



A WELCOMING CLUB FOR ALL



**EQUITY, DIVERSITY AND INCLUSION PLAN 2022-23:
ONE YEAR ON**





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INTRODUCTION

MCC's Equity, Diversity and Inclusion (EDI) Plan was published in January 2022. It set out our commitment to ensure that everyone is warmly welcomed by the Club and at Lord's Cricket Ground and treated with kindness and respect, whether they are a member of staff, MCC Member, player, spectator or any other visitor.

We have been building progressive plans as a Club for some time to ensure MCC and Lord's are open and inclusive, indeed Members may recall the *Focused on our Future Paper*, published in 2018. This area took on particular significance in the summer of 2020, in the wake of the response to the Black Lives Matter movement, and led to the EDI Plan. At that time, I set up a staff working group to gain a deeper understanding of what this meant for MCC in general and the impact on our Members and staff in particular. Over a year later, evidence given to a DCMS Select Committee laid bare that issues of discrimination of all types are, sadly, present within cricket.

Our national summer sport should be a vehicle for bringing people together and not dividing them. It is, by its very 'spirit', a game that encourages friendship and teamwork, unifying a global fanbase that spans



different nationalities, genders, cultures and religions. At MCC we are committed to delivering lasting change, both through our own actions and by supporting positive initiatives across the game.

The adoption of a formal EDI plan has been a step change for us as an organisation. We plotted a course for us to follow, setting ourselves ambitious targets across a comprehensive range of subjects. This year's document outlines our progress one year on and looks ahead to detailed actions for 2023.

The MCC Committee, executive and all MCC staff are fully committed to achieving these goals. We know that doing so will ensure that the Club is an organisation that actively welcomes all manner of lifestyles and perspectives, better representing its cricket fanbase and retaining its relevance for future generations. I am proud of the significant progress we have made so far but our focus remains firmly on future challenges. There is always more we can do.

GUY LAVENDER

Chief Executive & Secretary | Marylebone Cricket Club

EQUITY, DIVERSITY AND INCLUSION FRAMEWORK

MCC resolved in 2020 that its Sustainability Strategy should be aligned to the United Nations Agenda for Sustainable Development and follow the UN's 17 Sustainable Development Goals (SDGs) until 2030. These goals incorporate the activities of an organisation in areas of community and social work, gender equality, work on anti-discrimination, and peace and justice.

Of the 17 SDGs, MCC has prioritised three goals, specifically in relation to Equity, Diversity and Inclusion (EDI), with which we can best align and deliver impactful change across our Club.



MCC is committed to ensuring that cricket is a game for all, and that Lord's is a ground where everyone feels welcome. These are the guiding principles which inform our Equity, Diversity and Inclusion (EDI) Plan, which was produced following publication of our first Environmental, Social and Governance report, *Building A Sustainable Future*, in November 2021.

- 1 INSIGHT**
TO LISTEN TO AND LEARN FROM OUR STAKEHOLDERS AND THE WIDER CRICKETING COMMUNITY TO ENSURE MCC AND LORD'S ARE WELCOMING TO A BROAD RANGE OF AUDIENCES
- 2 EDUCATION**
TO SHARE KNOWLEDGE AND HELP OUR AUDIENCES TO UNDERSTAND HOW TO PLAY THEIR PART IN ENSURING MCC IS A CLUB BUILT ON FAIRNESS AND RESPECT
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- 6 ACCOUNTABILITY**
TO HAVE EFFECTIVE MEASURES AND PROCESSES IN PLACE FOR INCIDENT REPORTING, INVESTIGATION AND ACTION

2022 MILESTONES



INSIGHT

- Largest Membership survey in a generation
- EDI-related questions included in all post-match surveys
- 91% of spectators were 'Very Likely' or 'Likely' to return to Lord's
- Scored 8.6 (out of 10) for 'Warmth of welcome' in 2022
- Incident Reporting System in place for all match days at Lord's

EDUCATION

- Committee, permanent and casual staff and volunteers have taken part in anti-racism and anti-discrimination training
- Comprehensive Heritage & Collections review
- Delivered a Long Room artwork rehanging, exhibitions on the *Evolution of Women's Cricket* and *England's Black Cricketers*, and a Women's Cricket Symposium

COMMUNICATION

- Celebrated and recognised a diverse number of key events
- Celebrated LGBTQ+ inclusion supporting Pride Month and Rainbow Laces campaign
- Clare Connor was MCC President for nine months of 2022. Stephen Fry became MCC President on 1 October 2022
- Behavioural campaign, *Lord's A Ground for All*, emphasises kindness and respect to provide a welcoming environment for everyone

PATHWAY

Cricket

- Five additional women's matches played at Lord's
- Highest attendance for a home bilateral England Women's fixture at the England v India Women's ODI
- Tessa Jowell Community Award Winners for Afghan Refugee Project at Sports Industry Awards
- 74 MCC Foundation Hubs delivered supporting 2,807 participants, with 14 new girls' Hubs
- Increased female participation in after-school community cricket programme with 56% male / 44% female participants

Membership

- Refined the Membership application process to encourage more diverse applicants
- 24% female and 9% ethnically diverse applicants in first three months of the new process

Staff

- Trained 14 employees to be Health and Wellbeing Ambassadors who also embody MCC's Freedom to Speak Up platform
- Appointed recruitment agencies who champion diversity
- 800 local residents took part in employment events

ENVIRONMENT

- Installed a second, larger multi-faith space, gendered ablution facilities and a second, permanent Changing Places washroom
- Provision of low / alcohol-free drinks including the launch of San Miguel 0.0 on draught via 30 taps across the ground, the biggest draught distribution of San Miguel 0.0 in the UK
- Introduction of alcohol-free and family-friendly stands for The Hundred
- Wider range of food to appeal to diverse audiences
- SGSA inspection referred to Lord's as 'best in class' for alcohol management
- Heyhoe Flint Gate installed as an everlasting legacy to this pioneer of the women's game
- Welcomed the local community to the first Iftar event at Lord's to celebrate Ramadan
- Improved accessibility within the Grand Stand
- Introduced an app to help visitors with special educational needs navigate around Lord's

ACCOUNTABILITY

- Increased gender and ethnic diversity on the MCC Committee and principal committees
- MCC Committee EDI Lead appointed
- Fully engaged with ICEC process with written and oral evidence given



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INSIGHT

TO LISTEN TO AND LEARN FROM OUR STAKEHOLDERS AND THE WIDER CRICKETING COMMUNITY TO ENSURE MCC AND LORD'S ARE WELCOMING TO A BROAD RANGE OF AUDIENCES

SURVEYS

Data and insight are a key focus of MCC's EDI Plan. In order to measure and evaluate our progress moving forward, we must first understand our baselines. In order to achieve this, MCC undertook both a staff and a Member survey and now incorporates EDI-related questions within post-match surveys to the general public. The largest Membership survey in a generation sourcing demographical and attitudinal data has been analysed, shared with Members, and is now helping to inform a number of EDI-related initiatives which are outlined throughout this document.

SOCIAL GOALS	ACTION	2022 PLAN	2022 RESULTS	2023 PLAN
Obtain Membership insight to set a baseline for diversity variations and to improve upon Members' experience	Collect information on the make-up of MCC's Members	Results analysed and learnings applied to first phase of new initiatives	Survey results analysed and learnings applied to first phase of new initiatives	Review and evolve initiatives and conduct Members' survey
	2020 insight showed support for events/benefits	MCC Extras short feedback survey	MCC Extras survey sent to Members	Review, evolve and continue to survey
Staff Insight to inform workplace experience initiatives	Staff working group to provide insight on lived experiences	EDI group established including representation from across the Club	EDI group established including representation from across the Club	Evolve and open opportunity for new joiners
	Staff Insight survey to hear views on working at MCC and future initiatives	Survey launched and learnings applied	Survey launched and 5-point plan produced and implemented	Annual survey - post 2023 season
Undertake a Visitor Insight survey , aligned with Member and staff surveys to improve understanding on diversity, preferences and experiences	Visitor Insight survey in the build-up to the season	Survey launched and learnings applied	Relevant questions now included in post-match surveys for all major matches	Monitor progress and highlight any areas for improvement, in particular for Women's Fixtures



REPORTING

A new incident reporting system is now in place on match days. Any person at the Ground, whether they are a spectator, Member or member of staff can now report incidents via a text message service. The details are incorporated within the match day messaging both prior to attending and on the day itself, including the scoreboards and LED perimeter boards. All reports were dealt with internally by the relevant department at MCC.

SOCIAL GOALS	ACTION	2022 PLAN	2022 RESULTS	2023 PLAN
Introduce a reporting mechanic to report concerns confidentially	Code of Conduct for Members	Review and update Code and Disciplinary Rules and Regs	Code and Disciplinary Rules and Regulations have been reviewed and updated	Annual review to take place in Q1
	Incident reporting address for public and Members	Replace with anonymised whistleblowing system	Reporting system implemented and reviewed at year end	Refinements to be implemented and increase the visibility of the process
	Anonymised whistleblowing system set up in relation to integrity matters	Launch and regularly evaluate reports at Executive Management Board (EMB) and Main Committee level	Launched and evaluated	Annual review
	Independent Commission for Equity in Cricket (ICEC) platform for reporting concerns around equity	Assist evidentiary process and respond to findings / action as necessary	The Club contributed written evidence and the Chair and Chief Executive & Secretary gave in-person evidence during the process	Review EDI Plan following the publication of the ICEC report
	<i>Freedom to Speak Up</i> - informal reporting programme for staff so they can confidentially discuss ideas or concerns	Staff Champions appointed / programme launched / monitoring begins	Trained 14 employees to be Health and Wellbeing Ambassadors who also embody MCC's Freedom to Speak Up platform	Continue to upskill individuals and highlight any new starters who are suitable to join
	Club to monitor themes including regular agenda item at MCC Committee			

EDUCATION

TO SHARE KNOWLEDGE AND HELP OUR AUDIENCES TO UNDERSTAND HOW TO PLAY THEIR PART IN ENSURING MCC IS A CLUB BUILT ON FAIRNESS AND RESPECT



ANTI-RACISM AND DISCRIMINATION TRAINING

Anti-discrimination training has been delivered to full-time staff via Show Racism The Red Card. 84% of current staff have taken part to date. That figure would have been 97%, however some December 2022 workshops had to be postponed to February 2023 due to transport strikes. Throughout the year, MCC employs a significant number of casual staff. Marshalls, an online training provider, launched a shorter version of the above training to incorporate within the casual staff induction process. To date, 572 casual members of staff and volunteers have taken part. In January 2022, ECB piloted an Inclusive Leadership Programme. MCC was one of the organisations who took part in the pilot and all Heads of Department complete the programme.

SOCIAL GOALS	ACTION	2022 PLAN	2022 RESULTS	2023 PLAN
Introduce anti-racism and discrimination training for stakeholders	Training provided by <i>Show Racism the Red Card</i>	Other committee members, players, volunteers, coaches and temporary staff	84% of current full-time staff, 527 casual staff and volunteers, all the MCC Committee and also some members of principal and sub-committees attended training	Postponed staff sessions to be rescheduled in Q1, together with additional workshops, and refresher workshops in Q4
	Inclusive Leadership training	Head of Department	Pilot programme delivered to all Heads of Departments	EMB to take part in new ECB Inclusive Leadership Programme

HERITAGE & COLLECTIONS

A full Collections Review was completed in 2021. The findings are now helping to inform Heritage & Collections' strategies and projects. A rehang of Long Room artwork has taken place, to ensure a diverse representation of great cricketers. To mark International Women's Day, a symposium was held to celebrate MCC's *Women's Cricket* Exhibition. A photographic exhibition by photographer Tom Shaw was installed for Black History Month, depicting the 21 black cricketers, male or female, to have represented England in international cricket. MCC's Digital team also produced a documentary to showcase the history of black cricketers at Lord's.

SOCIAL GOALS	ACTION	2022 PLAN	2022 RESULTS	2023 PLAN
Further expand diversity in the MCC Collections, reflecting the global stories of all of cricket's enthusiasts	Women's Cricket Archive	Ongoing	Women's Cricket Archive material deposited in MCC Archive	Ongoing
	Lord's Father Time Wall celebrating milestones of female, male and diverse cricketers	Ongoing	Ongoing	Ongoing
	Oral history collaboration with Leicester University	New material added	Project concluded with PhD student undergoing Viva examination in December 2022	Student to deposit material collected on receiving the outcome of his PhD; Heritage & Collections to utilise materials and contacts to develop future Community Gallery displays
	Collections Review on cricket, race and empire	Disseminate findings to Members and public	Review concluded	Implement review recommendations
	Craft Collections narrative to ensure the full story of objects/people is told	Reinterpretation of the Collections to begin with Long Room rehang in the Pavilion; Community Art Workshops to launch, allowing visitors to create their own interpretation of works on display	Long Room rehang in the Pavilion; Community Art Workshops launched	Heritage & Collections employees working with external co-curators / advisors to craft future exhibitions from a variety of perspectives
	Lord's Portrait Project ongoing increasing presence of black, Asian and female cricketers	Medium term plan produced	Medium term plan produced	Portraits of two former female cricketers to be delivered
	Announcement of Heyhoe Flint Gate, celebrating this pioneer of the women's game	Installation and official launch	Gate opened during South Africa Men's Test Match	-
Launch exhibitions presenting cricket heritage from the widest possible perspective	Exhibition programme to reflect global stories of cricket and celebrate the game's history from a variety of perspectives	Women's Cricket Exhibition continues	Evolution of Women's Cricket Exhibition opened July 2021 until March 2023	First Community Gallery exhibition launches with Jewish Cricket Exhibition
		Women's Cricket Symposium	Women's Cricket Symposium delivered	Major new exhibition on cricket, race and empire
		Tom Shaw Photography Black England Cricketers Exhibition	Black England Cricketers Exhibition opened 3 October 2022	

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COMMUNICATION

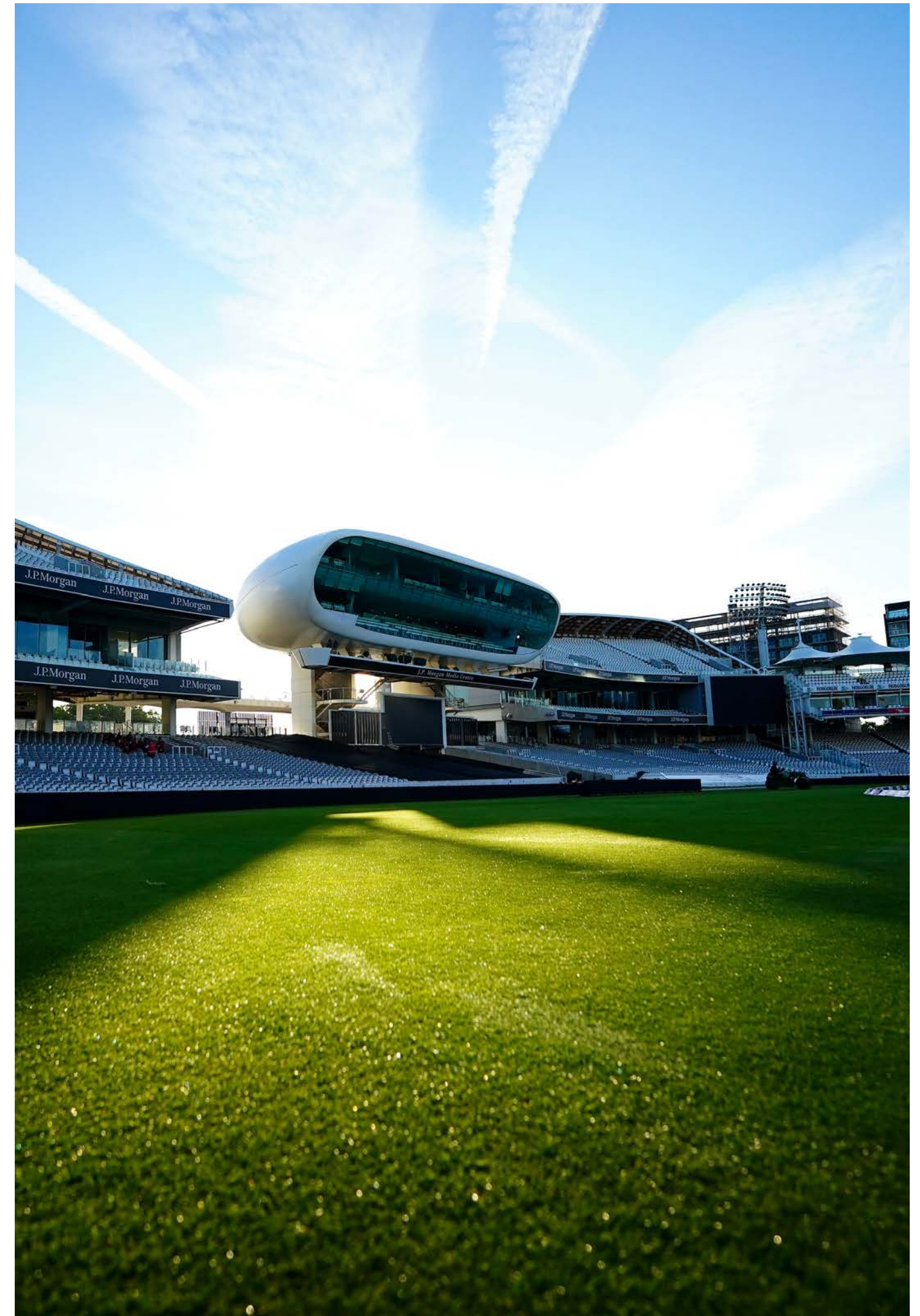
TO COMMUNICATE EFFECTIVELY TO ALL AUDIENCES, EXPLAINING OUR PLANS AND REPORTING PROGRESS

Following on from Kumar Sangakkara and Clare Connor, MCC's first overseas and female Presidents respectively, MCC announced Stephen Fry as the next President of MCC, a champion for mental health issues and LGBTQ+ inclusion.

MCC produced an EDI Calendar and recognised and supported a number of campaigns and events as a result, including Pride Month and Rainbow Laces, events marking Ramadan and National Holocaust Memorial Day amongst many others. MCC is keen to utilise its global platform to raise awareness of key areas and to celebrate a broad range of occasions relevant to its Membership, staff and community.

Accessibility, faith and dietary related messaging has been prominently included in our pre-match communications to ticket holders, along with the live text message number and reporting form for incident reporting. Signage was installed at our gate lodges to reinforce wider in-Ground behavioural messaging to be respectful to those around us, in this case specifically our staff.

SOCIAL GOALS	ACTION	2022 PLAN	2022 RESULTS	2023 PLAN
Keep all stakeholders informed and updated of our EDI work	Regular updates on EDI plans, activities and progress to Members and staff	Quarterly email communications to staff and Members	Updates shared in regular communications to Members and included in weekly staff newsletter. Regular staff meeting presentations	Ongoing
	Feedback and listening processes	Bi-annual feedback sessions with staff Call for feedback from Members	Feedback received in Members' Communications email in-box	Ongoing
	Benchmark and report on progress	Report back on EDI matters in Annual Report	EDI report produced and included as part of MCC's Annual Report	Ongoing
Build relationships and engage with more diverse audiences	Nurture media relationships and continue to inform and engage on EDI activities	x2 Commentary Clinic sessions	Commentary Clinic sessions	Ongoing
		Create new MCC Media Advisory Group targeting members across diverse titles	New MCC Media Advisory Group and widen media outreach to more diverse titles	Build two-way engagement on social media
	Increase the balance of stakeholders we are targeting and want to engage with	Invite and host	Updated stakeholder lists to engage family friendly audiences for The Hundred	Review, invite and host
Use communications campaigns to promote customer experiences while at Lord's	Reinforce spectator communications regarding anti-social behaviour expectations	Review for major match season across all channels	Review of 'Lord's a Ground for All' campaign	Ongoing



PATHWAY

TO ENABLE MORE PLAYERS, MEMBERS AND STAFF FROM A VARIETY OF BACKGROUNDS TO BE PART OF MCC

CRICKET PATHWAY

At grassroots, MCC worked in partnership with Middlesex to deliver a 50:50 gender split for its All Stars and Dynamos Centre bursaries. These were delivered across four local sites, increasing female participation with 44% of participants across all of MCC's after-school cricket provision.

MCC's Community department continues to work in partnership with the MCC Foundation across a number of projects. In May, MCC and the MCC Foundation's Afghan Refugee Project won the Tessa Jowell Community Award at the Sports Industry Awards.

YOUTH

SOCIAL GOALS	ACTION	2022 PLAN	2022 RESULTS	2023 PLAN
Expand the MCC Foundation locally, nationally and overseas, with particular focus on reaching more girls	Network of UK Cricket Hubs provide free-to-access coaching to state-educated cricketers	74 Hubs supporting 3000 11-15 year olds (14 new girls' Hubs) 33% girls	74 Hubs delivered supporting 2,807 (14 new girls' Hubs) 33% girls	77 Hubs supporting 3,200 11-16 year olds 35% -40% girls
	Young Ambassadors act as role models for young, diverse players	5-8 ambassadors	5 ambassadors confirmed	10 ambassadors
Increase the transition from our school programmes into pathways	Create new school pathway opportunities	Establish baseline for pathway transition	Partnership formed with local club and bursaries provided	20% growth in transition and Lord's Hub participants
Maximise the impact of The Hundred to engage younger and more diverse audiences to enjoy cricket through MCC and Lord's	Audience demographics at matches	Sustain diversity across the board year on year across female, diverse and junior attendees	The Hundred demographics: 21% ethnically diverse & 18% female buyers	10% increase year on year across the board in female, diverse and junior attendees
	Grow London Spirit programme in schools and community settings	Engage with 10,000 local people London Spirit roadshow at 80% of borough schools 500 local participants to attend each LS home match	London Spirit roadshows delivered to 3,500 children MCC received an allocation of 100 tickets for London Spirit home matches	Engage with 5,000 school children London Spirit roadshow at 80% of borough schools

CRICKET PATHWAY

MCC's 2022-24 Cricket Strategy has been released and the impact already felt in the form of a more diverse fixture list. In 2022, MCC held an additional five women's fixtures, taking the total to 11 for the season.

ADULT

SOCIAL GOALS	ACTION	2022 PLAN	2022 RESULTS	2023 PLAN
Increase the opportunities for a variety of teams to play at Lord's	Conduct a non-major match review to improve equity in teams at Lord's	>=3 extra days of female cricket involvement than 2021	Five additional women's matches took place	Ongoing
		Incorporate disability cricket into future Lord's fixture scheduling	Discussions commenced to include disability cricket as part of the fixture schedule	Ongoing discussions
Continue to offer Lord's as a venue for women's matches , including Internationals	Bid for Women's International to be hosted at Lord's Maximise any successful bid to drive increased women's and girls' attendance and engagement	x1 International	England v India Women's ODI	Women's Ashes Match
		Marketing campaign	Highest attendance for a home bilateral England Women's fixture	Marketing and awareness campaign
Conduct full review of MCC Member fixtures	Increase the diversity of fixtures and opponents	Implement changes to 2023 fixtures	Changes implemented to 2023 schedule	Review and evolve for 2024 schedule
Increase the diversity of the coaching workforce in the local community and the Indoor Cricket Centre	MCC Female Coaching Scholarships New programme of coaching sessions to teachers in Westminster	Scope and implement	Coaching Apprenticeship approved	Apprenticeships to be secured in Q1
		Secondary School Programme launches	Programme produced and will roll out in 2023	Bursaries will be provided for local teachers to access Coach Activator Course



MEMBERSHIP PATHWAY

We refreshed our Membership Nomination process to make it simpler and attract a more diverse range of cricket fans and players to apply, in particular those from under-represented groups. This includes the option for Members to nominate a second individual per year, if that second individual is a woman, in order to help address the imbalance in our gender diversity.

MCC's Membership Nomination process has previously been paper based, and quite an arduous process from start to finish. In October, MCC launched a new digital process to replace the paper-based system. The number of endorsers required has been reduced from three to one and each Member can now endorse one male candidate and one female candidate, or two female candidates.

Members' events have been reviewed to reflect more accurately today's society. In April, MCC launched the season by welcoming members of the local community to celebrate Ramadan and hosted an Iftar event. Over 80 people attended including Members, staff and members of our local community who came together to learn, share and celebrate the month of Ramadan together.

SOCIAL GOALS	ACTION	2022 PLAN	2022 RESULTS	2023 PLAN
Revise the Membership Nomination process to make it more inclusive and user-friendly	Review process and categories to make it easier to apply	Main Committee approval for adjustment to nomination/endorsement process	Nomination process moved online; a reduction in the number of sponsors required	MCC Committee to review proposals regarding Membership categories
Review and update Member areas and benefits so they are welcoming to all	Review Member environments, events and benefits as a welcoming setting for a broad range of audiences	Establish a Member Engagement plan	Review of Members' events with additions made to the calendar, including celebrating faith events	Expanded faith events to celebrate those most applicable based on our Member, staff and local community demographic
Review and assess the pathway to Playing Membership	Review MCC's playing membership product(s) to attract new female and diverse participants	Propose to Committee	Membership diversity plan drafted for approval in 2023	Deliver actions within the plan



STAFF PATHWAY

As part of the staff survey, it was highlighted that we need to provide more mental health support and a reporting mechanism that ensures concerns can be shared, responded to and actioned effectively. Fourteen Health & Wellbeing Ambassadors have been inducted in response to this, combining an upgraded Mental Health First Aid programme with deeper mental health training, and the integration of our Freedom to Speak Up Platform.

A full review of recruitment processes has taken place, from the recruitment agencies we use through to the make up of interview panels. MCC has engaged a number of organisations to help support this process which will be confirmed in early 2023, once our new Chief People Officer is in post.



ATTRACT

SOCIAL GOALS	ACTION	2022 PLAN	2022 RESULTS	2023 PLAN
Expand into new recruitment markets	Recruitment process augmented	Policies updated Anonymised applications for all senior roles	Policies updated	Review annually
Increase diversity at a senior level	Review and modernise our employment language and policies	Mental health and Menopause policies established	New and updated policies rolled out	Review annually
	Expand candidate reach through new recruitment channels	Year on year increase in candidate pool diversity	Engaged with new recruitment agencies who champion diversity	Year on year increase in candidate pool diversity
	Work with agencies who specialise in supporting local and diverse candidates	Year on year increase in candidate pool diversity	Discussions with various agencies taken place	Year on year increase in candidate pool diversity
Provide opportunities for local people to gain employment	Employment opportunities driven for young people and under-represented groups through training, careers events and campaigns	50 Employment Programme participants	10 participants, plus multiple one-day events engaging over 800 people	40 employment programme participants 500 participants to attend local employment events at Lord's
	Expand MCC's Internship Programme with Westminster University	Widen the departments on offer for Internships at MCC	Ongoing, but with an emphasis on Apprenticeships	Four Apprenticeships and one Internship to be recruited in Q1

NURTURE

SOCIAL GOALS	ACTION	2022 PLAN	2022 RESULTS	2023 PLAN
Provide opportunities for staff to develop and grow	Develop, launch and deliver a Club-wide training and development plan, to include e-learning and talent spotting	Launch training and development plan	Club-wide plan introduced with a personal training allowance for each staff member	Review and evolve
People Engagement plan to inform and bring colleagues together	Appoint an HR and Wellbeing Manager	Appoint and build plan	Joined MCC in April 2022 and various initiatives delivered	Review and evolve
Introduction of the 'Buddy' scheme for new joiners and/or colleagues moving to new positions	Provide informal support and advice	Implement and evaluate	System implemented	Evaluate those who have been part of the programme and implement recommendations
Expand mental / physical health and wellbeing sessions	Mental Health First Aiders (MHFA)	Refreshers and full training sessions	14 Health & Wellbeing Ambassadors introduced	Refreshers and full training sessions
	Wellbeing sessions	Part of People Engagement plan	Various initiatives introduced	Review and evolve



ENVIRONMENT

TO MAKE THE ENVIRONMENT AT LORD'S WELCOMING TO ALL AUDIENCES

LORD'S CRICKET GROUND

A successful bid secured £100k of ECB funding towards a multi-use area that includes a second, larger multi-faith space, gendered ablution facilities and a second, permanent Changing Places washroom. The facility opened in the Pavilion basement for the England v New Zealand Test match. MCC maximised the on-site attendance of several senior faith leaders on Day 1 of the Test to visit and bless the facility.

With one in three consumers now actively moderating their alcohol consumption, MCC launched San Miguel 0.0 on draught via 30 taps across the Ground. This marks the biggest draught distribution of San Miguel 0.0 in the UK and further affirms the Club's pledge to ensure it provides choice for a variety of visitor needs, as well as supporting crowd behaviour messaging to drink responsibly.

The Heyhoe Flint Gate was officially unveiled on the first morning of the England v South Africa Men's Test match to honour the life of Baroness Rachael Heyhoe Flint and her contribution to cricket.



SOCIAL GOALS	ACTION	2022 PLAN	2022 RESULTS	2023 PLAN
Augment our matchday delivery based on annual Visitor Insight preferences and experience survey	Accessibility Group implementations	Ongoing implementations	Group continues to meet quarterly and actions are implemented accordingly	Ongoing implementations
	Improve disabled and accessible seating around the Ground	Further Ground-wide accessible seating	Plans discussed to increase number of accessible seats on the Pavilion Concourse	Invest in accessible facilities to enhance the experience
	Improve family friendly facilities year on year	Additional facility	Alcohol-free areas included for The Hundred matches	Sensory room available for the start of 2023 season
	Pavilion facilities	Drop counter bars, more disabled facilities in existing toilet areas, new lifts	Lift works carried out in Q4	Drop counters to be installed ready for 2023 season
	Multi-faith accessibility	Ongoing	New multi-faith facility built within the Ground	Ensure facilities are maintained and usage is offered to local community as part of relevant faith events
	Continue to evolve our catering offer for all audiences	Transition to a low / lower alcohol Ground for The Hundred	Largest draught distribution of San Miguel 0.0 in the UK	Explore more zero and low alcohol products
	Build EDI values and metrics into partners / supplier briefs, tenders and renewals	Secure at least one new partner in this space in 2022	Metrics have been produced and will be incorporated in 2023	Implement relevant metrics to partners

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ACCOUNTABILITY

TO HAVE IN PLACE EFFECTIVE MEASURES FOR INCIDENT REPORTING, INVESTIGATION AND ACTION

MCC has provided timely and comprehensive submissions as part of the Independent Commission for Equity in Cricket. Both the Club Chair, and Chief Executive & Secretary gave in-person evidence as part of the enquiry in September 2022.

In 2022, the MCC Committee structure was amended to ensure a more diverse, skills-based board. As of 1 October 2022, the diversity has increased.

	2020-2021	2021-2022	2022-2023
GENDER	10%	18%	25%
ETHNICITY	10%	6%	17%
DISABILITY	0%	0%	0%



SOCIAL GOALS	ACTION	2022 PLAN	2022 RESULTS	2023 PLAN
Governance structure	Undergo improvements to ensure committee nominations are fair and open	Increase ethnic and gender diversity of MCC Committee	Diversity of MCC Committee increased	Sustain / improve diversity of the MCC Committee and principal committees
	EDI MCC Committee lead to be appointed and feature as regular agenda item	Appoint lead	Arfan Akram appointed	Recommendations to be made for future strategy
	Increase the diversity of the Main Committee	>=25% female, >=17% minority ethnicity	25% female and 17% ethnically diverse	Sustain / improve diversity
Gender diversity of World Cricket committee	Work towards gender diversity of >=3 female committee members by 2024	Increase of >=1	Clare Connor joined the meetings as Club President	Sustain / improve diversity
Members' Code of Conduct	Code of Conduct signed off by Members in AGM 2021	Review Code	Review taken place	Annual review
	Review of and update to Code of Conduct and Disciplinary Rules and Regulations	Education-comms programme re EDI rolled out for Members by end of year		
Equality Charter created with the input of staff	Equality Charter developed by anti-racism working groups to represent the respectful culture we all pledge to work in, both as an employer and employees	Launched	Code of Conduct and Disciplinary Rules and Regulations updated	Annual review
EDI-linked KPIs	EDI objectives linked to senior executives' KPIs	KPIs created and applied	EMB have EDI-related KPIs	Review as part of the annual review process
Eliminate our gender pay gap	Continue to decrease year on year	Annual reporting	Report published in April	Annual reporting
Introduce a reporting mechanic to report concerns confidentially	All reports to be logged, investigated and responded to thoroughly	Whistleblowing system	Established	Review and evolve processes
		Freedom to Speak Up programme		
	Appropriate action to be taken	Ongoing	Ongoing	Ongoing

ECB 12-POINT PLAN PROGRESS SUMMARY



We are presently delivering or progressing all of the 12 ECB commitments that are relevant to MCC, with the traffic light coding below denoting those most advanced in green, and those in the medium or early stages in amber.

UNDERSTANDING AND EDUCATING MORE

	ECB PLAN	MCC ACTIONS	STATUS
1	Adoption within three months of a standardised approach to reporting, investigating, and responding to complaints, allegations, and whistleblowing across the game	An incident reporting system has been in place for all matches at Lord's since the first Test Match in 2022. 14 MCC employees have undertaken Mental Health First Aid training and who have committed to being Health & Wellbeing Ambassadors. They also embody our Freedom to Speak Up platform	Green
2	Full promotion of the aims of the Independent Commission for Equity in Cricket (ICEC) through proactive engagement with its investigations and recommendations	The Club submitted written evidence in 2022. The Chair and Chief Executive & Secretary gave in-person evidence in 2022	Green
3	Ongoing EDI training for all those who work in cricket, including all staff, volunteers, recreational club officials, umpires, directors, and coaches	Anti-racism training was delivered to staff, the MCC Committee and some members of some principal and sub-committees via Show Racism the Red Card and Marshalls	Green

ADDRESSING DRESSING ROOM CULTURE

	ECB PLAN	MCC ACTIONS	STATUS
4	A full review of dressing room culture in all men's and women's professional teams, both domestic and international	N/A	N/A
5	Delivery of a redesigned programme of player and coach education, addressing any gaps identified through the dressing room review	N/A	N/A

REMOVING BARRIERS IN TALENT PATHWAYS

	ECB PLAN	MCC ACTIONS	STATUS
6	Action to aid progress into professional teams of people from diverse backgrounds (especially South Asian, black and less privileged youngsters) through measures to address i) talent identification and scouting, ii) education and diversity of coaches and iii) targeted support programmes for players from diverse or under-privileged backgrounds	The MCC Cricket Strategy was released in September 2022. A key component is our plan to grow the reach of the MCC Foundation Hubs A pilot programme has been identified for those who are 16-18 years and have graduated from the existing Hub Programme. A pool of players consisting of the best across each region will be given further training, mentorship and hopefully will transition into MCC Playing Members Breakdown of coaching staff at MCC: • Indoor Cricket Centre x 4: 1 female, all white • Community x 3: 1 Female and ethnically diverse	Amber

CREATING WELCOMING ENVIRONMENTS FOR ALL

	ECB PLAN	MCC ACTIONS	STATUS
7	A full-scale review, in advance of the 2022 season, into the detection, enforcement, and sanctions against discriminatory and abusive crowd behaviour at each of our professional cricket grounds	A review of the incident reporting system, including for reporting discrimination, both online and anonymously if wished, in place for the 2022 season, and how it has been advertised, took place in December 2022 As a result, some refinements will be made in time for the 2023 season	Green
8	Delivery of plans (tailored to local communities) to ensure professional cricket venues are welcoming to all, including provision of accessible seating, food and beverage offering catering to all faiths and cultures, and the availability of facilities such as multi-faith rooms and alcohol-free zones	Besides the multi-faith room in the Edrich Stand, a new multi-faith area opened in the Pavilion in time for the first Test match, with its first visit by senior religious leaders San Miguel o.o has been launched on draught across Lord's, offering a non-alcohol option for visitors. Alcohol-free and family zones were in place for all The Hundred matches at Lord's Plans are in place for all accessible ticket prices to be set at the lowest category for all 2023 matches at Lord's	Green
9	Upgraded education in recreational cricket to ensure players, volunteers and coaches understand and champion inclusion and diversity in the game	Show Racism the Red Card and Marshalls will continue to be delivered to all stakeholders at MCC A full review into the topics that are covered is currently taking place to ensure that we are not approaching education purely on racism, but diversity as a whole	Green

PUBLISHING LOCALISED EDI ACTION PLANS WITHIN SIX MONTHS

	ECB PLAN	MCC ACTIONS	STATUS
10	A commitment to best practice governance with targets for Board diversity (30% female, locally representative ethnicity by April 2022) and plans to increase diversity across the wider organisation	As from 1 October 2022, diversity on the MCC Committee and principal committees has increased. MCC Committee: 25% female, 17% ethnically diverse	Amber
11	The introduction of fairer recruitment processes through measures including the immediate adoption of anonymised recruitment tools for senior roles, open appointment processes for all roles and the use of balanced and diverse panels to assess interviews	Recruitment agencies who champion diversity to promote roles have been engaged and training will begin in Q1 of 2023. A full review into previous MCC interview panels has taken place. A new procedure will be implemented once the Club's new Chief People Officer has commenced employment in February 2023	Amber
12	Every senior executive employed across the game will have personal EDI objectives as part of their annual performance targets, driving leadership accountability	Personal EDI objectives were agreed with each member of the Executive Management Board as part of their recent performance appraisals	Green

SURVEYS - PUBLISHED MARCH 2022

MEMBERS

- 6,431 responses
- 27% of Members took part in the survey
- 48% of Members felt MCC should do more in relation to EDI

Our first large-scale membership-wide online survey, carried out in November 2021, has helped us gain a better understanding of the demographics of the Club. The 6,431 responses, representing approximately a quarter of the membership, yielded the following data, which will serve as a benchmark for future membership research. We intend to repeat the survey, including the demographic sampling, towards the end of 2023.

MEMBER DATA

RELIGION	FEMALE MEMBERS	MALE MEMBERS	ETHNICITY	FEMALE MEMBERS	MALE MEMBERS
Christian	71%	72%	White	96%	95%
Muslim	0%	1%	Asian or Asian British	3%	2%
Hindu	0%	1%	Prefer not to say	1%	2%
Jewish	2%	4%	Mixed or multiple ethnic groups	0%	1%
Other religion	1%	1%	Any other ethnic group	0%	0%
Buddhist	0%	0%	Black, Black British, Caribbean or African	0%	0%
Sikh	0%	0%	Arab	0%	0%
No religion	25%	22%			

Note: the data above only relates to Members who responded to the survey.

Of Members who responded to the survey, 6% considered themselves to have a disability.



STAFF

- 138 responses
- 72% of staff took part in the survey
- 69% of staff felt MCC should do more in relation to EDI

STAFF DATA

RELIGION		ETHNICITY	
Christian	50%	White	71%
Muslim	3%	Any other ethnic group	18%
Hindu	2%	Asian or Asian British	5%
Jewish	1%	Mixed or multiple ethnic groups	5%
Other religion	1%	Arab	1%
Buddhist	0%	Black, Black British, Caribbean or African	1%
Sikh	0%		
No religion	44%		

5% of staff consider themselves to have a disability.

An action plan was developed and launched to staff to address five core areas identified via the staff survey for improvement to make MCC a more welcoming and inclusive environment:

- salary benchmarking
- hybrid working
- updated and new policies to reflect, promote and support EDI, e.g. Uniform Policy (now based on style not gender); Mental Health and Stress Policy; and Menopause Policy
- decentralised approach to learning and development, with an equal pot of money allocated to each person

VISITOR DATA

MCC continues to survey both its Members and General Public to understand how 'welcoming' they found their experience at Lord's. The table below shows the percentages of Members and General Public who found the experience positive (either 'fairly welcoming' or 'very welcoming') throughout 2022.

% OF VISITORS WITH A POSITIVE EXPERIENCE

	NZ MEN'S TEST MATCH	MIDDLESEX T20 BLAST	INDIA MEN'S ODI	SA MEN'S TEST MATCH	INDIA WOMEN'S ODI
Members	88.75%	87.53%	90.90%	87.80%	90.10%
General Public	94.48%	90.98%	90.70%	88.85%	91.30%



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