



# **A WELCOMING CLUB FOR ALL**



**EQUITY, DIVERSITY AND INCLUSION PLAN**



**2022-23**





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## INTRODUCTION

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 for 2022-23.

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, leading to this EDI Plan. At that time, I set up a staff working group to explore and gain a deeper understanding of the racial issues that staff experience both in a personal and professional capacity. These meetings were powerful and eye-opening, and I am hugely thankful to those who volunteered to take part. I personally learnt a great amount and it showed that, while there are many positives, there are also areas we can improve upon at the Club.

The working group helped to develop a set of actions that we are now taking forward, including the creation of an MCC EDI staff education programme. Our first learning activity, which took place in 2021, was anti-racism training delivered to all staff and the MCC Main Committee in conjunction with the UK's largest anti-racism education charity, *Show Racism the Red Card*. These initial sessions aimed to help staff understand the effect racism has on individuals and how to address issues they witness.

At the start of the 2021 cricket season we made changes to our incident reporting procedures to simplify the process for those needing to contact us with their concerns. The new system, which we promote proactively in our communications, is available for anyone to report a concerning or serious incident relating to MCC or Lord's (for further details please refer to the *Useful Information* section on p25 of this plan). Our disciplinary procedures are robust and confidential, and matters reported to us are handled swiftly and sensitively.



In tandem with these initiatives, we embarked upon a comprehensive review of cricket, race and empire with respect to the historic MCC Collection and Archive and conducted surveys with our Members and staff to understand more about them and their respective relationship with the Club. Meanwhile, we continue to expand our Community Department and Foundation's charitable work to help under-represented groups to flourish through cricket.

On 3 November 2021, we published our first Environmental, Social and Governance (ESG) report. The report, *Building a Sustainable Future*, sets out our actions to date, and commitments for the future, in these three core areas. This EDI plan, that I am now pleased to introduce, details the specific actions we will take this year to deliver these objectives and we will report on progress in our 2022 Annual Report.

Cricket is our national summer sport. It encourages leadership, friendship and teamwork and brings people together from different nationalities, cultures and backgrounds. Our overarching goal is that MCC is an organisation that welcomes all manner of lifestyles and perspectives, that embraces diversity and fosters inclusion. A place where the Spirit of Cricket - kindness, fairness and respect - is felt on and off the playing field and embodied in everything that we do.

### GUY LAVENDER

Chief Executive Officer | Marylebone Cricket Club



# EQUITY, DIVERSITY AND INCLUSION ACTIONS



MCC resolved in 2020 that its Sustainability Strategy should be aligned to the UN 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 EDI, with which the Club can best align and deliver impactful change across its business.



MCC will deliver its EDI objectives via six broad areas of activity. These actions focus primarily on the ESG Report's short-term Social goals (2022-23), along with work already in progress on longer-term initiatives.

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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

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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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# 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

### SURVEYS

Data will help to inform our work particularly around new processes and products, and how to improve experiences at Lord's and the Club. This data is being collected across a range of areas including gender, ethnicity, socio-economic, religion, disability, and sexual orientation.

SOCIAL GOALS	ACTION	2021	2022	2023
Obtain <b>membership insight</b> to set a baseline for diversity variations and to improve upon Members' experience	Collect information on the make-up of MCC's Members	7,500 respondents to Members' Survey	Results analysed and learnings applied to first phase of new initiatives	Review and evolve initiatives Conduct Members' survey (bi-annual)
	2020 insight showed support for events/benefits	<i>MCC Extras</i> launched	<i>MCC Extras</i> short feedback survey	Review and evolve
Staff <b>Insight</b> to inform workplace experience initiatives	Staff working group to provide insight on lived experiences	Staff workshop learnings applied to EDI plan	EDI group established including representation from across the Club	EDI group evolves, new starters welcomed
	Staff <b>Insight</b> survey to hear views on working at MCC and future initiatives		Survey launched and learnings applied	Annual survey
Undertake a <b>Visitor Insight</b> survey, aligned with Member and Staff surveys to improve understanding on diversity, preferences and experiences	Visitor <b>Insight</b> survey in the build-up to the season		Survey launched and learnings applied	Review and evolve



### REPORTING

Proactive feedback, both positive and negative, helps to inform our EDI activities. It is vital we use our reporting systems not only to thoroughly investigate and respond to any concerns or issues, but that we learn from the reports received in order to improve the way the Club interacts and welcomes people from under-represented and minority groups.

SOCIAL GOALS	ACTION	2021	2022	2023
Introduce a <b>reporting mechanic</b> to report concerns confidentially	Code of Conduct for Members	Approved by Members at 2021 AGM	Review and update Code and Disciplinary Rules and Regs	Annual review
	Incident reporting address for public and Members	In place	Replace with anonymised whistleblowing system	Review
	Anonymised whistleblowing system set up in relation to integrity matters		Launch and regularly evaluate reports at Executive Management Board (EMB) and Main Committee level	Review
	Independent Commission for Equity in Cricket (ICEC) platform for reporting concerns around equity	Communicated to Members and staff	Assist evidentiary process and respond to findings / action as necessary	Review response to changes
	<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	Review
	Club to monitor themes including regular agenda item at Main 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



### TRAINING

Regular and relevant education programmes keep our staff and Members informed about wider societal issues in respect to discrimination, and to equip them with the tools and knowledge to understand what all form of discrimination means, how people are affected by it and how they can help to address issues they witness.

SOCIAL GOALS	ACTION	2021	2022	2023
Introduce <b>anti-discrimination training</b> for stakeholders	Anti-racism training via <i>Show Racism the Red Card</i>	Permanent staff and Main Committee	Other committee members, players, volunteers, coaches and temporary staff	New staff / committee members
	Inclusive Leadership training		Heads of Department	Review and repeat

## HERITAGE AND COLLECTIONS

MCC is strongly associated with educating on the art, history and cultural identity of the game at all levels. Our Heritage and Collections department has undertaken comprehensive work in 2021 to review its entire collection, including public displays, from an EDI perspective. Their findings will bring about tangible improvements to how we reflect global stories of cricket and celebrate the game's history from a variety of perspectives.



Specific projects such as accumulating the Women's Cricket Archive and the Lord's Portrait Project will continue to see an ongoing increase in MCC's representation of black, Asian and female cricketers through exhibitions and our heritage channels.

SOCIAL GOALS	ACTION	2021	2022	2023
Further expand diversity in the <b>MCC Collections</b> , reflecting the global stories of all of cricket's enthusiasts	Women's Cricket Archive	Acquired	Ongoing	Ongoing
	Lord's Father Time Wall celebrating milestones of female, male and diverse cricketers	Launched	Ongoing	Ongoing
	Oral history collaboration with Leicester University	Collect stories from grassroots cricket	New material added	New material added
	Collections Review on cricket, race and empire	Review	Disseminate findings to Members and public	Implement review recommendations
	Craft Collections narrative to ensure the full story of objects/people is told		Reinterpretation of the Collection to begin with Long Room rehang in the Pavilion	Phase 2 of reinterpretation
	Lord's Portrait Project ongoing increasing presence of black, Asian and female cricketers		Community Art Workshops to launch, allowing visitors to create their own interpretation of works on display	
Launch exhibitions presenting cricket heritage from the widest possible perspective	Announcement of Heyhoe Flint Gate, celebrating this pioneer of the women's game		Medium term plan produced	Plan implemented
	Exhibition programme to reflect global stories of cricket and celebrate the game's history from a variety of perspectives	Women's Cricket Exhibition	Installation and official launch	Ongoing
		Women's Cricket Exhibition	Women's Cricket Exhibition continues	Community Gallery launches with Jewish Cricket Exhibition
		MCC Museum Mothers' and Daughters' Day	Women's Cricket Symposium	Major new exhibition on cricket, race and empire
		Tom Shaw Photography Black England Cricketers exhibition, telling stories of black cricketers to have played for England		

# COMMUNICATION

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

Effective and timely communication will ensure that all audiences are kept informed and updated on the development and progress of our EDI activities. Regular and open lines of communication will allow us to receive feedback, create benchmarks and report effectively across all areas of the Club.

Creating content for a wide range of audiences and increasing our media reach and stakeholder audiences will enable us to be more socially inclusive.



SOCIAL GOALS	ACTION	2021	2022	2023
Keep all stakeholders <b>informed and updated</b> of our EDI work	Regular updates on EDI plans, activities and progress to Members and staff	CEO updates, webinars and meeting	Quarterly email communications to staff and Members	Ongoing
	Feedback and listening processes	Staff working groups (x5 meetings)	Bi-annual feedback sessions with staff Call for feedback from Members	Ongoing
	Benchmark and report on progress		Report back on EDI matters in Annual Report	Ongoing
Build relationships and <b>engage with more diverse audiences</b>	Nurture media relationships and continue to inform and engage on EDI activities	MCC Media Guide updated and distributed	x2 Commentary Clinic sessions	Ongoing
		Introduction of Commentary Clinic	Create new MCC Media Advisory Group targeting members across diverse titles	Build two-way engagement on social media
	Increase the balance of stakeholders we are targeting and want to engage with	Updated stakeholder lists to engage family-friendly audiences for The Hundred	Invite and host	Review, invite and host
Use <b>communications campaigns</b> to promote <b>customer experiences</b> while at Lord's	Reinforce spectator communications regarding anti-social behaviour expectations	<i>Lord's a Ground for All</i> campaign created	Review for major match season across all channels	Ongoing



# PATHWAY

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

## CRICKET PATHWAY

A broad review of MCC's Cricket Strategy commenced in Autumn 2021 to increase access to playing cricket for MCC and at Lord's for those who show passion and/or talent for the game. This review includes opportunities to link the life-transforming work delivered by our Community and Foundation teams at a grassroots level with under-represented communities and girls' cricket, up to the adult game.

We have specifically been working towards hosting a greater number of playing days for women, including an ongoing desire to host England Women Internationals.

### YOUTH

SOCIAL GOALS	ACTION	2021	2022	2023
Expand the <b>MCC Foundation</b> 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	59 Hubs supporting 2,300 11-15 year olds 26% girls	74 Hubs supporting 3000 11-15 year olds (14 new girls' Hubs) 33% girls	80 Hubs supporting 3,200 11-16 year olds 35% -40% girls 4 pilot Hubs supporting 16-18 year olds
	Young Ambassadors act as role models for young, diverse players	5 ambassadors	5-8 ambassadors	10 ambassadors
Increase the transition from our <b>school programmes</b> into pathways	Create new school pathway opportunities		Establish baseline for pathway transition	20% growth in transition and Lord's Hub participants
Maximise the impact of <b>The Hundred</b> to engage younger and more diverse audiences to enjoy cricket through MCC and Lord's	Audience demographics at matches	18% female buyers, 20% ethnically diverse, 20% junior	Sustain diversity across the board yr on yr across in female, diverse and junior attendees	10% increase yr on yr across the board in female, diverse and junior attendees
	Grow London Spirit programme in schools and community settings	Engaged with 3,750 local people LS roadshow in 60% of primary schools 250 local participants attended a LS home match	Engage with 10,000 local people LS roadshow at 80% of borough schools 500 local participants to attend each LS home match	Maintain engagement numbers LS roadshow at 90% of borough schools 500 local participants with 75% return rate

### ADULT

SOCIAL GOALS	ACTION	2021	2022	2023
Increase the opportunities for a <b>variety of teams</b> 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	>=3 extra days of female cricket involvement than 2022
			Incorporate disability cricket into future Lord's fixture scheduling	Deliver first disability cricket match at Lord's
Continue to offer Lord's as a venue for <b>women's matches</b> , 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	x1 International
			Marketing campaign	Marketing campaign
Conduct full review of MCC Member fixtures	To increase the diversity of fixtures and opponents	Launch review	Implement changes to 2023 fixtures	Review and evolve for 2024 schedule
Increase the diversity of the <b>coaching workforce</b> 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	Increase intake
		Postponed due to COVID-19	Secondary School Programme launches	Evolve rollout



## MEMBERSHIP PATHWAY

The Club is focusing on how to broaden the appeal of its membership and to make it more accessible. This includes looking at creating new membership categories, the ease of application, and ensuring audiences who enjoy cricket feel that MCC could be a club for them. Activities such as welcoming children into the Pavilion for The Hundred matches will reduce exclusivity, enabling Members to share their space with newcomers.

SOCIAL GOALS	ACTION	2021	2022	2023
Revise the <b>membership application process</b> 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	Main Committee approval for proposals regarding Membership categories
Review and update <b>Member areas and benefits</b> 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 and evolve
Review and assess the <b>pathway to Playing Membership</b>	Review MCC's playing membership product(s) to attract new female and diverse participants	Review	Propose to Committee	Evaluate/evolve





## STAFF PATHWAY

MCC employs around 200 full time staff and approximately 1,500 temporary members of staff for major matches. Attracting and nurturing people from a broad range of backgrounds is at the core of our EDI plan, bringing a variety of experiences and perspectives together to enrich the whole team.



## ATTRACT

SOCIAL GOALS	ACTION	2021	2022	2023
Expand into new recruitment markets	Recruitment process augmented	Social platform recruitment processes	Policies updated	Review annually
		Anonymised applications introduced	Anonymised applications for all senior roles	
Increase diversity at a senior level	Review and evolve our employment language and policies	Greater interview panel diversity		
		Appearance and language policies updated	Mental health and menopause policies established	Annual review
	Expand candidate reach through new recruitment channels		Year on year increase in candidate pool 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	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	16 'Level Up' Programme Participants	50 'Level Up' Programme Participants	Ongoing
	Expand MCC's Internship Programme with Westminster University	3 Interns placed with MCC's Sustainability Department	Widen the departments on offer for Internships at MCC	Maintain high quality Internship experiences for local students

## NURTURE

SOCIAL GOALS	ACTION	2021	2022	2023
Provide opportunities for staff to <b>develop and grow</b>	Develop, launch and deliver a Club-wide training and development plan, to include e-learning and talent spotting	Launched an internship programme	Launch training and development plan	Review and develop
<b>People Engagement plan</b> to inform and bring colleagues together	Appoint an HR and Well-being Manager		Appoint and build plan	Review and evolve
Introduction of the <b>'Buddy' scheme</b> for new joiners and/or colleagues moving to new positions	Provide informal support and advice		Implement and evaluate	Annual comms
Expand <b>mental/physical health and well-being sessions</b>	Mental Health First Aiders (MHFA)	Established	Refreshers and full training sessions	Refreshers and full training sessions
	Well-being sessions		Part of People Engagement plan	Review and evolve



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# ENVIRONMENT

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

## LORD'S

Lord's is considered one of the greatest cricket grounds in the world and a place where cricket fans across the globe aspire to come to watch the game. MCC is very proud of its duty to maintain, enhance and sustain Lord's for future generations. From stepping through our famous gates to watch a Test match, to attending a corporate function in one of our venues, it is our goal that everyone's experience while at Lord's is as great as the Ground.



SOCIAL GOALS	ACTION	2021	2022	2023
Augment our matchday delivery based on annual <b>Visitor Insight</b> preferences and experience survey	Accessibility Group implementations	Lifts, toilets, audio/sight assistance	Ongoing implementations	Ongoing implementations
	Improve disabled and accessible seating around the Ground	Compton & Edrich Stands disabled and accessible seating	Further Ground-wide accessible seating	Review and evolve
	Improve family friendly facilities yr-on-yr	Family changing room	Additional facility	Review and evolve
	Pavilion facilities	Made accessible to persons with disabilities	Drop counters to bars, more disabled facilities in existing toilet areas, new lifts	Review and evolve
	Multi-faith accessibility	1 x multi-faith room created Multi-lingual announcements	Ongoing	Create additional multi-faith room
	Continue to evolve our catering offer for all audiences	The Hundred no-alcohol zones	Transition to a low/lower alcohol Ground for The Hundred	Review and evolve
	Build EDI values and metrics into partners/supplier briefs, tenders and renewals	Underway	Secure at least one new partner in this space in 2022	Review and evolve



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# ACCOUNTABILITY

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

Our accountability is exemplified in our ESG Report and this EDI plan, both of which we will report against in the 2022 Annual Report. It is vital that as an organisation we are governed fairly and openly, that our policies and procedures are transparent, and that all reports of unfair treatment and discrimination are investigated promptly, thoroughly and with due respect.

SOCIAL GOALS	ACTION	2021	2022	2023
Governance structure	Undergo improvements to ensure committee nominations are fair and open	Main Committee Nomco approved	Increase ethnic and gender diversity of Main Committee	Increase diversity of principal committees
	EDI Main Committee lead to be appointed and feature as regular agenda item		Appoint lead	Recommendations made to future strategy
	Increase the diversity of the Main Committee	17% female, 6% minority ethnicity	>=25% female, >=17% minority ethnicity	>=30% female, >=13% minority ethnicity
Gender diversity of World Cricket Committee	Work towards gender diversity of >=3 female committee members by 2024		Increase of >=1	Increase of >=1
Members' Code of Conduct	Code of Conduct signed off by Members in AGM 2021		Review Code	
	Review of and update to Code of Conduct and Disciplinary Rules and Regs	Code in place	Edu-comms programme re EDI rolled out for Members by end of year	Annual review
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	Charter approved by staff	Launched	Annual review
EDI-linked KPIs	EDI objectives linked to senior executives' KPIs		KPIs created and applied	Ongoing
Eliminate our gender pay gap	Continue to decrease year on year	9% reduction to less than 1% mean gap	Annual reporting	Annual reporting
Introduce a reporting mechanic to report concerns confidentially	All reports to be logged, investigated and responded to thoroughly	Incident reporting email address  ICEC communicated to Members and staff	Whistleblowing system  <i>Freedom to Speak Up</i> programme	Review and evolve processes
	Appropriate action to be taken	Disciplinary process for Members and Staff in place	Ongoing	Ongoing





## CONCLUSION

MCC is committed to the progressive plans set out in this document in order to ensure that Lord's is accessible to all.

We believe in bringing about real and tangible change which can only be achieved if the game works together collectively to drive out discrimination. Accordingly, we signed the ECB's game-wide EDI pledge in November 2021.

Change can take time. Many of the improvements documented in this plan have been in progress at the Club for some time to welcome a more diverse audience, regardless of gender, race, class, disability, religion, sexual orientation, age and beyond. In order to deliver long-term and effective change for the good of the game, we must ensure any evolution goes through due process and that we are fully accountable for our actions.

Being kind, fair and respectful to others are principles at the heart of the Spirit of Cricket, preamble to the Laws of Cricket, of which we are the proud custodian. Stephen Fry, at the conclusion of the 2021 MCC Cowdrey Lecture expressed the feeling of the moment eloquently. He said:

*"Unless all our nation's sons and daughters with the talent and desire to have a life in cricket are confident that cricket will want to have a life with them, the Spirit of Cricket, its very flame, will flicker and go out. Let's dedicate ourselves to ensuring that that will never happen".*

So we too dedicate ourselves to keeping this flame burning brightly, for the good of our Club, our Ground and the wider game.



## USEFUL INFORMATION

### INCIDENT/ISSUE REPORTING

MCC has a dedicated email address for anyone to use to report a concern or serious incident involving the Club or occurring at Lord's. All reports are confidential and will be dealt with swiftly and sensitively. The email address is: [incident@mcc.org.uk](mailto:incident@mcc.org.uk).

### INDEPENDENT COMMISSION FOR EQUITY IN CRICKET - CALL FOR EVIDENCE

The Independent Commission for Equity in Cricket (ICEC) wants to hear about people's experiences and direct evidence of discrimination or unfair treatment across the professional or recreational game. They have set up a Call for Written Evidence, which is open to anyone who has a connection, or a past connection, to cricket. That includes players, umpires, coaches, volunteers, employees, parents and fans. For more information visit [www.theicec.com](http://www.theicec.com)

### MCC ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

In November 2021, MCC published *Building A Sustainable Future*, the Club's first Environmental, Social and Governance Report. The report sets out where we are as a Club with respect to environmental, social and governance matters and our future plans in these areas. You can read the report [here](#).

### MCC STAFF EQUALITY CHARTER

The MCC Staff Equality Charter, developed by the Club's anti-discrimination working group, lays out the values, expectations and culture that we all pledge to work in, as an employer and employees. Staff can access the Charter through MCC's online staff portal.

### GENDER PAY GAP

MCC is required by law to publish an annual Gender Pay Gap report. The mean gender pay gap has continued to decrease year on year since we began reporting in 2018. During this time the gap has decreased from 10.2% to less than 1%. The 2021 report is published on our website [here](#).



**Marylebone Cricket Club**  
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Published on 24 January 2022

