



STRATEGY

2024
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FOREWORD

From the ITIA Board

The ITIA Board is made up by representatives from our members (the ITF, ATP, WTA and Grand Slams), four independent directors and an independent chair.



The ITIA Board is united in its commitment to ensuring that member events are free from corruption and doping. The decision to create an independently run integrity organisation in the shape of the ITIA reflects this commitment.

We believe that the vast majority of tennis matches played across member events, and the players we all watch and enjoy, are true and honest. This does not mean we are naïve to the threats posed by those who may seek to manipulate matches, or gain advantage through breaching the anti-doping rules. A sport that takes this seriously is a sport which can support elite development and performance, attract investment, increase its fanbase and ultimately, extend global participation.

We, the Board, have worked closely with the ITIA executive team to develop this strategy, which will support and inform the ITIA's direction for the next three years. The integrity landscape is one which is constantly shifting, and so our response has to be agile and appropriate. By setting out this framework, we are aiming to demonstrate that we are listening to athletes, and making a commitment to all those participating in our events that they will receive the right information at the right time to support good decision making.

ABOVE ALL, WE ARE COMMITTED TO DELIVERING IMPACTFUL AND EFFECTIVE ANTI-DOPING AND ANTI-CORRUPTION PROGRAMMES.



Jennie Price CBE
(Independent Chair)



Mark Young
(ATP)



Steve Simon
(WTA)



David Haggerty
(ITF)



Ugo Valensi
(Grand Slam Board)



Avril Martindale
(Independent)



Bob Harayda
(Independent)



Ebru Köksal CFA
(Independent)



Sal Perna AM
(Independent)

INTRODUCTION

It has been three years since the ITIA became an independent entity, taking on responsibility for both anti-doping and anti-corruption programmes for Member events. Within the last three years, the approach of the ITIA has evolved to focus on prevention and education. Now is the right time to pause, reflect on the work done so far, and look forward to the next three years.

The sport, and the world as a whole, have changed dramatically in the past three years - but threats to integrity have remained and it is imperative that the ITIA continually reviews and refreshes its approach.

Since its inception, the ITIA has put prevention at the heart of its work. This means that education and engagement are as important as investigation and sanctions and alongside increased use of intelligence, these have given the organisation a more impactful way of working. The next stage of development is about evolution, not revolution.

In developing this strategy, it is acknowledged that there are several dichotomies surrounding the work of the ITIA which may not be fully understood or resolved in the short term.

In becoming more open and making ourselves available to the tennis community, does more engagement indicate increased trust or a lack of knowledge? Would more match alerts represent increased suspicions or better, more open relationships with the betting industry? If there are more cases, does this point to more incidents of corruption or doping, or better intelligence and detection?

A strong strategic approach gives us the best opportunity to start answering these questions and continue building integrity programmes to protect against the threats of corruption and doping.

This strategy is set against the backdrop of member events taking place all round the world, and with a significant number of tennis players, officials, coaches and other accredited people taking part in those events.

THE ITIA'S STRATEGIC APPROACH IS RISK-FOCUSED AND REFLECTS WHERE OUR WORK CAN MAKE THE MOST IMPACT. BENEATH THIS STRATEGY, SITS SIGNIFICANT DAY-TO-DAY OPERATIONAL PLANNING WHICH WILL INCLUDE FOCUS AREAS ON AN ONGOING BASIS AND APPROPRIATE DEPARTMENTAL TARGETS.



TENNIS IN NUMBERS

Players and Officials



TOUR	NUMBER OF PLAYERS	NUMBER OF TOURNAMENTS	NUMBER OF MATCHES
ATP	1,700	250	16,600
WTA	730	80	5,300
ITF WTT	10,700	1,100	89,000
Grand Slams	-	4	2,540
Wheelchair <small>(ITF Tour & Grand Slams)</small>	1,175	171	10,400
TOTAL	14,305	1,605	123,840

There are approximately 830 players from ATP, WTA and ITF WTT who compete in Grand Slam events and there is crossover between ITF tour players who will also take part in ATP and WTA tournaments. These numbers are therefore approximate, based on data provided by the ITIA members in 2023 and 2024.

This table does not include junior tennis players.

	TOUR	CHAIR UMPIRE	REFEREE	CHIEF UMPIRE
INTERNATIONAL	GOLD	33	72	51
	SILVER	47	148	44
	BRONZE	207	-	-
	TOTAL	287	220	95
NATIONAL	WHITE	744	431	160
	GREEN	77	-	-
	TOTAL	821	431	160
CERTIFIED TOTAL		1,108	651	255

There are a total of 1,424 certified individuals, of which, 529 have more than one international qualification across different roles (March 24).

There are more than this number registered on the ITF Officiating Portal – 3,034. That is because this figure includes a further 1,610 national level officials that do not have a white or green badge.

VISION AND MISSION

VISION

Tennis events organised by our **Members**, and those who **participate** in them, are **free from corruption** and **doping**.



MISSION

Delivering impactful **anti-doping** and **anti-corruption** programmes to protect the **integrity** of our Members' events and those who participate in them. Our programmes are **intelligence-led**, **innovative**, **collaborative** and **focus on prevention** alongside **detection**.



OVERRIDING GOALS

01

Players, support staff and officials understand and support the anti-corruption and anti-doping programmes and the importance of a clean sport.

02

A series of initiatives are developed to help us measure prevalence and risk of corruption and/or doping within tennis.

03

The ITIA and Members are recognised, both within tennis and beyond, as understanding the risks relating to corruption and doping and responding to those risks.

04

The ITIA's values are reflected in the work we do and that is recognised by Members, those who participate in Member events, the Board and colleagues.

VALUES



Our **Values** are underpinned by

Integrity.

It is in our name; it is our **purpose.**

With that comes the inherent **responsibility** to do the **right thing.**

We take this responsibility seriously.

Integrity is not simply a value that we aspire to:

it is a **non-negotiable** part of our everyday work.

STRATEGIC



PRIORITIES

STRATEGIC PRIORITIES

01

EDUCATION

We will work to reach players, support staff and officials through all effective channels. We will focus on key stages of their development to inform, educate and promote good decision making regarding the Tennis Anti-Doping and Anti-Corruption programmes.

STRATEGIC PRIORITIES

01 EDUCATION



How we will do this:

- 1 Providing **baseline online training** to all players, support staff and officials taking part in Member events with additional face to face (virtual and in person) training targeted at the highest ranked players, junior players and others identified, based on intelligence and assessment of risk.
- 2 Developing innovative, values-based, **education resources**, which are regularly evaluated and updated.
- 3 Working with Members to mandate additional education at **key stages in developmental pathways** (integrated into other programmes where appropriate).
- 4 Working with Members, national federations and other key bodies within and beyond tennis to cascade information and education to **maximise reach and knowledge**.

What success will look like:

- A culture and environment which values integrity, measured by analysis of attitudes, intentions and sentiments.
- All players (including juniors and professionals) competing in Member events completing baseline online training within the previous two years and an increased number of other individuals completing baseline online training.
- An increased number of individuals receiving further education, either directly from the ITIA or through integration of ITIA materials in other resources or programmes.
- An increased level of understanding of the rules across all players, support staff and officials (measured through surveys).
- Increased measures of desired behaviours such as engagement with education programmes, seeking advice or information and reporting concerns.

STRATEGIC PRIORITIES

02

SUPPORT AND ENGAGEMENT

We will listen and learn, answer questions, give advice and provide information to help individuals make informed decisions and understand the rules.

STRATEGIC PRIORITIES

02 SUPPORT AND ENGAGEMENT



How we will do this:

- 1 Having **clear and accessible means** for anyone to contact the ITIA, through a range of channels, with questions about anti-doping and anti-corruption and providing prompt responses.
- 2 Ensuring ITIA staff have the **knowledge and systems** to deal with queries efficiently and effectively.
- 3 Having a **supportive presence** at a wide range of Member tournaments to provide assurance and information to players, support staff and officials.
- 4 Providing **timely information and guidance** to all players, support staff and officials via relevant channels.
- 5 Actively seeking **feedback** from the sport.

What success will look like:

- Increased awareness of the TADP and TACP and current threats and how to seek support measured by player and other survey(s).
- An increase in reports, intelligence and engagement from within tennis.
- Positive feedback from players, officials and support staff.

STRATEGIC PRIORITIES

03

RISK AND EVOLVING LANDSCAPE

We will assess risk and trends and respond accordingly.
We will work in partnership with other sports and integrity bodies.

STRATEGIC PRIORITIES

03 RISK AND EVOLVING LANDSCAPE



How we will do this:

- 1 Assessing corruption and doping threats to tennis on an ongoing basis through **regular risk and threat assessments** and recommendations.
- 2 Running **innovative and intelligence-led** anti-doping and anti-corruption programmes.
- 3 Building and maintaining **positive relationships** across the betting industry to share intelligence and data.
- 4 Being involved in **targeted research programmes**.
- 5 Building and maintaining **strategic partnerships** with bodies within and outside of tennis to share best practice and intelligence.

What success will look like:

- Increasing the number and sources of intelligence, including an increase in reporting and information sharing from within the sport.
- Increasing the quality of intelligence, including from betting industry and other sources.
- Effectively working with law enforcement agencies and sharing and receiving appropriate intelligence with other sports.
- Focusing resources based on risk.

STRATEGIC PRIORITIES

04

PROCESS

We will ensure that our rules and processes remain fit for purpose, are communicated clearly, and understood.

STRATEGIC PRIORITIES

04 PROCESS



How we will do this:

- 1 Regularly reviewing the **TADP and TACP rules, policies and processes** to ensure they are dealing with the current and emerging risks and feedback.
- 2 Liaising with **player groups, tours and individuals** within tennis to understand the impact of our rules and processes and responding to those concerns.
- 3 Continuing to work with **WADA** to promote the views of tennis in the development and application of the WADA framework including involvement in appropriate forums and consultations.

What success will look like:

- Rules Committee and Tennis Anti-doping Committee have a proactive programme of work with recommendations made to the Board.
- Regular dialogue with players, officials and support personnel.
- Positive feedback regarding support and resources available regarding the rules and their application through player and other surveys.
- Increased involvement of tennis in WADA forums, consultations and other information sharing.

STRATEGIC PRIORITIES

05

CASE MANAGEMENT

We will manage all investigations and cases in line with the rules and according to their specific circumstances whilst acting fairly, efficiently and sensitively (mindful of the potential impact on people). We will act with appropriate transparency.

STRATEGIC PRIORITIES

05 CASE MANAGEMENT



How we will do this:

- 1 Ensuring investigations are conducted in a **timely manner**.
- 2 Treating all those involved in investigations **fairly**, with **wellbeing** in mind, signposting **appropriate support** where available.
- 3 Collaborating with **law enforcement, agencies and other sports** where appropriate.
- 4 Being as transparent as possible in relation to **operations and decisions** (subject to legal and confidentiality restraints).
- 5 Managing all **cases and investigations** in line with **our values**.

What success will look like:

- Appropriate timelines for all stages of case management.
- Strong relationships and structures in place with appropriate information being shared with other sports and law enforcement bodies.
- Consistent application of processes (including sanctioning guidelines).
- Transparent and timely reporting of cases.
- Learning points from cases built into prevention and education programmes and risk assessments.

SUPPORTING THEMES

There are **two supporting themes** which will be crucial to the success of this strategy. Whilst these are not in themselves strategic priorities, our people, our systems and the work we do with our members are crucial to us delivering those priorities.

BEING A HIGH PERFORMING ORGANISATION

How we will do this:

- 1 Continuing to develop a **values-led culture** (with equality, diversity and inclusion embedded) to be a place where people want to work, feel empowered to perform to the best of their abilities and where people are offered a range of training and development opportunities.
- 2 Treating all those involved in investigations **fairly**, with **wellbeing** in mind and signposting appropriate, existing **support** where available.
- 3 Using appropriate **systems and technology** to optimise information available to us including harnessing developments in data analytics.
- 4 Ensuring the right level of **cyber and information security** to meet threats.
- 5 Communicating with the **public and stakeholders openly and regularly** including speaking at relevant industry events.

WORKING CLOSELY AND COLLABORATIVELY WITH MEMBERS

How we will do this:

- 1 Regularly **meeting** with and **collaborating** with Member representatives in relation to delivering the Mission.
- 2 Seeking and acting on **feedback** regarding our work.
- 3 Actively seeking **opportunities** to work together to extend **awareness** of anti-doping and anti-corruption and to drive efficiencies.
- 4 Humanising the ITIA, normalising our **presence** at tournaments and building **meaningful relationships** with everyone involved in our Members' events.





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