



Advantage All

TENNIS IS AN EQUAL ADVANTAGE SPORT

ITF Gender Equality Strategy
2019 - 2024

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INTRODUCTION

In August 2018 we formally announced our ongoing commitment to increasing the number of women on and off the court with the launch of our Gender Equality Strategy.

This announcement coincided with the formation and first meeting of the Gender Equality Committee, established to provide strategic and practical advice to the ITF Board of Directors.

Gender Equality is one of the strands within the overall diversity and inclusion programme that the ITF has developed called 'Advantage ALL'. This is focused on creating and maintaining tennis as an 'Equal Advantage Sport'.

The Advantage ALL Gender Equality Strategy is designed to:

- **Raise awareness** and track the gender equality issue, especially in relation to leadership, governance, coaching and officiating.
- **Provide a pathway** for the strategy to be delivered.

- **Set clear and measurable objectives** for 2019 and beyond.
- **Outline effective action plans** on a global and regional level to bring about long-term, lasting change.

The following pages outline WHY, HOW and WHEN our identified strategies will be delivered and give a clear direction for implementation.

It is our hope that through every action taken here, and by the positive actions of the tennis family around the globe, we are moving closer to achieving our vision of tennis as an equal advantage sport.



“There is no question that a more equal balance of the genders where everyone is given the same advantage across our sport both on and off the field will make our sport better for everyone”

KATRINA ADAMS
GENDER EQUALITY COMMITTEE CHAIRPERSON

EVERYTHING IS BETTER WITH BALANCE

Thanks to women like Billie Jean King and others like her, tennis is positioned better than most sports to be a powerful platform for empowering women and girls. However, as our research shows, tennis still has a way to go before we can claim our game as an equal advantage sport.

All data collected as part of a survey conducted April - July 2018

HOW BALANCED IS TENNIS?

- ▶ Tennis is well balanced in terms of global participation: **47% Female / 53% Male**
- ▶ Tennis is perceived to be one of the best sports for young girls to take up
- ▶ Officials and Coaches are **3x** more likely to be Men
- ▶ Participants in ITF tournaments: **32% Female / 68% Male**
- ▶ Journalists at Davis Cup and Fed Cup 2016-2018: **16% Female / 84% Male**
- ▶ **↓** in Fed Cup TV viewers 2016 - 2018
- ▶ Less than **20%** of the ITF Board are women
- ▶ **12%** of Regional Board positions are held by women
- ▶ **31%** ITF Senior Leadership Team are women

TENNIS IS A POWERFUL PLATFORM FOR GENDER EQUALITY

Our vision

Tennis is an Equal Advantage Sport

Tennis is better for everyone when we all get an equal opportunity to play, coach, compete and lead the game we love.

Our unique opportunity

To become an inspirational role model for all Olympic and Paralympic sports

In February 2018 the IOC took a historic step forward to advance gender equality following Executive Board approval of 25 bold recommendations.

The IOC are encouraging all International Federations and sporting bodies to consider and adopt all the recommendations and demonstrate tangible progress against them.

Our strategy

Strategic Approach

Built around our vision of tennis becoming an equal advantage sport, the ITF Gender Equality Strategy will be delivered via five key themes: Empowerment, Balance, Culture, Value and Voice.

The strategy has been designed to be specific and measurable, with key focus areas singled out for implementation in 2019 to ensure early momentum. Longer-term strategies and tactics have also been identified and classified under each of the five key themes for implementation in 2020 and beyond.

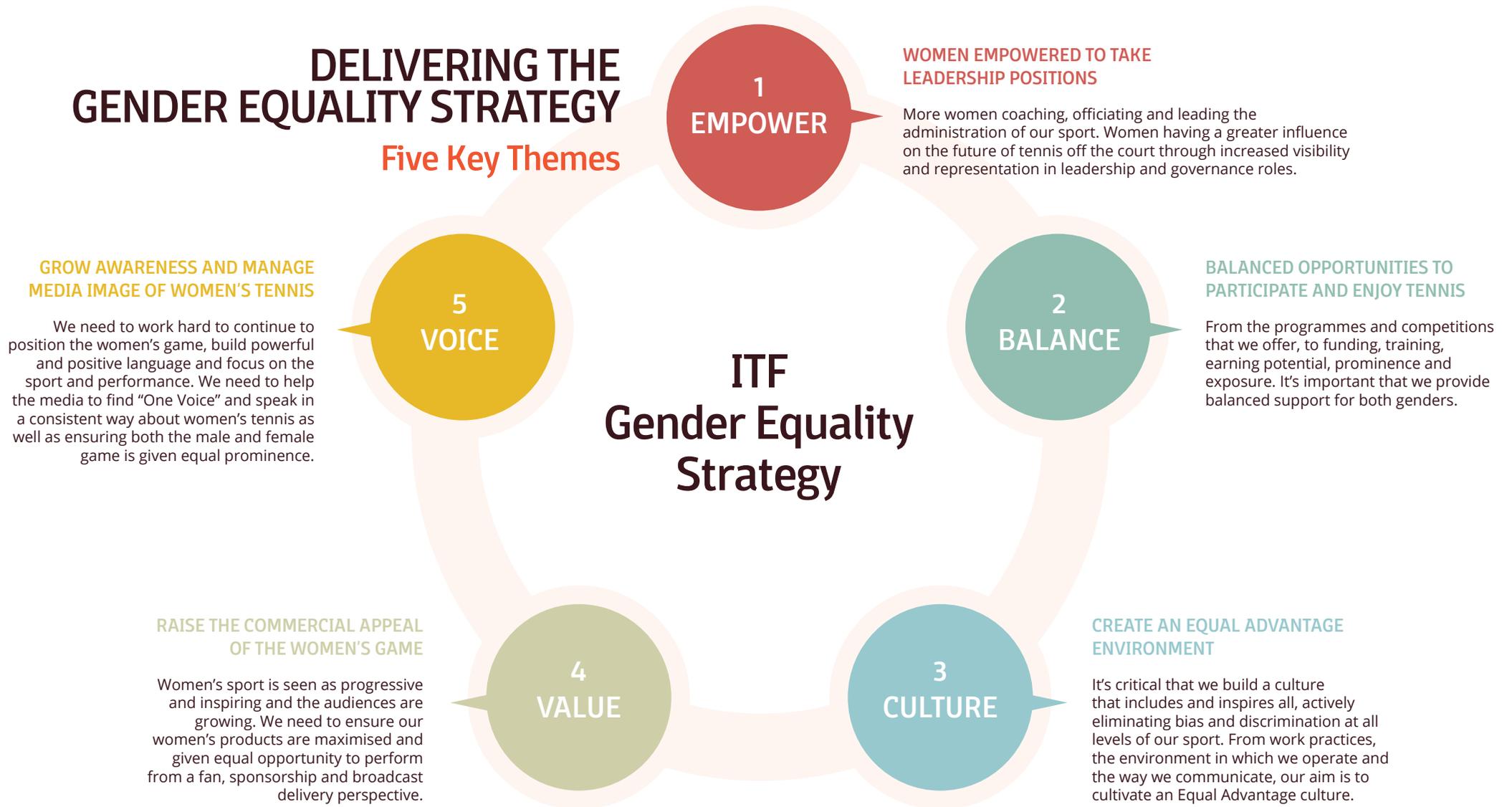
"I firmly believe that sport is one of the most powerful platforms for promoting gender equality and empowering women and girls"

THOMAS BACH, IOC PRESIDENT, 2018



DELIVERING THE GENDER EQUALITY STRATEGY

Five Key Themes





1

LET'S EMPOWER

Women empowered to take leadership positions

We want more women

- Coaching, officiating and leading the sport we love
- Influencing the future of our game with greater female visibility in all roles
- Represented on Boards and governing the sport

Insights & perceptions

Top 3 reasons why there are less women coaching, officiating and in leadership roles:

1. Lack of female role models
2. Lack of interest/motivation from women
3. Other commitments – work and/or family

Towards 2024

Leadership, Governance and Visibility

ITF will

- Aim to increase the number of female ITF Board members in line with the targets recommended by the IOC
- Achieve minimum 30% female members of each Regional Association Board by 2024
- Aim to have good gender balance across the ITF Senior Leadership Team and ITF Senior Managers Team
- Adopt guiding principles for composition targets for female representation on Boards, Committees, Commissions and Working Groups
- Implement a leadership and education programme for women
- Achieve a ratio of 40%/60% female/male officials attending white level courses
- Develop an awareness campaign to highlight the opportunities for women to become more involved in the sport and off the court



2

CREATE BALANCE

Balanced opportunities to participate and enjoy tennis

We want balance for women across

- Programmes
- Competitions
- Funding
- Training
- Earning potential
- Prominence and exposure

Towards 2024

Funding, Exposure and Participation

ITF will

- Balance support for funding, grants and access to training programmes
- Balance visibility and prominence for female players on the court and off the court through media and broadcast
- Increase female participation numbers in target nations
- Increase the number of women competing across all circuits

Insights & perceptions

Biggest barriers to women playing:

- Work, study, family commitments
- Lack of visibility and role models



3

BUILD CULTURE

Create an Equal Advantage environment

We want to demonstrate our open culture through

- Buy-in at all levels and in all regions
- Eliminating bias and discrimination
- Active promotion and following family-friendly work practices
- Campaigns, events and programmes to develop an equal advantage environment within the ITF and regions

Towards 2024

Culture, Investment, Resourcing and Governance

ITF will

- Implement policies that allow employees to reconcile family and work responsibilities in accordance with independent industry standards
- Become a leading IF regarding IOC gender equality performance, scoring highly on IOC questionnaires and measures
- Achieve zero unconscious gender bias across ITF employees
- Evidence that tennis is being talked about as an equal advantage sport by tracking language and following guidelines/best practices
- Allocate resources to gender equality programmes and show year on year increase in investment levels across ITF, Member Nations and Regional Associations
- Safeguard women and girls who are involved in our sport at all levels by ensuring compliance with policies and industry standards
- Implement and comply with the Advantage ALL strategy. The Gender Equality Committee will monitor and track the progress against objectives



4

GROW VALUE

Raise the appeal of the women's game

We want increased commercial value for the women's game by

- Maximising appeal to sponsors
- Developing products that speak specifically to the female game
- Achieving equal prominence and exposure to fans through media and broadcast

Towards 2024

Revenue

ITF will

- Generate revenue from Fed Cup as flagship women's event to achieve equal prize money and continued high profile event status
- Generate revenue from a women's World Tennis Tour and other circuit events in line with agreed targets
- Raise audience and fan engagement for women's events and circuits in line with targeted attendance and broadcast audiences
- Secure partners (commercial and non-commercial) who are committed to long term investment into the women's game through the Advantage ALL platform
- Increase public awareness of next generation of female tennis stars



5

SPEAK WITH ONE VOICE

Grow awareness and manage media image of women

We want a clear image for women by

- Eliminating the unconscious bias that exists and hence positively influence how female tennis players are perceived
- Monitoring and influencing the language that is used within the ITF, the regions and the media
- Increasing the number of women in the media covering tennis
- Actively managing media relationships and creating guidelines for media coverage

Towards 2024

ITF will

- Develop “One Voice” language guidelines to be used by media and broadcasters to create a unified positive fan perception of female tennis players
- Unify rules, regulations and policies for women’s competitions to ensure women’s rights at events are upheld
- Have a clear brand and communications strategy for Advantage ALL to create increased recall and awareness of Advantage ALL brand and associated campaigns
- Encourage alignment and adoption of Advantage ALL brand and campaigns by member nations and regions

IT'S TIME FOR ACTION. STARTING TODAY.

HOW THIS WILL COME TO LIFE IN 2019

In 2019 we will focus on two key projects and at the same time progress a number of other initiatives which will build the foundation for further work in subsequent years.

Two key focus projects:

1. Opportunities and Awareness Campaign

EMPOWER

With the aim of encouraging more women into different roles within coaching, officiating, administration and leadership, 2019 will see us launch a campaign to generate awareness about the opportunities for women in tennis off the court and motivate them to get involved. We want to equalise the current imbalance between numbers of men and women in these positions globally. We will have role models and ambassadors to inspire women to achieve their goals and provide them with the resources and a defined pathway to get there.

OUTPUT BY JUNE 2020: Raised awareness of different off court roles within the sport.

2. Maximising Fed Cup Alignment

The reforms that will be brought in for 2020 for the Fed Cup will help reposition the event as the leading World Cup for women globally. Tennis must challenge other sports who are already investing heavily in pursuit of this prestigious title. The Fed Cup provides the opportunity to gain greater exposure for all Advantage ALL initiatives and enables powerful activations around the event from 2019 onwards.

OUTPUT BY DECEMBER 2019: Exposure and activation of Advantage ALL at Fed Cup Final.

VALUE



OTHER INITIATIVES AND FOUNDATION WORK FOR 2019

Alongside the two main focus projects other initiatives will be progressed which have a vital role to play in realising the vision.

EMPOWER

Sustaining the Leadership Pipeline

We will identify programmes and courses to cater for all levels along the leadership journey. We want to ensure sustainability and a constant flow of women with the right skills to make it into positions they aspire to.

We will strive to find the next generation of female leaders in order to meet IOC targets for female ITF Board members by 2024. We will focus on training, mentoring and networking as the three main components to help women achieve in leadership at the highest level.

We are developing a programme which will empower female leaders in officiating. A dedicated portal will seek to engage existing and new officials and encourage them to continue to attend courses and move up the levels within the officiating qualifications.

OUTPUT BY DECEMBER 2019: Identification of programmes that will inspire future leaders and officials.

EMPOWER

Due Diligence and Governance

We will review policies and procedures making sure they are 'fit for purpose' and addressing equality values. The Gender Equality Committee will continually audit and oversee the Advantage ALL initiatives and programmes so that the highest levels of Governance are maintained.

OUTPUT BY SEPTEMBER 2019: Review of policies, rules and regulations.

BALANCE

Ongoing Research

We will conduct ongoing research to ensure all data captured is current and up to date both to inform certain initiatives as well as track progress against targets. In particular we want to understand regional differences in participation at a recreational level and variances at a competition level within the ITF circuits. Research will also look at the relative visibility of women's tennis in media and broadcast compared to men's.

OUTPUT BY SEPTEMBER 2019: Research completed.

CULTURE

Promoting Equal Advantage

We will continue to ensure that the working practices within the ITF reflect the goals and ambitions of the Advantage ALL strategy. Equal opportunities will be reinforced through awareness, training and learning initiatives at all levels, as well as continued review of policies such as family-friendly flexible working practices, equal opportunity and recruitment. We will continue to foster a culture that embraces women in leadership positions.

OUTPUT BY DECEMBER 2019: Reinforcement of equal opportunities and implementation of policies.

Continues...

Other Initiatives and Foundation Work for 2019 *(continued)*

VALUE

Raising Player Profiles

We will work with the WTA, member nations and players to ensure the profile of female tennis players continues to be dominant amongst sport stars of both genders. We have a key role to play in generating exposure and awareness at the start of the players' journey from Juniors upwards – identifying and promoting the stars to watch for the future.

OUTPUT BY DECEMBER 2019: Increased recognition for Junior players in ITF-owned channels.

VALUE

Generating Revenue

We will continue to present the commercial opportunities to like-minded brands and companies who share the vision for tennis and its strong Advantage ALL message. By generating more revenue, increased investment can be put back into gender equality initiatives and programmes.

OUTPUT BY NOVEMBER 2019: Signed agreement with a partner.

VOICE

Keeping Advantage ALL Top of Mind

We will maximise the collective marketing and communications power of tennis to create sustained media exposure and awareness for Advantage ALL. We will ensure that this is a topic that is talked about widely and gains momentum. The ITF will become a thought leader in this area and regularly contribute to conversations on gender equality.

OUTPUT BY DECEMBER 2019: Exposure and recognition for Advantage ALL.

VOICE

Talking Female Tennis

We will develop guidelines and a common language of how to talk about female tennis both internally and externally. This will be distributed to the tennis family as well as to media and broadcasters. Based on the recommendations produced from the IOC, the content will be tailored for tennis taking into account the views of the athletes themselves and females involved in the sport.

OUTPUT BY SEPTEMBER 2019: Media portrayal guidelines distributed.

The Role of the Member Nations and Regions

The success of the Advantage ALL programmes in 2019 are dependent on the collaboration and partnership of our member nations and regions. We will provide tools and resources to support them with their implementation. This is about “how to deliver the Advantage ALL strategy” as opposed to “this is the Advantage ALL strategy”.

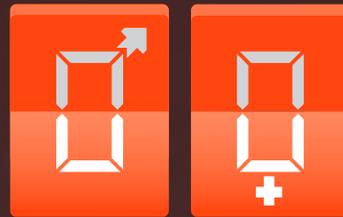
We will engage and energise the wider tennis family to work collectively to empower women in their regions through the various initiatives.

- ‘How To’ Guidelines
- Manuals
- Toolkits
- Webinars

Alongside this we will launch:

- Advantage ALL section of the website
- Advantage ALL newsletter
- Advantage ALL secure platform developed for member nations and regions
- Advantage ALL awards - incentive programme to showcase and reward gender equality initiatives





Advantage All

Tennis is an Equal Advantage Sport™



Advantage All