girls through co-design and a female first approach.

We will also continue to prioritise projects to drive greater diversity in our workforce across the board – while we have made progress in the last year, we know there are still significant levels of disparity in representation.



5: HOLDING OURSELVES TO ACCOUNT

Making sure that we have the data to report openly on our progress and being transparent in order to learn from both where we do well and where we are weaker; as well as learning from those organisations and individuals considered to be leading the way on inclusion.



STEPS TAKEN

Understanding the diversity of the tennis landscape is crucial both to being able to know where to target our efforts most and to understand how successful we are being.

In our Inclusion Strategy, we committed to improving the quality of our data and, in order to achieve this, we have recently implemented a new diversity data capture approach as part of our LTA Advantage membership scheme. Over time, and using the investment we have made in our newly embedded Customer Relationship Management system, this will give us

better data on our players, volunteers, coaches, officials and fans. We will strongly encourage certain groups, in particular our wider workforce, to share this data at key interaction points during the year, such as Coach Accreditation and Venue Registration, providing reassurance that the purpose is to improve our work on inclusion.

Our Inclusion, Diversity, Equity and Accessibility (IDEA) and Inclusion and Diversity Advisory Groups (IDAG) continue to meet with the LTA inclusion team to act as sounding boards, continue to provide check and challenge for our

plans, and to help us develop practical approaches which will have real impact. IDEA community members have helped co-create around specific interventions, helping to make them more impactful and to ensure we learn the lessons from people's lived experience. At the beginning of the year, we refreshed the IDEA group to ensure that it is more representative of the communities we serve. We particularly focused on recruiting greater representation of those from a diverse ethnic background and who are LGBTQ+ to address lack of representation.

During the Wimbledon Championships, we also worked with the Prime Minister's Office to set up and host a round-table discussion at Number 10 on how we can open tennis up for people from more diverse ethnic communities. We know that continuing to listen more and listen better to people from different backgrounds is a vital part of holding ourselves to account. There were some very powerful stories shared of the impact that tennis is having in different communities but, just as usefully, there were challenges around areas where we can do more to support and enable people from a more diverse ethnic background.



30

leaders from ethnically diverse tennis communities attended a Number 10 round table



FURTHER STILL TO GO

We need to continue to improve our data capture across our sport in order that we can show a clearer and more up-to-date picture of diversity in tennis. This data plays a pivotal role in allowing us to understand where we can best direct our resources and efforts to where they will have the greatest impact.



We will also prioritise continuing to listen to different people from inside and outside tennis, and being willing to be open to critical voices to help us to improve.”

REPORTING PROGRESS

In order to understand and monitor the impact of our Inclusion Strategy and to hold ourselves to account, we committed to continuing to publish and update the data we set out in the Strategy against key audience groups. We are very pleased that 14 (33%) of the 44 measures have shown improvement over the last year.

The table below sets out our current business data on each area. As before, we have used a Red/Amber/Green (RAG) rating to highlight the areas where we think our efforts most need to be targeted. We have also included last year's data in order to show the progress we have made. It is important to note that size of cohorts can change year on year, which affects demographic proportions.

We have now updated our comparator data to use the outputs from the 2021 Census:

- **51% of the population are female;**
- **18% of the population are from a diverse ethnic background;**
- **18% of the population reported having a long term health problem or disability (including related to age) that limited day-to-day activities; and**
- **3% of the population are lesbian, gay or bisexual.**

In order to arrive at a RAG rating, we used the following approach:

Gender:

- From in line with or better than national demographic to within 5 percentage points
- From 6 percentage points under the national demographic to 15 percentage points under
- More than 15 percentage points under

Ethnicity and Disability

Given the smaller proportions of people with these characteristics we have used narrower banding:

- From in line with or better than national demographic to within 3 percentage points
- From 3 percentage points under the national demographic to 6 percentage points under
- More than 6 percentage points under

Sexual Orientation

Given this is the smallest proportion of the population, we have used the narrowest banding:

- In line with or better than national demographic to within 1 percentage point
- More than 1 percentage point under the national demographic
- More than 2 percentage points under the national demographic



	2023 GENDER	2022 GENDER	2023 ETHNICITY	2022 ETHNICITY	2023 DISABILITY	2022 DISABILITY	2023 LGB	2022 LGB
BOARD 13 people	31% Female (Red)	31% Female (Red)	23% Diverse Ethnic Background (Green)	15% Diverse Ethnic Background (Green)	15% Disabled/ Long Term Health Condition (Green)	8% Disabled/ Long Term Health Condition (Red)	8% LGB (Green)	No LGB members (Red)
IDAG 8 people	50% Female (Green)	50% Female (Green)	63% Diverse Ethnic Background (Green)	63% Diverse Ethnic Background (Green)	25% Disabled/ Long Term Health Condition (Green)	25% Disabled/ Long Term Health Condition (Green)	25% LGB (Green)	25% LGB (Green)
COUNCIL 51 people	37% Female (Amber)	35% Female (Amber)	14% Diverse Ethnic Background (Amber)	13% Diverse Ethnic Background (Green)	22% Disabled/ Long Term Health Condition (Green)	15% Disabled/ Long Term Health Condition (Green)	6% LGB (Green)	9% LGB (Green)
EXECUTIVE TEAM 5 people	40% Female (Amber)	40% Female (Amber)	20% Diverse Ethnic Background (Green)	20% Diverse Ethnic Background (Green)	No Disabled/Long Term Health Condition members (Red)	No Disabled/Long Term Health Condition members (Red)	No LGB (Red)	No LGB (Red)
COLLEAGUES 350 people	46% Female (Green)	46% Female (Green)	10% Diverse Ethnic Background (Red)	10% Diverse Ethnic Background (Amber)	12% Disabled/ Long Term Health Condition (Amber)	12% Disabled/ Long Term Health Condition (Amber)	6% LGB (Green)	6% LGB (Green)
OFFICIALS 990 people	33% Female (Red)	37% Female (Amber)	8% Diverse Ethnic Background (Red)	6% Diverse Ethnic Background (Red)	8% Disabled/ Long Term Health Condition (Red)	6% Disabled/ Long Term Health Condition (Red)	8% LGB (Green)	8% LGB (Green)
ACCREDITED COACHES 6,500 people	24% Female (Red)	24% Female (Red)	4% Diverse Ethnic Background (Red)	4% Diverse Ethnic Background (Red)	1% Disabled/ Long Term Health Condition (Red)	1% Disabled/ Long Term Health Condition (Red)	No current data	No current data
VOLUNTEERS ~13,000 people	50% Female (Green)	49% Female (Green)	3% Diverse Ethnic Background (Red)	3% Diverse Ethnic Background (Red)	4% Disabled/ Long Term Health Condition (Red)	5% Disabled/ Long Term Health Condition (Red)	2% LGB (Green)	2% LGB (Green)
PERFORMANCE - PLAYERS 113 people	47% Female (Green)	48% Female (Green)	20% Diverse Ethnic Background (Green)	19% Diverse Ethnic Background (Green)	23% Disabled/ Long Term Health Condition (Green)	12% Disabled/ Long Term Health Condition (Amber)	No current data	No current data
PLAYERS - PARTICIPATION MONTHLY From our tracker data ~ 2.3m people	36% Female (Amber)	44% Female (Amber)	22% Diverse Ethnic Background (Green)	27% Diverse Ethnic Background (Green)	23% Disabled/ Long Term Health Condition (Green)	20% Disabled/ Long Term Health Condition (Green)	11% LGB (Green)	11% LGB (Green)
PLAYERS - PARTICIPATION YEARLY From our tracker data ~ 5.2m people	41% Female (Amber)	44% Female (Amber)	22% Diverse Ethnic Background (Green)	27% Diverse Ethnic Background (Green)	16% Disabled/ Long Term Health Condition (Green)	13% Disabled/ Long Term Health Condition (Amber)	13% LGB (Green)	13% LGB (Green)

Board and Council members, and employees, are generally counted once in the most senior role they are in, e.g. the CEO and Financial Director are counted on the Board. The one exception to this is the Inclusion and Diversity Advisory Group as half of its members are also from Board/Council/Colleagues and so removing them would distort the representation of the Group significantly.

