



# Nominations Committee

2026 CALL FOR NOMINATIONS



## TA NOMINATIONS COMMITTEE

### Tennis Australia Board Call for Nominations 2026

3 July 2026

Dear Member Associations Board Members and Tennis Australia Board Members

In accordance with Tennis Australia's Nominations and Elections process, the Tennis Australia Nominations Committee is calling for nominations for the Tennis Australia Board. The Nominations Committee – which comprises two Tennis Australia Board Members (Kylie Watson-Wheeler – Chair, Peter Robertson) and two external independent members (Fiona McGauchie and Trudy Vonhoff) – is pleased to invite Tennis Australia Member Associations to assist in identifying candidates who meet the Tennis Australia Board skills priorities and encourage those candidates to contact consultants at the search firm Heidrick & Struggles: Ella Edwards, Project Manager and Executive Assistant to Adam Badenoch, at [eedwards@heidrick.com](mailto:eedwards@heidrick.com) or 0410 574 657.

### NOMINATIONS PROCESS OVERVIEW

Heidrick & Struggles has been engaged by the TA Board and Nominations Committee to assist the search process, with the goal of offering a choice of candidates who meet the TA Board requirements for both the Member Elected Positions and the Board Appointed Position.

Interested candidates are asked to contact Heidrick & Struggles who will provide a short form application that is to be submitted with a CV by 4 August 2026. Following this, the Nominations Committee will review all expressions of interests and invite qualified candidates to complete long form applications due on 31 August 2026. The list of candidates who have been invited to submit long form applications will be shared with the Member Associations for feedback. The Nominations Committee will then review long form applications and feedback received to determine which candidates to invite to participate in interviews based on TA Board requirements. Those interviews will be conducted in early October.

The Nominations Committee's recommendations will be shared with the Member Associations on or about 16 October 2026 and a video call with all Member Association Board Members will be held on 10 November 2026 to answer questions about the process or the recommended candidates being put forward.

The Nominations Committee will finalise candidates to be put forward for election by Wednesday 11 November 2026. A timeline of the Process is attached at Attachment 2.

### 2026 POSITION DESCRIPTIONS AND SKILL PRIORITIES

The position descriptions and skill priorities for the Positions up for Election and Appointment are outlined at Attachment 1.

To be successful, a candidate must satisfy criteria under the following three headings:

1. **Not Negotiable Attributes and Behaviours.**

*Please note: all attributes and behaviours are expected of all directors and must be satisfied. A candidate who fails to meet any of the attributes or behaviours will not proceed in the process.*

2. **Mandatory Skills.**

3. **Additional Capabilities.**

Tennis Australia is committed to maintaining a 40:40:20 gender balance on the Board, with at least 40% representation of either gender and 20% of any gender, including non-binary and gender-diverse people. This reflects a commitment to appointing directors with the right skills and experience while also benefiting from diverse perspectives.



Should you have any questions or require more information, please do not hesitate to contact me on 0439 754 564 or [kylie.watson-wheeler@disney.com](mailto:kylie.watson-wheeler@disney.com) or Company Secretary Erin Murray on 0481 065 027 or [erin.murray@tennis.com.au](mailto:erin.murray@tennis.com.au).

Best regards

A handwritten signature in black ink, appearing to read "Kylie Watson-Wheeler".

Kylie Watson-Wheeler  
Chair of the Nominations Committee

## ATTACHMENT 1

# 2026 POSITION DESCRIPTIONS

## OVERVIEW OF TENNIS AUSTRALIA BOARD DIRECTOR REQUIREMENTS

Tennis Australia is a large enterprise with significant financial, reputation and safety risks. It is also required to meet community and government commitments and expectations. As a result, instead of having a representation-based board, TA requires a 'Skills Based Board'. TA's Directors need to have the knowledge, experience and behaviours equivalent to what is expected of Board members on high performing ASX-listed or large private companies or national or global not-for-profit organisations. This is a high bar which is necessary to grow and protect the sport with respect to Participation and the AO and other domestic and global tennis events. Consequently, the TA Board is committed to only presenting candidates for Member Election and appointing candidates who meet specified criteria under three headings:

- **Not Negotiable Attributes and Behaviours** which rarely change from year to year.
- **Mandatory Skills** which relate to the Positions that are required to be filled annually. These Mandatory Skills are likely to change each year depending on the Board's needs with respect to critical skills or diversity/demographic targets. There would normally be only one or two 'Mandatory Skills' per position.
- **Additional Capabilities** which reflect the evolving nature of TA's strategy and the changing composition of the TA Board as members retire or step off the board. Experience relevant to the strategic priorities will be highly regarded.

To progress in the process, applicants must satisfy the 'not negotiable attributes and behaviours' and demonstrate that they meet the Mandatory Skills for the relevant position. For applicants who meet these requirements, the Nominations Committee will also consider any additional capabilities that may strengthen their application. These additional capabilities are intended to complement the Mandatory Skills and are not exhaustive. The Nominations Committee may also consider other capabilities that it deems beneficial towards the pursuit of Tennis Australia's ambitious goals as highlighted below.

## Tennis Australia 'NOT NEGOTIABLE ATTRIBUTES AND BEHAVIOURS'

**'Not Negotiable' Attributes and Behaviours-** these are behaviours and attributes that are essential in contributing to an effective board. They are *traits required of every single director*, irrespective of their specialist or strategic competencies. **When an applicant fails to meet any one of these attributes they will not be put forward for election regardless of skills.**

The following are the not negotiable attributes and behaviours that will be assessed as part of the Nominations Process:

- Have a genuine connection with tennis
- Have a proven track record demonstrating behaviours consistent with TA's organisation values (Collaboration, Excellence, Humility and Imagination)
- Understand and accept director duties and governance basics (confidentiality, conflict of interest, due diligence, board room etiquette, separation of board vs management responsibilities etc) This can come from other relevant Board experience or through education such as AICD courses
- Consistently behave in a manner that supports an effective Board culture including:
  - Respectful
  - Keeps Confidentiality
  - Collaborative mindset
  - Thoroughness and Diligence
  - Independent thinking, challenges appropriately
- Have a deep commitment to the role, in particular having the time and capacity to do the work required (we estimate a minimum of 30 days per year depending on committee and representation responsibilities)
- Understands that the Tennis Australia board is a skills-based board, and as such can bring independent perspective in considering and supporting TAs requirements, strategic direction and execution, regardless of previous roles or affiliations
- Able to communicate TA Board's position on current issues effectively and constructively with our

- stakeholders
- Able to satisfy TA's background check requirements including working with children and police check requirements and understands the imperatives of member protection
- Understand financial statements and solvency requirements
- Commits to the behaviours described in the TA Board Code of Conduct
- Restrain from active political campaigning and lobbying to seek support for election from TA or MA board members. This restraint was proposed by MAs in the Constitution Review process because they perceived it as wasting their time and undermining the Nomination Committee's recommendations and the desire for a Skill's based board.

If a candidate is eliminated because they fail to meet the 'TA Not Negotiable Attributes and Behaviours' the Nominations Committee will simply communicate that the individual has not met the criteria in section one of the Nominations Form to be respectful to the candidates. This will be determined by the Nominations Committee through considering the application form, references (formal and informal), and potential interviews.

## 2026 TA BOARD POSITIONS

### Context

Tennis Australia's core mission remains unchanged: to govern, promote and develop tennis in Australia, and to generate the financial surplus required to invest in that mission. However, the scale and complexity of the organisation have grown significantly over the past decade. Tennis Australia is now a large, diverse and fast-growing organisation, with 2025 revenues of \$693m (more than double the pre-pandemic baseline) and is expected to exceed \$1 billion annually within the next five years.

We operate in an increasingly competitive and complex sporting landscape, both locally and globally. At the grassroots level, tennis faces strong competition for participation, declining volunteer numbers, pressure on infrastructure, and challenges to the financial viability of clubs and venues. At the professional level, the global tennis ecosystem is evolving rapidly. Players are seeking higher prize money, and the benchmarks for tournament infrastructure and experience continue to rise, placing pressure on TA to sustain the success of the Australian Open and the broader Summer of Tennis.

Despite the challenges, we have ambitious goals:

- **Participation:** Become Australia's most-played sport
- **Major events:** Deliver 2 million Australian Open visitors and run a secure, profitable Summer of Tennis
- **Revenue diversification:** Generate 50% of revenue from adjacencies and new businesses (such as event management, sports technology, media production)

Directors elected in 2026 will be accountable for stewarding Tennis Australia as it pursues this agenda in a demanding market environment.

## Member Elected Positions

The Board seeks two member-elected directors with the skills and experience outlined below. These positions are currently held by Peter Robertson (retiring) and Dan Bisa (eligible for re-election for one more term).

### A: Mandatory skills

Candidates must demonstrate deep experience in both of the following areas:

1. **Tennis participation and/or performance development**

Ability to provide strategic guidance to tennis participation or performance development, typically demonstrated through:

- coaching, elite play, global tennis
- tennis governance, integrity processes, officiating
- complementary formats, venue management, or broader tennis ecosystem

2. **Relevant leadership experience**

Ability to provide strategic guidance at board level for Tennis Australia, which is a large and complex organisation, typically demonstrated through:

- experience as a board member or senior executive of a substantial NFP or for-profit organisation
- successful founder/business owner
- partner or equivalent in a substantial professional services firm

### B: Additional capabilities

For candidates who meet the mandatory requirements, experience relevant to advancing Tennis Australia's ambitious goals (detailed above) will be highly regarded, typically demonstrated through:

1. **Major event design and delivery**

- Precinct master planning and delivery
- Development, construction, supplier management
- Audience growth, broadcasting, digital marketing
- Retail, merchandising, e-commerce, ticketing and pricing
- Customer experience, food & beverage, premium hospitality
- Sports tourism

2. **Revenue growth and diversification**

- Business innovation and adjacency expansion
- Feasibility analysis and business case development
- New venture creation, team building, scaling, capital raising
- Early-stage investing (e.g. venture capital, funds management)



## Board Appointed Position

The board seeks one board-appointed director position with the skills and experience below. This position is currently held by the TA Board Chair, Chris Harrop. Consistent with previous nomination processes, Chris will be invited to apply via the standard application and assessment process managed by the Nominations Committee.

### A: Mandatory skills

Candidates must demonstrate deep experience in both of the following areas:

1. **Genuine tennis connection** — demonstrated commitment through playing, administration, or sustained involvement (preferably long-standing).
2. **Leadership** — Capable of governing a \$1B+ revenue organisation, typically demonstrated through senior executive, business owner, partner, or founder/entrepreneur experience.

### B: Additional capabilities

- Embodies TA values; fosters collaborative, inclusive, high-performing board culture.
- Crisis/change/transformational leadership to guide organisation through complex strategic challenges.
- Trusted CEO/executive counsel with exceptional communication skills.
- Strong commercial judgement and financial literacy.
- Deep understanding of governing large NFPs, federated, or member-based organisations.
- Highly respected and capable of impactful representation of TA/Australian Open brands across government, business, international tennis, and sports bodies.
- Demonstrated advocacy for diversity, equity, and inclusion.

## ATTACHMENT 2

### 2026 NOMINATIONS PROCESS TIMELINE

| Dates (2026)                        | Activity                                                                                                                                                                                                                                                   |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Friday 3 July</b>                | Call for Nominations issued.                                                                                                                                                                                                                               |
| <b>Tuesday 4 August</b>             | Deadline for candidates to contact Search Firm and submit Short Form Applications.                                                                                                                                                                         |
| <b>Post Thursday 6 August</b>       | Nominations Committee to invite qualified candidates to complete Long Form Applications. Candidates not progressing to the next stage will be informed.<br>List of invited candidates to be shared with Members for feedback <i>before</i> 31 August 2026. |
| <b>Monday 31 August</b>             | Deadline for Long Form Applications.                                                                                                                                                                                                                       |
| <b>Monday 14 September</b>          | Nominations Committee considers TA Board and Member feedback and candidate applications to determine who to interview based on the overall requirements and specific skill priorities.                                                                     |
| <b>Tuesday 15 September</b>         | Short listed candidates invited to interviews and unsuccessful candidates notified.                                                                                                                                                                        |
| <b>Thursday 8, Friday 9 October</b> | Interviews with shortlisted candidates.                                                                                                                                                                                                                    |
| <b>Monday 12 October</b>            | Nominations Committee shares its preliminary recommendations with TA Board (excluding any directors standing for re-election or re-appointment) ahead of the call with MA Board Members on 10 November.                                                    |
| <b>Friday 16 October</b>            | Nominations Committee shares its preliminary recommendations with MA Board Members ahead of the call on 10 November.                                                                                                                                       |
| <b>Tuesday 10 November</b>          | Nominations Committee holds video conference with MA Board Members providing MA Boards with the opportunity to ask questions and provide feedback.                                                                                                         |
| <b>Post 10 November</b>             | Nominations Committee advises TA Board of outcomes of the Nominations Committee process for approval and advises remaining candidates.                                                                                                                     |
| <b>Thursday 12 November</b>         | Nominations Committee finalises recommendations.                                                                                                                                                                                                           |
| <b>Friday 13 November</b>           | Notice of AGM sent out to Members (at least 21 days before AGM). Material will include details of the candidates for the elections.                                                                                                                        |
| <b>Monday 7 December</b>            | AGM for the elections of Member elected Directors and TA Board meeting to finalise Board appointed Directors.                                                                                                                                              |

