

INTRODUCTION

2021 was another highly unusual year owing to the COVID-19 pandemic. At the snapshot date of 5 April 2021 (**Snapshot Date**), England was in lockdown and Lord's Ground was closed. This meant that MCC's staffing levels and requirements were again greatly reduced, with a number of employees on furlough and significantly fewer casual workers engaged than would normally be the case.

PAY GAP

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

	MEAN AVERAGE	MEDIAN MIDDLE
Hourly Pay	4.57% (2020: 0.05%) ↑	-15.12% (2020: -15.5%) ↓

Mean gender pay gap

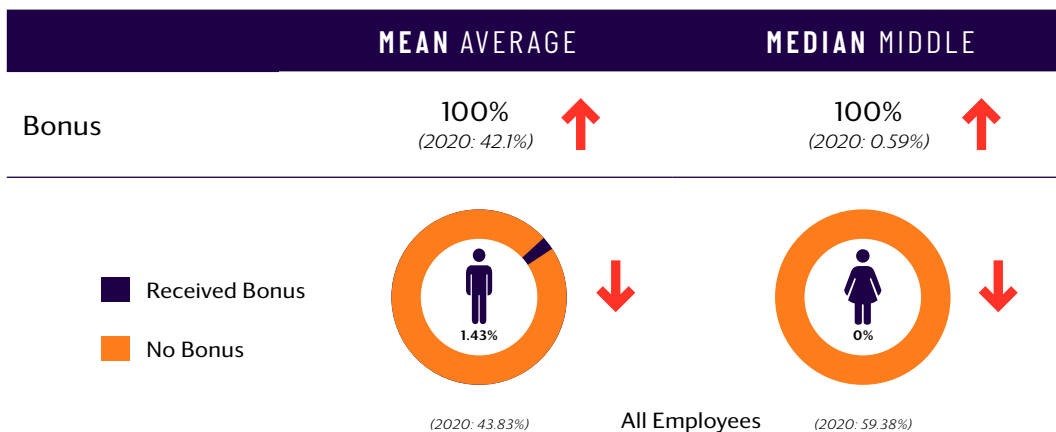
MCC's mean gender pay gap increased from 0.05% to 4.57%. MCC attributes this slight increase to small gender profile changes in the reporting year, including key male appointments and key female employees being on maternity leave. As a relatively small organisation, minor structural changes can have significant consequences on MCC's annual reporting.

Median gender pay gap

MCC's median pay gap remained steady at a 15% gap in favour of its female employees. MCC attributes this figure to the significantly higher percentage of male employees in the lower middle and lower quartiles.

BONUS GAP

Details for bonuses for employees is a 12-month period from and including 6 April 2020 up to and including 5 April 2021.



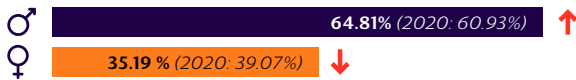
Mean and median bonus gap

The increase to MCC's mean and median gender bonus gaps to 100% is due to the extraordinary circumstances of 2020, in which the Club only awarded performance-based bonuses to two male employees, who had delivered exceptional service. The reporting of bonus figures will look markedly different in next year's report as the Club implemented a performance-based bonus scheme in 2021.

PAY QUARTILES

At the Snapshot Date, MCC had 217 employees, with an overall gender split of 64% male and 36% female. The below illustrates MCC's gender distribution, across four equally-sized groups.

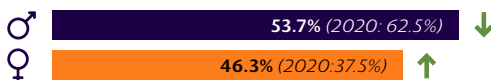
UPPER QUARTILE



LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



LOWER QUARTILE



UNDERSTANDING MCC'S GENDER PAY GAP

Whilst MCC has not continued the trend of the previous years, which had shown a sustained decrease to its mean gender pay gap since reporting began, MCC is delighted that its figures of 4.57% remain well below those of similar organisations and the national average.

COMPARISON TABLE

EMPLOYER	MEAN	MEDIAN
Marylebone Cricket Club	4.57%	-15.12%
Glamorgan County Cricket Club	29.8%	17.3%
Lancashire County Cricket Club	19.0%	-7.0%
LTA	21.2%	19.7%
Rugby Football Union	31.7%	21.1%
Sport England	10.6%	4.8%
National average	14.9%	15.4%

In positive news, MCC has seen an increase in female representation in both of its middle pay quartiles since last year's report, which suggests that the makeup of its middle employment tier is becoming more diverse.

Overall, MCC continues to employ fewer women than men, with a sustained gender split of two-thirds male employees to one-third female. However, whilst there remains a gender imbalance across the workforce, the average male and female salaries have both increased over the past 12 months and the difference in average pay between male and female employees remains under £1.

Finally, if the salaries of MCC's most senior and highest paid employees on the Secretariat were removed from the calculations, the mean **and** the median figures would both favour female employees.

WHAT IS MCC DOING TO ADDRESS ITS GENDER PAY GAP?

MCC remains committed to tackling inequalities by reducing its gender pay gap and improving the diversity of its workforce at all levels.

The steps MCC has taken to promote gender diversity to date and its plans for the future are set out below.



TRAINING AND DEVELOPMENT

MCC:

- has invested in training and development over the last 12 months through new appointments to support its agenda and focus, which have been developed in conjunction with its Equity, Diversity and Inclusion Plan for 2022-23 (**EDI Plan**);
- has created an Equity, Diversity and Inclusion working group to discuss and implement the detail of the EDI Plan;
- has focused on diversity and inclusion training for all employees, including a specialised Inclusive Leadership Programme for its Secretariat and Heads of Department;
- has enabled all employees to attend the 'Show Racism the Red Card' training programme;
- has rolled out similar online workshops to members of its Main Committee and other committees; and
- will soon be implementing diversity and inclusion training for its casual workers.



RECRUITMENT

MCC recognises that recruitment is critical to improving staff diversity. To this end, MCC:

- has focused on the promotion of available roles via female-friendly networks and websites, such as Women in Sport, as well as via LinkedIn and MCC's website;
- continues to invest in its relationships with the local community via new apprenticeship programmes and internships, which are aimed at motivating and developing skills in disadvantaged students, in particular female students, with the intention that a wider pool of better-skilled and gender-balanced candidates will become available to diversify MCC's workforce;
- has recently created a special video to coincide with International Women's Day specifically to recognise and promote the outstanding contributions of its female employees in the workforce; and
- continues to ensure there is gender balance on interview panels.



POLICIES AND PROCEDURES

MCC regularly reviews its policies, procedures and practices to ensure that they promote equality and inclusiveness for all. To this end, MCC will soon be launching a:

- Menopause Policy, aimed at providing an inclusive working environment by supporting women who may be experiencing menopausal symptoms; and
- Stress and Mental Health Policy aimed at protecting the health, safety and wellbeing of its workforce, by promoting positive mental health for staff and tackling the causes of work-related stress and work-related mental ill health.



SUPPORTING PARENTS

MCC understands and appreciates the additional demands placed on working parents and has learnt from the experiences of its employees with caring responsibilities during the pandemic. To this end, MCC continues to provide support to its employees by:

- promoting flexible working and other agile working practices to enable employees to balance their career with their commitments outside of work;
- offering generous paid parental leave;
- providing guidance to help parents manage their work life balance through peer support; and
- making an amendment to its maternity policy to cater for early pregnancy loss and miscarriage.



WELLBEING

MCC continues to look at the wellbeing of its employees. To this end, MCC:

- recently hired a Human Resources & Wellbeing Manager to focus on employee wellbeing, coaching and training;
- recently launched a 'Freedom to Speak Up' informal reporting programme, aimed at providing a safe and confidential avenue for employees to raise concerns while at work, as a complement to MCC's Mental Health First Aider's programme;
- re-opened its on-site gym for employees, with fitness classes and personal training sessions also being available;
- established a monthly breakfast event aimed at enabling employees an opportunity to reconnect and catch up;
- is about to launch new Buddy and Mentoring programmes to provide further avenues for support and assistance to its employees, and in particular women; and
- is planning to re-introduce its previously successful 'Wellbeing Month' in 2022.



CRICKET

MCC remains focused on highlighting the ongoing achievements of women in cricket and to promote access to cricket for all, especially young girls. To this end, MCC:

- is excited to host the Women's One-Day International match, England v India, and the Rachael Heyhoe Flint Trophy Final in 2022, as well as various other women's matches alongside the traditional men's fixtures e.g. Armed Forces T20 Cricket Day;
- is currently working with its first female President, Clare Connor CBE, to encourage more female playing members to join MCC;
- is delighted to have increased gender diversity across its various committees, including its Cricket and Finance committees; and
- recently launched the 'Evolution of Women's Cricket' exhibition and hosted a symposium as part of its International Women's Day celebrations.



MCC FOUNDATION

MCC continues wholeheartedly to support its charitable arm, which is primarily female run and led by Dr Sarah Fane. In 2022, the MCC Foundation is focusing on expanding its reach and impact nationally and internationally by promoting equal opportunities access to sport for children from marginalised groups, including both girls-only and mixed hubs in the UK, Lebanon and Nepal.

MCC understands that workplace culture is key to achieving diversity across all levels of an organisation. It is confident that the initiatives set out in this report and further discussion across the Club will help it reduce its gender pay gap and lead to a more balanced workforce.

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

G. W. Lavender

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