



# **A WELCOMING CLUB FOR ALL**



**EQUITY, DIVERSITY AND INCLUSION  
PLAN 2023-2024**



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## INTRODUCTION

In January 2022, MCC published its first Equity, Diversity and Inclusion (EDI) Plan laying out the Club's commitment to ensuring that Lord's Cricket Ground is a welcoming space for everyone and that MCC Members and staff are treated with respect and kindness at all times.

Our work in this area began in earnest in 2018 when 'inclusion' specifically was a priority in our Members' publication 'Focused on our Future'. After that, in 2020, a staff working group, led by myself, was formally established and tasked with highlighting our weaknesses, helping us understand why they exist and crucially to put plans, policies and initiatives in place to not only tackle the specific issues highlighted but also to make long-term improvement and nurture our Club and Ground for the future.

Since the first publication of our EDI plan, we have revisited and reported on our progress in our annual updated plans. This document reviews what we've achieved in 2023 and there are many highlights worth mentioning across the four key areas: our Club, Cricket, the Ground, and our People.



I encourage you to read further as there are many areas that I am proud we've made good progress on and many that I'm looking forward to seeing come to fruition in 2024. This work touches every department at MCC and I know that the teams and individuals that it impacts the most are as dedicated and committed to the cause, as are the MCC Committee and Executive team.

Following the publication of the ICEC report, across our sport we've seen a renewed vigour in tackling issues and improving the experience of everyone who interacts with the game. Teamwork is key to cricket and inclusion is crucial to a successful team and so achieving our EDI goals will always be a priority. Success in this area will lead to MCC and Lord's being more open, more welcoming and hopefully encouraging more people from all backgrounds to enjoy and benefit from our great game.

**GUY LAVENDER**  
Chief Executive & Secretary | Marylebone Cricket Club

# EQUITY, DIVERSITY AND INCLUSION FRAMEWORK

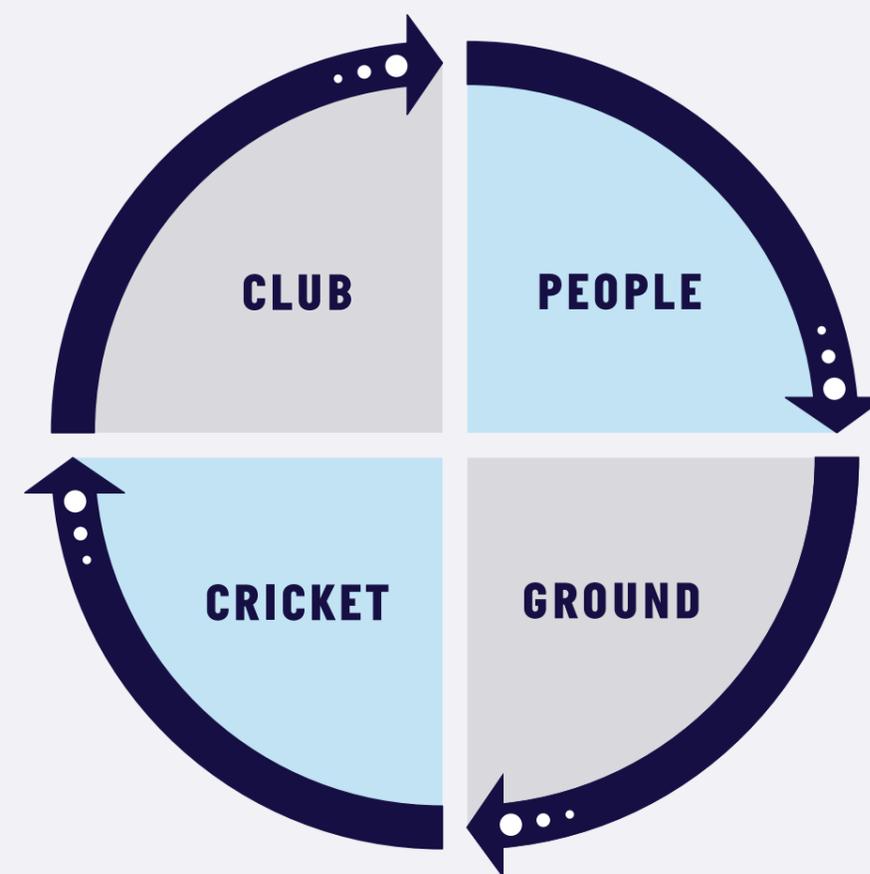


MCC resolved in 2020 that its Sustainability Strategy should be aligned to the United Nations Agenda for Sustainable Development and follow the UN's 17 Sustainable Development Goals (SDGs) until 2030. These goals incorporate the activities of an organisation in areas of community and social work, gender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



DATA & INSIGHT

COMMUNICATION

## 2023 MILESTONES



### CLUB



- Membership Diversity Action Plan produced
- Membership Culture Group established
- 17% female and 10% ethnically diverse new Member applications
- Increased faith event celebrations, including Ramadan, Diwali and Hannukah
- First Community Gallery exhibition on Jewish Cricket
- Increased diversity on MCC Principal committees

### PEOPLE



- Chief People Officer appointed with a full review of the HR function
- Show Racism the Red Card workshops delivered to new starters
- EMB participated in game-wide Inclusive Leadership Programme
- Created three apprenticeship and three internship positions
- Employability workshops delivered to the local community

### GROUND



- Sensory Room installed for all major match days
- Increased range of catering offered in all areas of the Ground
- Hosted prayers for players during Test matches
- 97% of Members and 90% of General Public found Lord's welcoming

### CRICKET



- Groundbreaking partnership with ECB with significant investment into MCC Foundation Hub Programme
- 12 women's matches held at Lord's
- Highest attendance for a home bilateral England Women's fixture
- Appointment of Women's Cricket Recruitment Officer
- Hosted the second 'LGBTQ+ in Cricket' conference
- 3,826 local state-school children took part in our Community Cricket Programme
- 3,221 MCCF Hub Participants with an 8% increase in girls attending



## 2024 PRIORITIES



PRIORITY	FOCUS AREA	GOALS
CLUB	Membership & Governance	Deliver the Club's Membership Diversity Action Plan
PEOPLE	Staff	Increase representation and recognise our welcoming, diverse and inclusive working culture
GROUND	Facilities	Conduct an internal audit of the facilities within the Ground and begin to implement any necessary changes to ensure Lord's is a 'Ground For All'
GROUND	Lord's Experience	Review the customer experience on both match days and non-match days
CRICKET	Fixtures	Build a fixture list on both Grounds that adds genuine value to grassroots and the professional game
CRICKET	Out-Match Cricket	Grow MCC's cricket programme to ensure it is fit for purpose and simplify the capacity in which all cricketers can play for MCC
CRICKET	Community	Expand the local community cricket programme to allow everybody to access the game and progress within it
CRICKET	Foundation	Expand the reach of MCCF Hubs to enable more state school boys and girls who do not readily have access to cricket to experience the game



# 1

## CLUB

### Deliver the Club's Membership Diversity Action Plan.

The Membership Diversity Action Plan identifies potential projects to increase the diversity of the Club's Membership. The plan also identifies the need to address the environment and culture/behaviours within the Club to ensure that Lord's is a welcoming and accessible place for all.

Since launching a new digital membership application process, the Club has received 17% female and 10% ethnically diverse applicants. In December, the Club appointed its first Women's Cricket Recruitment Officer to increase the profile of MCC membership within diverse communities and drive more interest in female playing membership.

The Club continues to increase the celebration of faith events, including Ramadan, Diwali and Hannukah, as well as launching the first Community Gallery within the MCC Museum focused on the history of Jewish Cricket.



## MEMBERSHIP

SOCIAL GOALS	ACTION	2023 RESULTS	2024 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 Members	Survey results analysed and learnings applied to first phase of new initiatives	Launch Members' survey and analyse results compared to 2022
Revise the membership application process to make it more inclusive and user-friendly	Review process and categories to make it easier to apply	Nomination process moved online; a reduction in the number of sponsors required	Monitor the progress of the new process and make any necessary adjustments
Review categories of membership	Explore new membership category types	Various Membership options were discussed, with further research needed in 2024 to ascertain demand/impact	Further explore new membership options
Review and assess the pathway to Playing Membership	Review MCC's playing membership product(s) to attract new female and diverse participants	Appointed Women's Cricket Recruitment Officer to lead on plans	Deliver actions outlined within the Membership Diversity Action Plan
Review environment, values and expected behaviours	Form a sub-group to provide guidance and support	Membership Culture Working Group established	Membership Culture Working Group to make recommendations
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	Increased range of events provided for Members	Continue to broaden the events and benefits for Members
Members' Code of Conduct	Code of Conduct signed off by Members	Review taken place	Annual review





## HERITAGE & COLLECTIONS

SOCIAL GOALS	ACTION	2023 RESULTS	2024 PLAN
Further expand diversity in the MCC Collections, reflecting the global stories of all of cricket's enthusiasts	Women's Cricket Archive	Women's Cricket Archive material deposited in MCC Archive	Ongoing
	Collections Review on cricket, race and empire	Review concluded	
	Lord's Portrait Project ongoing increasing presence of black, Asian and female cricketers	Plans for Michael Holding and Charlotte Edwards confirmed	Portraits to be completed and hung in the Long Room
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	First Community Gallery exhibition launched with Jewish Cricket Exhibition	Second promotional event to be held in the Museum, with plans for a follow-up exhibition to be developed
		New exhibition on cricket, race and empire	Workshop for County Cricket Heritage Group and an annual Symposium on cricket history to be held

## GOVERNANCE

SOCIAL GOALS	ACTION	2023 RESULTS	2024 PLAN
Governance structure	Undergo improvements to ensure committee nominations are fair and open	Diversity of MCC Committee sustained with increases in Principal committees	Sustain / improve diversity of the MCC Committee and principal committees
	EDI MCC Committee lead to be appointed and feature as a regular agenda item	Arfan Akram continued in post	Ongoing
	Increase the diversity of the MCC Committee	25% female and 17% ethnically diverse	Continue to work towards increasing the diversity representation
Gender diversity of World Cricket Committee	Work towards gender diversity of >=3 female committee members by 2024	Suzie Bates, Clare Connor, Jhulan Goswami and Heather Knight joined	Sustain / improve diversity

As of 1 October 2023, the diversity of MCC's Principal committees has increased. Below is a breakdown of the MCC Committee.

	2020-21	2021-22	2022-23	2023-24
Gender	10%	18%	25%	25%
Ethnicity	10%	6%	17%	17%
Disability	0%	0%	0%	0%



# 2

## PEOPLE

**Increase representation and recognise our welcoming, diverse and inclusive working culture.**

MCC have been working alongside recruitment agencies to better understand and enhance the diversity of the Club's candidate pools. A broader range of employability opportunities for under-represented groups were launched, including new intern positions and apprenticeships. Lord's played host to a number of employability workshops for our local community to attend.

MCC continued to expand the wellbeing activities for staff, refresher training was delivered to the Club's Mental Health First Aiders. Diversity training is delivered to all new employees and all members of the Executive Management Board participated in the game-wide Inclusive Leadership Programme.

### ATTRACT

SOCIAL GOALS	ACTION	2023 RESULTS	2024 PLAN
Expand into new recruitment markets	Recruitment process augmented	Annual recruitment process review completed	Embed company values into recruitment processes
Provide opportunities for local people to gain employment	Employment opportunities driven for young people and under-represented groups through training, careers events and campaigns	155 local people took part in employability programme	25% increase in participants
	Expand MCC's Internship Programme	Three apprenticeships and three internships recruited	Continue to provide opportunities
Increase diversity at a senior level	Review and evolve our employment language and policies	Annual recruitment process review completed	Embed company values into recruitment processes
	Expand candidate reach through new recruitment channels	Specialist recruitment training workshops delivered to hiring managers	Recruitment process review to include automation of processes to improve accessibility and candidate experience
	Work with agencies who specialise in supporting local and diverse candidates	Engaged with recruitment agencies to better understand and enhance diversity of candidate pools	Work with recruitment agencies to embed Club values into end-to-end recruitment experience

## NURTURE

SOCIAL GOALS	ACTION	2023 RESULTS	2024 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	Initiated development programmes, expanded reach of individual development allowance and delivered various profession specific courses	Managers to work with employees to help create career development plans
People Engagement plan to inform and bring colleagues together	Mental Health First Aiders (MHFA)	Refresher training sessions completed	Review Mental Health First Aiders provision and training
	Well-being sessions	Increased the number of wellbeing activities	Evolve wellbeing activities based on staff feedback
Introduce anti-discrimination training	Full-time staff to take part in education programme	Show Racism The Red Card workshops continued to be delivered to new starters	Provide new comprehensive training programme
	Inclusive Leadership training	EMB took part in ECB's Inclusive Leadership Programme	Continue to take part in ECB's Inclusive Leadership Programme
Staff Insight to inform workplace experience initiatives	Staff working group to provide insight on lived experiences	EDI Group continue to meet	Quarterly meetings to continue
	Staff Insight survey to hear views on working at MCC and future initiatives	Annual Staff Survey launched in October	Analyse results and develop action plans to address key themes
Introduce a reporting mechanic to report concerns confidentially	Staff Insight survey to hear views on working at MCC and future initiatives	New and enhanced incident management processes rolled out	Continue to review and improve incident management processes
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	Review taken place	Annual Review
EDI-linked KPIs	EDI objectives linked to senior executives' KPIs	EMB have EDI related KPIs	Review as part of the annual review process
Eliminate our gender pay gap	Continue to decrease year-on-year	Report published	Annual reporting

# 3

## GROUND

MCC continued to enhance the facilities at Lord's, installing a Sensory Room for all major matches, expanding the range of catering offered across all areas of the Ground and working with the Club's Accessibility Group to improve the overall experience.

The Club continue to work with both England and opposition teams to ensure players also have a welcoming environment when they play at Lord's. By utilising our contacts within our local community, the Club is able to provide an Imam to host prayers for players who wish to practice their faith throughout a match in the Multi-faith Facility in the Pavilion. One significant example being members of both squads using the facility before the start of Day 1 of the Men's Ashes.

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 2023.

	IRELAND MEN'S TEST MATCH	T20 MATCH DAYS	AUSTRALIA MEN'S TEST MATCH	AUSTRALIA WOMEN'S T20I	NEW ZEALAND MEN'S ODI
Members	97.0%	94.1%	96.1%	99.2%	97.3%
Public	81.9%	88.5%	90.4%	95.5%	92.5%

## FACILITIES

Conduct an internal audit of the facilities within the Ground and begin to implement any necessary changes to ensure Lord's is a Ground For All.

SOCIAL GOALS	ACTION	2023 RESULTS	2024 PLAN
Augment our matchday delivery based on annual Visitor Insight preferences and experience survey	Accessibility Group Implementations	Group continue to meet quarterly and actions are implemented accordingly	Increase the size of the Group and make recommendations
	Improve accessible seating around the Ground	Plans discussed to increase number of accessible seats on the Pavilion Concourse	Invest in accessible facilities to enhance the Lord's experience
	Improve family friendly facilities year-on-year	Sensory Room installed	Continue to maintain facilities
	Pavilion facilities	Review of facilities taken place	Pavilion Culture Group to recommend changes to be implemented
	Multi-faith accessibility	Facilities regularly used by staff and spectators and as part of relevant faith events	Finalise plans for new facility as part of the Tavern & Allen redevelopment

## LORD'S EXPERIENCE

Review the customer experience on both match days and non-match days

SOCIAL GOALS	ACTION	2023 RESULTS	2024 PLAN
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	Relevant questions continue to be included in post-match surveys for all major matches	Monitor progress and highlight any areas of improvement
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	The Hundred Demographics: 16% ethnically diverse & 24% female buyers	Continue to increase year-on-year
Introduce a reporting mechanic to report concerns confidentially	Incident reporting address for public and Members	Reporting system continues to be used throughout all matches at Lord's	Refinements to be implemented and increase the visibility of the process
	Anonymised whistleblowing system set up in relation to integrity matters	Included as part of the Club's incident reporting process	Annual review



## CRICKET

MCC continues to broaden the scope of fixtures held at Lord's, with an increase in women's matches held on the Main Ground in 2023. Road to Lord's Finals were also introduced with the national under 13 and 15s competitions taking place for the first time. Further increases are planned for 2024, with the introduction of disability cricket on the Main Ground and more women's cricket included.

The Club partnered with Out4Cricket to host the second 'LGBTQ+ In Cricket' conference. The event served as a platform for discussion, education and the promotion of the LGBTQ+ representation within the cricket community. Aligned to this, we hosted a cricket taster session in the Indoor Centre for the LGBTQ+ community and played a MCC Out-Match against a combined XI of Graces CC and Birmingham Unicorns, the two LGBTQ+ cricket clubs in the UK.

At grassroots, MCC worked in partnership with Middlesex Cricket to deliver a 50:50 gender split for its All Stars and Dynamos Centre bursaries that were delivered across four local sites. Across all of MCC's after-school cricket provision this summer, 55% of participants were male and 45% female.

The Club reinforced its commitment to making cricket a game for all with a significant increase in financial support to MCC Foundation by £500,000 over two years, matched by the ECB. MCCF aims to increase the number of Hubs to 150 across the next two years, with active participant numbers rising to 5,000. The current female percentage of 29% will rise to 40% in the first year and aims for 50% in the future.

### FIXTURES

**Build a fixture list on both Grounds that adds genuine value to grassroots and the professional game**

SOCIAL GOALS	ACTION	2023 RESULTS	2024 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	12 women's matches played on the Main Ground	Continue to increase the number of women's fixtures
		Discussions commenced to include disability cricket as part of the fixture schedule	Disability cricket fixture to be played at Lord's
	Bid for Women's International to be hosted at Lord's	Women's Ashes T20 took place at Lord's	England v New Zealand ODI to take place
	Maximise any successful bid to drive increased women's and girls' attendance and engagement	Record crowd for Women's International fixture	Continue to drive attendance figures for all women's matches
	Review the use of the Nursery Ground	Under 13 National Finals were held	Increase the scope of matches played
	Review the use of the Indoor Cricket Centre	Multiple school competitions were held	Review and increase the use of state-school and charity usage

## OUT-MATCH PROGRAMME

**Grow MCC's cricket programme to ensure it is fit for purpose and simplify the capacity in which all cricketers can play for MCC.**

SOCIAL GOALS	ACTION	2023 RESULTS	2024 PLAN
Broaden the scope of MCC Out-Matches	Increase the number of women's fixtures	46 MCC women's matches were played	Increase the number of Female Playing Members, to allow a significant increase in fixtures in 2025
	Play against relevant cricket organisations working within diverse communities	Matches took place against NACC, MCCF Hubs, Graces CC	Continue to increase the number of organisations we work with to play fixtures against

## COMMUNITY

**Expand the local community cricket programme to allow everybody to access the game and progress within it.**

SOCIAL GOALS	ACTION	2023 RESULTS	2024 PLAN
Grow London Sprit programme in schools and community settings	London Spirit roadshows delivered to 3,500 children MCC received an allocation of 100 tickets for each home match	4,150 local children took part in a London Spirit roadshow and over 500 attended Hundred matches	Increase engagement numbers to 5,000 children
Increase the number of children playing cricket in local schools	Deliver cricket to a minimum of 4,000 Westminster children	3,826 children took part in the school programme	10% increase in participants
Increase the transition from our school programmes into pathways	Create new school pathway opportunities	2,885 attended community cricket sessions	10% increase in participants

## FOUNDATION

**Expand the reach of MCCF Hubs to enable more boys and girls who do not readily have access to cricket to experience the game.**

SOCIAL GOALS	ACTION	2023 RESULTS	2024 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	77 Hubs delivered supporting 3,221 with 29% girls	126 Hubs with 38% girls
	Young Ambassadors act as role models for young, diverse players	11 Ambassadors	11 Ambassadors

# SURVEYS - PUBLISHED MARCH 2024

## MEMBERS

**6,089**  
responses

**25%**  
of Members took part in the survey

**40%**  
of Members felt MCC should do more in relation to EDI

Our second large-scale membership wide online survey, carried out in January 2024, continues to help us gain a better understanding of the demographics of the Club. The 6,431 responses representing a quarter of the membership, yielded the following data.

### MEMBER DATA

RELIGION	MEMBERS
Christian	65%
Muslim	1%
Hindu	1%
Jewish	3%
Other religion	1%
Buddhist	0%
Sikh	0%
No religion	25%

ETHNICITY	MEMBERS
White	90%
Asian or Asian British	3%
Prefer not to say	3%
Mixed or multiple ethnic groups	0%
Any other ethnic group	0%
Black, Black British, Caribbean or African	0%
Arab	0%

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.



# SURVEYS - PUBLISHED MARCH 2024

## STAFF

**196**  
responses

**72%**  
of staff took part in the survey

### STAFF DATA

RELIGION	MEMBERS
Christian	50%
Muslim	3%
Hindu	2%
Jewish	1%
Other religion	1%
Buddhist	0%
Sikh	0%
No religion	44%

ETHNICITY	MEMBERS
White	70%
Any other ethnic group	18%
Asian or Asian British	5%
Mixed or multiple ethnic groups	5%
Arab	1%
Black, Black British, Caribbean or African	1%

5% of staff consider themselves to have a disability.





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