

MARYLEBONE CRICKET CLUB (MCC)

GENDER PAY GAP

REPORT 2025/2026



INTRODUCTION

MCC remains committed to transparency in its gender pay reporting and to improving gender diversity across its workforce. The Club continues to take steps to broaden representation at all levels, while recognising the structural factors that influence its annual gender pay gap results.

This report sets out MCC's gender pay gap data as at 5 April 2025 (**Snapshot Date**), alongside an explanation of the factors driving the results and the actions the Club is taking to support gender equality across its workforce

UNDERSTANDING MCC'S GENDER PAY GAP

MCC's gender pay gap is primarily shaped by workforce composition, particularly the size and gender balance of its casual workforce.

At the Snapshot Date, MCC employed 712 employees, including casual workers, of whom 65% were men (465) and 35% were women (247). This gender distribution is consistent across the total workforce including salaried employees, reinforcing that the gap arises from the types of roles held rather than differences in pay for comparable work.

During the reporting year, more men joined the Club than women. Casual roles, which are typically paid at lower hourly rates, continue to be disproportionately filled by men, and the significant growth in male casual workers is the largest single factor influencing the pay gap this year.

Despite these structural factors, MCC's gender pay gap remains well below the national average. The reduction in the mean gap also indicates that year-on-year changes are driven by changes in workforce composition rather than unequal pay for comparable roles.

PAY GAP

The table below show MCC's mean (average) and median (middle) pay gap for hourly pay and bonus as at the Snapshot Date.

	MEAN AVERAGE	MEDIAN MIDDLE
Hourly Pay	5.46% (2024: 10.68%) ↓	11.46% (2024: 6.29%) ↑

Mean gender pay gap

The mean gender pay gap decreased from 10.68% to 5.46%, driven largely by the increase in male casual workers, whose hourly rates are lower than salaried roles. This change pulls down the average male hourly rate, narrowing the overall average gap.

Given MCC's size as an organisation, it is important to note that even modest changes in structure, particularly within MCC's casual workforce, can have a material impact on mean pay calculations from one reporting year to the next.

Median gender pay gap

The median gender pay gap increased from 6.29% to 11.46%, remaining in favour of men.

Again, this change reflects structural factors, including:

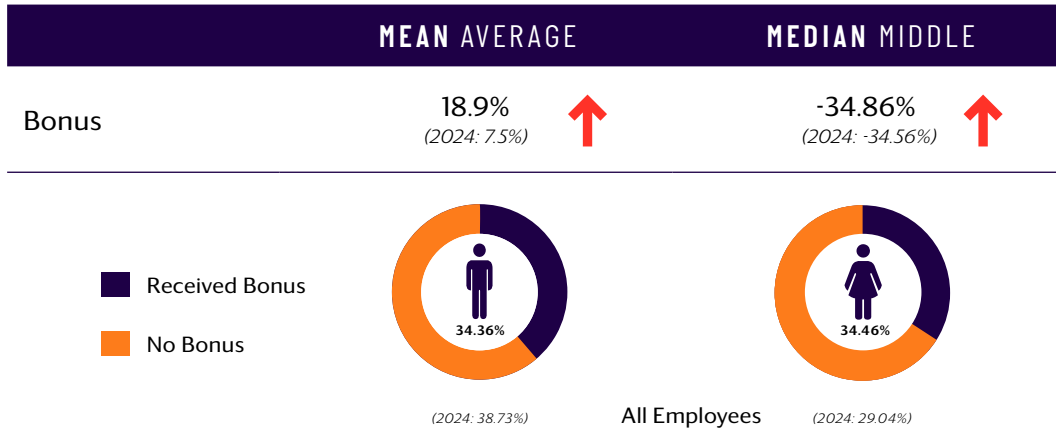
- the uneven distribution of men and women across the pay quartiles;
- the higher proportion of men in casual roles, which pulls the male median pay down; and
- the smaller number of women in casual roles, which means each female casual worker has a greater impact on the female median.

Because there are fewer female casuals overall, their lower pay pulls the female median down more sharply than the male median, which is cushioned by the much larger number of male casual workers.

As a result, when casual workers are excluded from calculations, the median gender pay gap for salaried employees shifts to -1.32% in favour of women. This demonstrates that MCC's reported median gap is shaped by workforce composition rather than unequal pay for comparable roles.

BONUS GAP

Details for bonuses for employees relate to a 12-month period from 6 April 2024 to 5 April 2025 (inclusive) and are set out below.



Mean and median bonus gap

The mean bonus gap increased from 7.5% to 18.9%, largely due to the timing of bonus payments made to senior and higher paid roles during the reporting period. These included bonuses linked mainly to senior leadership responsibilities, where men continue to be more represented.

The median bonus gap remains in favour of women, consistent with previous years. Factors include:

- fewer female casual workers were eligible for incentive payments during the reporting year, as the number of female casuals overall reduced;
- more male casual workers qualified for incentive payments, and because these payments are typically lower in value, this increased the number of lower-value bonuses within the male cohort, which therefore lowers the male median bonus; and
- the median female bonus was paid to a higher paid woman than in previous years, thereby raising the female median.

These combined effects produce a negative median bonus gap, meaning that the median woman received a larger bonus than the median man.

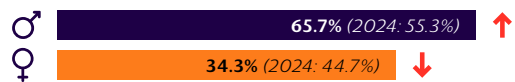
PAY QUANTILES

At the Snapshot Date, MCC's gender distribution across four equally sized groups was as follows:

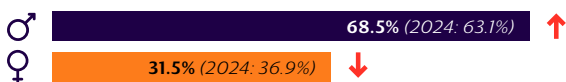
UPPER QUARTILE



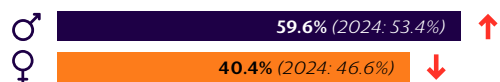
LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



LOWER QUARTILE



There has been continued improvement at the top of the Club, with female representation increasing in the upper quartile. However, representation decreases in the remaining quartiles, reflecting a structural shift. The primary reason for the overall pattern is the influx of male casual workers, who predominantly enter the lower and lower-middle quartiles. This movement increases the proportion of men in the lower quartiles, pushes more men into the middle-quartiles, and subtly reshapes the distribution across all quartiles.

WHAT IS MCC DOING TO ADDRESS ITS GENDER PAY GAP?

MCC recognises that addressing its gender pay gap requires sustained action focused on workforce structure, representation and opportunity. While changes in the casual workforce continue to influence annual reporting outcomes, the Club remains committed to long-term initiatives that support gender equality across all areas of the Club.

Outlined below are the key measures MCC has implemented during 2025, along with ongoing areas of focus and longer-standing initiatives that continue to support gender equality.



TRAINING AND DEVELOPMENT

MCC continues to prioritise training and development as a key enabler of inclusion. In 2025, the Club expanded its learning programmes to reflect the breadth of its workforce, including salaried employees, casual workers, self employed contractors, as well as non executives such as members of MCC committees.

Key initiatives and actions include:

- enhanced compulsory sexual harassment awareness training;
- continued promotion of the Training and Development Allowance for permanent salaried employees;
- delivery of a management capability and learning programme, focused on leadership, wellbeing and people management through bite-sized learning modules, with particular emphasis on supporting managers of casual workers; and
- strengthening the structure of talent management and succession planning to support progression and continuity across roles.



RECRUITMENT

MCC remains committed to inclusive recruitment practices and attracting talent from the widest possible pool.

Key initiatives and actions include:

- using structured interview processes to mitigate unconscious bias;
- continued use of the casual worker referral scheme to attract diverse talent; and
- upskilling hiring managers through specialist services on inclusive recruitment (e.g. unconscious bias, barrier removal and diverse talent acquisition).



ENGAGEMENT

The Club continues to engage with salaried employees to understand the lived experience across the Club. In 2025, the Club held a series of focus groups to explore feedback from the annual engagement survey, including themes relating to wellbeing, communications, gender, inclusion and workplace culture.

Insights are reviewed by the Executive Management Board and inform ongoing people strategy, priorities and action planning.



SUPPORTING PARENTS AND CARERS

MCC recognises the additional demands placed on salaried employees with caring responsibilities and continues to strengthen its family friendly approach.

Key initiatives and actions include:

- enhancing paid paternity leave from two weeks to four weeks;
- introducing a new Neonatal Leave Policy, providing enhanced support where an employee's baby requires neonatal care; and
- ongoing monitoring of retention and return to work outcomes following family leave.

The Club is proud that during the reporting year, 100% of salaried employees returned from family leave and remained in employment one year later.



SUPPORTING COLLEAGUES EXPERIENCING THE MENOPAUSE

MCC has had a dedicated Menopause Policy in place since 2022, demonstrating an early and proactive commitment to supporting women's health at work. The policy provides guidance for managers and employees, supports confidential conversations, and helps ensure that appropriate adjustments can be considered where needed. This forms part of MCC's wider action plan to create an inclusive and supportive working environment for women and others affected by the menopause.

Going forward, MCC will continue to build on its support by:

- promoting awareness of menopause support across the workplace;
- equipping managers to respond confidently and consistently; and
- keeping the policy under review in light of legal and best practice developments.



WELLBEING

Employee wellbeing remains a priority for MCC, recognising its importance to engagement, performance and inclusion.

Key initiatives and actions include:

- dedicating two months each year to wellbeing, with a focus on physical health, mental wellbeing, nutrition and relaxation, whilst also continuing to provide support year-round including during a busy and demanding cricket season;
- continuing to promote access to the on site gym and fitness facilities operated by a third party provider; and
- facilitating regular opportunities for informal connection and inclusion, such as monthly breakfasts, BBQs and pre /post season social events.



CRICKET

MCC continues to play a leading role in promoting women's cricket and increasing access to the game for women and girls, both on and off the field. In 2025, this commitment has been strengthened significantly, reflecting the growing profile and importance of the women's game.

Key initiatives and actions include:

- increasing the number of women's matches hosted at Lord's to 23 separate days in 2026, including the first ever Women's Test Match at Lord's (England v India), marking a historic milestone for the Club and the sport;
- continued support for the MCC Foundation, including expansion of its Hub Programme with additional girls' Hubs, increasing opportunities for participation;
- continued promotion and development of the Female Broadcaster of the Year competition, delivered in partnership with Sky Sports and Take Her Lead, to support emerging female broadcasting talent;
- creation of a Women's Cricket Administrator role to support the Women's Cricket Manager and strengthen pathways for women's participation; and
- using Lord's as a platform to celebrate women's achievements in cricket and inspire future generations.

MCC recognises that creating a truly inclusive workplace requires sustained focus and continuous improvement. While workforce structure continues to influence the Club's gender pay gap results, MCC remains committed to addressing the underlying drivers through inclusive recruitment, development, engagement and cultural initiatives.

By maintaining transparency and building on the actions outlined in this report, MCC believes it is taking meaningful steps towards a more equitable and representative workforce.

I, Robert Lawson, Chief Executive & Secretary, confirm that the information in this statement is accurate.

Signed

Date