

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 Tuesday 20 January 2026 at 9.00am by Teams videoconference call**

Present Bridie Amos, Rachel Baillache, Sara Bennison, Yasmin Clarke, Roy Colabawalla, Malgorzata Grzyb, William Jackson (Chair), Anil Jhingan, Scott Lloyd, Simon Steele, Sir David Tanner and Julie Wych

In attendance Georgina Land-Wilkins and Pamela Woodman (Company Secretary)

1. Welcome and Declaration of Interests

William Jackson welcomed everyone to the meeting, particularly the three new directors: Yasmin Clarke and Julie Wych (Council-Nominated Board Members) and Malgorzata Gryzb (DTAG Chairperson). It was noted that none of the directors had any direct or indirect interest in any of the business to be transacted at the meeting.

2. Key Business Areas

2.1 2025 Year-End Update

Simon Steele confirmed that the end of year figures were very similar to those which were presented to the Board in November 2025.

The December 2025 business dashboard had been included in the Board pack. Scott Lloyd talked the Board through the business dashboard structure (primarily for the benefit of the new directors), explained the ratings (green – have hit target; amber – have not hit target but have grown year-on-year; and red – have missed target or have fallen year-on-year) and highlighted various of the 2025 results. Scott Lloyd answered various questions, including on the definition of “customer” for the purposes of the customer satisfaction metric, the rationale behind tracking participation weekly / monthly / annually, participation figures for padel, and the impact on the sustainability metrics of international travel (for example for the Davis Cup and Billie Jean King Cup).

2.2 Covered Court Proposal Update

Scott Lloyd reminded the Board that the government had indicated that it wanted to focus on two pilot locations with a bottom-up, locally-led strategy. He confirmed that proposals had been submitted for both of the two pilot locations and updated the Board on discussions with DCMS. In addition, he noted that there may be a request for some funding, which was not currently budgeted, for planning applications to enable projects to be progressed sufficiently to be able to capture investment beyond the pilot locations.

2.3 Draft 2026 Business Dashboard

The draft 2026 business dashboard had been included in the Board pack. Scott Lloyd confirmed that the format was consistent with previous years and explained the colour coding of the tactics (blue – same as 2025; purple – amended; and red –

new). He highlighted some of the amended tactics and the rationale behind various of the tactics. Scott Lloyd noted that there was a tactic in relation to padel which had yet to be finalised. He noted that the Remuneration Committee would consider the metrics in detail, including as to whether or not they are sufficiently challenging, and approve them as appropriate. The Board approved the draft 2026 business dashboard metrics in principle and noted the role of the Remuneration Committee in finalising them.

3. Development Tennis Advisory Group (“DTAG”) 2026 Workstream Proposal

The paper included in the Board pack was taken as read. Malgorzata Grzyb gave her thanks to Olly Scadgell, Abbie Lench and Roy Colabawalla for their support so far. She noted that the process followed was set out in the paper and explained that a deliberate decision had been taken to have fewer workstreams in 2026 (seven rather than eight) with each workstream having two or three objectives, the idea being to have a deeper focus and so more impact. Malgorzata Grzyb also explained that the approach had been to identify activities and then group them into workstreams. She noted that forty-three Councillors had volunteered to be on DTAG workstreams and that, in addition to considering those who had indicated an interest in being a lead or deputy, a person’s suitability for the role, future leadership potential, the mix in categories of Councillor, previous contributions to workstreams and wider work on and contribution to Council were all considered. Malgorzata also explained that there was no standalone padel workstream but that three workstreams have padel-focused objectives and that this better reflects how padel is integrated across the LTA business.

In response to a question from Sir David Tanner, Malgorzata Grzyb confirmed that the implementation of anti-doping training was considered to sit more naturally in the county performance workstream and that Abbie Sisson, LTA Anti-Doping and Integrity Manager, was proposed to be on that workstream.

The Board approved the following DTAG Workstreams, DTAG Workstream Leads and the business workstream leads:

	Workstream	DTAG Workstream Lead	DTAG Deputy Workstream Lead	LTA business lead 1	LTA business lead 2
1.	County Competition	Peter Bradshaw	Richard Cutler	Jenny McAneny-Vincent	Paul Bennett
2.	County Communication	Heather Bottomley	Andrew Broadhurst	Sharon Heeley	Jo Walsh
3.	County Partnerships	Kate Maurici	Julie Wych	Abbie Lench	Alex Ross
4.	County Performance	Venetia Cottman	Yasmin Clarke	Dave Kirby	Abbey Sisson

5.	County & Venue EDI	Fiona Jones	Jonathon Dawes	Jon Hughes	Matt Elkington / Dave Hardman (TBC)
6.	Coach & Official Development	Phil Veasey	Tina Manning	Merlin van de Braam	Jill Osleger
7.	Safeguarding & Integrity	Ash Cudlipp	Richard Johns	Dave Humphrey	Steve Yeardley

The Board noted the objective themes for each DTAG Workstream as set out in the paper and delegated authority to Malgorzata Grzyb and Olly Scadgell to approve the full, final form of the objectives.

4. Any Other Business

Miscellaneous

William Jackson referenced the reporting on the news this morning about Great Britain having drawn to play in Australia for the next stage of the Billie Jean King Cup.

William Jackson highlighted to the Board that the April Board meeting would be held in Nottingham.

There being no further business, the meeting closed.

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Chair