

LAWN TENNIS ASSOCIATION LIMITED

Company number 07459469
(the “Company”)

Minutes of a meeting of the BOARD OF DIRECTORS of the Company (the “Board”) held on Thursday 27 November 2025 at 8.30am in the Boardroom at the National Tennis Centre, 100 Priory Lane, Roehampton, SW15 5JQ

Present Bridie Amos, Rachel Baillache (other than item 6 & part of item 7), Sara Bennison (items 1 to 4 only by video conference), Roy Colabawalla, Richard Cutler, William Jackson, Anil Jhingan, Nigel Jordan, Scott Lloyd, Sandi Procter, Simon Steele and Sir David Tanner

In attendance Jack Baker (item 8.1), Michael Bourne (item 7 on Teams), Blane Dodds, Tennis Scotland (item 7), David Humphrey (item 6), Graham Watson, Tennis Scotland (item 7), Georgina Land-Wilkins (minutes), Chris Pollard (item 8), Olly Scadgell (items 6, 7 & 8) and Pamela Woodman (Company Secretary)

1. Welcome and Declaration of Interests

William Jackson welcomed everyone to the meeting and noted that it would be the last Board meeting for three members, namely Richard Cutler, Nigel Jordan and Sandi Procter.

Rachel Baillache notified the Board that she had been appointed as interim chair of the UK Sports Institute and Scott Lloyd noted that he had stepped down as a director on all David Lloyd Leisure group companies.

In accordance with section 177 of the Companies Act 2006, each director present confirmed that they had no direct or indirect interest in any of the business to be transacted at the meeting. Otherwise, the declarations of interest were as previously recorded other than those referenced above, and directors were reminded to continue to declare any interest which may arise during the meeting at the appropriate time.

2. Minutes

The minutes of the meetings held on 16 September 2025 and 4 November 2025 were each confirmed as a correct record.

3. Actions and Matters Arising

All matters arising were either complete or would be covered during the meeting, with Project Themis noted as ongoing.

4. CEO Executive Summary

A comprehensive summary had been included in the Board pack, which was taken as read, and Scott Lloyd provided various supplementary updates in the meeting:

Covered courts. Scott Lloyd reminded the Board of the process and discussions with the government and opposition party to date.

Greater Manchester talent identification and development initiative. Scott Lloyd highlighted that there was a good relationship with the mayor of Greater Manchester and that work was underway to explore targeted investment into a performance pathway and

approach to support low income households, including coaching, facilities, kit and equipment.

[Anil Jhingan joined the meeting]

Artificial intelligence (“AI”). Scott Lloyd updated the Board on work being undertaken in relation to AI (including with support from Deloitte) in order to identify potential opportunities, both internal and external, and the investment which might be sought. He noted that an AI policy was being developed, together with training, in order to set out the guidelines for employees on how they may safely use AI for LTA work and how it may not be used. It was suggested that this also be shared with councillors. Scott Lloyd confirmed that he would provide an update to the Board at a meeting in 2026.

Ticketing update. Scott Lloyd updated the Board on the current status of ticket and hospitality sales for both the WTA and ATP events at the HSBC Championships. The Board was reminded that there had been no expenditure on marketing for the ATP event, with sales being internally driven using the LTA’s own database contacts and customer engagement team. Scott Lloyd confirmed that the WTA prize money increase had been included in the budget to reflect the commitment made earlier this year. He noted that the Wimbledon ballot had opened earlier in the week which had gone well.

Scott Lloyd highlighted certain other matters which were not covered in his report but which he wanted to draw to the attention of the Board.

[Sara Bennison left the meeting]

The Board thanked Scott Lloyd for his interesting update.

4.1 Business Dashboard

The business dashboard which had been circulated in the Board pack was taken as read and Scott Lloyd confirmed that the Remuneration Committee had been working with the executive team on the individual metrics. He shared new insight with the Board on the measures which influence the LTA’s reputation. Scott Lloyd noted that the year-end numbers would be confirmed to the Board in January 2026.

4.2 2026 Strategic Priority Tactics

The paper in the Board pack setting out the 2026 strategic priorities was taken as read. Scott Lloyd confirmed that, from the executive team’s perspective, these tactics were now in final form. He explained the background to the development of the 2026 tactics and noted that the 2026 business dashboard metrics reflect these.

5. Finance Matters

5.1 Finance Report

The Board had received a report from Simon Steele in the Board pack covering finance, legal and LTA Tennis Foundation (“LTA TF”), which was taken as read.

Simon Steele updated the Board on the year-end position.

5.2 Management Accounts

The management accounts for the 10 months ending 31 October 2025 were noted.

5.3 2026 Budget

The paper that had been issued as part of the Board pack was taken as read.

Following a discussion, the Board approved the budget and the capital plan.

5.4 Risk Register

The risk register included in the Board pack was taken as read. Simon Steele presented the risk register to the Board and noted that the Audit Committee saw the full risk register at each of its meetings but the Board last saw the full risk register in April 2025. The Board noted the risk register.

[Rachel Baillache temporarily left the meeting]

6. Safeguarding, Anti-Doping & Integrity

[Olly Scadgell and David Humphrey joined the meeting]

The paper included in the Board pack was taken as read. David Humphrey noted that the recent safeguarding conference had been well-attended and well-received and that positive responses around knowledge of safeguarding had been received from the coach health survey. He also noted the appointment of a new Anti-Doping Manager.

[David Humphrey left the meeting]

7. Tennis Scotland

[Michael Bourne joined the meeting by Teams]

The paper included in the Board pack was taken as read. Olly Scadgell provided the background to the current funding relationship with Tennis Scotland.

[Blane Dodds and Graham Watson of Tennis Scotland joined the meeting]

Graham Watson thanked the Board for the opportunity to attend and for the continued support provided by the LTA. He noted that, for some, the presentation today would be an update on the presentation from September 2023 and, for the newer directors, would provide more detail about Tennis Scotland.

Blane Dodds presented the achievements and strategy of Tennis Scotland to the Board and noted the key areas in which Tennis Scotland might seek further LTA support.

[Rachel Baillache rejoined the meeting]

Olly Scadgell thanked Blane Dodds and Tennis Scotland for their collaboration and support and noted that he continued to look forward to working together.

William Jackson thanked Tennis Scotland for attending the Board meeting in person and bringing their plans to life.

[Blane Dodds and Graham Watson left the meeting]

8. Key Business Areas

[Jack Baker and Chris Pollard joined the meeting]

8.1 Sustainability Plan (including Update on Carbon Reduction Plan)

The slide deck that had been circulated as part of the Board pack was taken as read. Olly Scadgell noted that this was an update on what had been done in this area in the last year and also an opportunity to highlight the plans for 2026. It was noted that the LTA first had a formal sustainability plan in June 2022. Jack Baker presented to the Board and noted that the plan focused on the areas that were within the control of the LTA and that consideration was also given to the influence that the LTA might have with third parties. It was noted that consideration was being given on how to include sustainability requirements on venues through the venue registration process. The Board noted the update.

[Jack Baker left the meeting]

[Chris Pollard & Olly Scadgell left the meeting]

9. Reports for noting

9.1 Business Update

The paper included in the Board pack was noted.

9.2 Equity, Diversity and Inclusion Report

The paper included in the Board pack was noted.

9.3 DTAG Update

The paper included in the Board pack was noted.

9.4 International Report

The paper included in the Board pack was taken as read.

9.5 Draft Agenda for December Council Meeting

The draft agenda included in the Board pack was noted.

9.6 Health & Safety Report

The quarterly report for November 2025 which had been included in the Board pack was noted.

10. Verbal Updates from LTA Board Standing Committees

10.1 Nomination Committee

William Jackson confirmed that, following the recommendation of the Nomination Committee, approval had been obtained (by e-mail) from the Board to the

appointment of Malgorzata Grzyb to the position of DTAG Chairperson from 1 January 2026.

10.2 Audit Committee

Rachel Baillache confirmed that an Audit Committee meeting had not taken place since the last Board meeting and so there was no update to share. She noted that the next Audit Committee meeting was scheduled for the following week.

10.3 Remuneration Committee

In Sara Bennison's absence, Anil Jhingan provided an update on discussions at the Remuneration Committee meeting around the proposed colleague pay increase percentage, the business element of the colleague bonus linked to the business dashboard success (as referenced earlier in the meeting) and an updated expenses policy for Board attendance at events.

11. Minutes for Noting

The Board noted the minutes of the meetings of the Council on 21 May 2025, of LTA TF on 8 August 2025 and 9 September 2025 and of the LTA Audit Committee on 19 March 2025.

12. Corporate Governance

12.1 Director resignations as at 31 December 2025 and new appointments as at 1 January 2026

It was noted that Richard Cutler, Nigel Jordan and Sandi Procter would resign as directors of the Company as at 31 December 2025 and Pamela Woodman confirmed that she would contact each individual in respect of their resignation letter. It was also confirmed that Malgorzata Grzyb (as DTAG Chairperson) and two Council-Nominated Board Members would be appointed to the Board (once the interview and selection process had concluded) from 1 January 2026.

12.2 Matters reserved to the Board

12.2.1 Privacy Policy and Cookies Policy Updates

The paper included in the Board pack was noted and the Board approved the updated privacy policy (as set out in appendix 1 to the paper) and the updated cookies policy (as set out in appendix 2), each with effect from 1 January 2026.

12.2.2 Modern Slavery Statement and Policy Updates

The paper included in the Board pack was noted and the Board approved the modern slavery and human trafficking statement (attached at appendix A to the paper) and delegated authority to a director to sign the statement, and approved the modern slavery and human trafficking policy (attached at appendix B to the paper).

12.2.3 Withdrawals from and Applications for Membership in the Company

The paper included in the Board pack was taken as read. Pamela Woodman reminded the Board that it was not possible to transfer a

membership interest in the Company and noted that four completed applications had been received to withdraw the existing member organisation from membership of the Company and for a new incorporated entity which had taken over the entire assets, business and undertaking of that existing member to be admitted to membership of the Company.

The Board noted the withdrawal from membership of Cambridgeshire LTA, Essex County Lawn Tennis Association, Northamptonshire Lawn Tennis Association and Norfolk Lawn Tennis Association, and approved that Cambridgeshire Tennis, Essex Tennis, Northamptonshire Tennis and Norfolk Tennis become members of the Company, each with the right to nominate one "Voting Council Member", with effect from the later of (a) 1 January 2026 and (b) the date of completion of the novation of the relevant funding agreement to it (or, in the case of Essex Tennis, the date of completion of a new funding agreement).

In addition, Board approved, in principle, that Dorset Tennis and Padel become a member of the Company (after the withdrawal of Dorset Lawn Tennis Association) and delegated authority to the Company Secretary to grant approval (on behalf of the Board) if / when the Company Secretary received the appropriate paperwork / evidence to meet the requirements of article 33.3 in terms satisfactory to the Company Secretary (acting reasonably) and subject also to the relevant funding agreement being novated. In addition, the Board approved that, if such entity was to be approved as a member, then upon being so approved, that entity would then also become entitled to nominate one "Voting Council Member".

The Board authorised the Company Secretary to make the necessary amendments to Schedule One to the LTA Rules to reflect such withdrawals from membership and admission as members if / when applicable, and authorised any one director and the Company Secretary to sign and issue a membership certificate to each new member as had been approved by the Board or as may be approved under the delegated authority noted above.

12.2.4 LTA Competition Regulations Update

The Board approved, with effect from 1 January 2026, the updated LTA Competition Regulations in the terms as set out in Appendix 2 of the paper that was issued as part of the Board pack.

13. Any Other Business

It was noted that pay gap reporting continued to be tracked appropriately.

William Jackson wished farewell to Richard Cutler, Nigel Jordan and Sandi Procter and thanked each of them on behalf of the Board.

14. Closed session

Georgina Land-Wilkins, Simon Steele and Pamela Woodman left the meeting and William Jackson held a closed session of the Board.

There being no further business, the meeting closed.

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Chair