



# BUILDING A SUSTAINABLE FUTURE



ENVIRONMENTAL, SOCIAL & GOVERNANCE REPORT



2021



# INTRODUCTION



I am delighted to introduce our first Environmental, Social and Governance (ESG) Report. Marylebone Cricket Club - MCC - is one of the largest cricket clubs in the world, with Lord's Cricket Ground at our heart. We are dedicated to meeting the cricketing needs of the present, whilst ensuring the Club is in a healthy and resilient position for future generations. MCC has been at the forefront of innovation in cricket since 1787 and we recognise our unique global role to take the game to new audiences, well beyond the boundary ropes of Lord's. We are committed to stewarding and opening up access to MCC and our resources, particularly for all those involved in playing and watching the game, including our staff and Members. These goals are not just for the good of cricket and cricketers - they benefit the wider world too, in our local community, nationally and internationally.



We set ambitious targets in 2010 to minimise our environmental impact, becoming the first UK sports venue to appoint a full time Sustainability Manager and achieving targets developed against the "One Planet Living" framework over the subsequent decade. Our social engagement is likewise well developed, extending from work in our local community in London to national initiatives through the MCC Foundation, delivering life-transforming coaching hubs, as well as projects with an international impact, such as our support for refugees. Through MCC's playing programme - we field more teams than any other cricket club - we engage with large numbers of people involved in youth and grassroots sport, at home and away. Arguably our deepest and most enduring commitment is to the framework and history of cricket itself. We put our expertise and influence to good use through our maintenance of the Laws of Cricket and we celebrate the game's vibrant heritage by drawing on our unparalleled Collections of some of the most important art and objects in sport.

We must now go further. We have a duty to nurture our Club and our game for the next generation. Historically, MCC has flourished thanks to our adaptability, ensuring we remain a leading light within cricket even as the world has changed around us. To remain in a healthy and resilient position MCC must remain relevant. This has to be driven by people who bring a skillset which enables us to: seize evolving commercial opportunities; grow our assets to deliver on the Club's ambitions; invest in cricket, both at Lord's and beyond; and protect our right to trade through impactful sustainable progress. It is imperative we continue to set ourselves challenging and progressive ESG standards to enable the Club to continue to be a leading light in the game.

This report sets out our commitment to champion equity throughout MCC, to provide a welcoming and inclusive environment where everyone is treated with kindness and respect; a Club where all Members, players, staff and visitors who, every year, bring such passion and enthusiasm to the Home of Cricket, enjoy a strong sense of belonging.

The threat of a rapid onset of a global climate crisis is at the forefront of our operational plans. The Game Changer report published by the Climate Coalition in 2019 declared "of all the major pitch sports, cricket will be hardest hit by climate change". As a leader in championing sustainable management within cricket, we aim to decarbonise our operational footprint and ensure our assets and investments are sustainable for future cricket players and fans.

The basis for these commitments lies in our improved governance structure. Diverse committees producing relevant policies provide a solid framework, ensuring a safe and ethical environment that offers equal opportunities to all.

To drive this progress, we draw inspiration from a longstanding MCC value. The game owes much of its appeal and enjoyment to the fact that it should be played not only according to the Laws of which MCC is guardian, but also within the Spirit of Cricket. Our game encourages leadership, friendship and teamwork, bringing together people from different nationalities, cultures and religions. At its core are the Spirit of Cricket's principles of fairness and respect. This respect for others, for both current and future generations, goes beyond the playing field to be embodied in everything that we do.

We pledge to sustain the unique assets afforded to us and to extend our extraordinary reach. Cricket is a game for all. So too must MCC be as a club and Lord's as a venue, both now and in the future.

**Guy Lavender, Chief Executive & Secretary** Marylebone Cricket Club

# ESG PILLARS



## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

MCC resolved in 2020 that its Sustainability Strategy should be aligned to the UN Agenda for Sustainable Development and follow the UN's Sustainable Development Goals (SDGs) for 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, we have prioritised the following six goals with which MCC can best align to and deliver impactful change across its business:



## ENVIRONMENT



We commit to prioritising sustainable development within the Club's strategy to be the finest cricket club in the world. We pledge to minimise our environmental impacts, while enhancing our social and economic value.

MCC has a moral obligation to steward its resources to tackle the threat of a rapid onset of climate change and to continue to bring about tangible change both at Lord's. Climate change has the potential to affect the game of cricket as a whole, as well as our own Ground operations and stakeholder engagement in a variety of ways. The "Hit for Six" report released by the British Association for Sustainable Sport in 2019 - which included a foreword by MCC's Sustainability Manager - conveyed the risks of an increase in the number of rain-affected matches, changes to the way pitches are

managed and prepared, damage to facilities, and negative impacts on player and spectator safety.

To neutralise impacts made by the Club, it embarked on its sustainability journey in 2009 when it became the first UK sports venue to appoint a full-time Sustainability Manager. A sustainability policy was developed using the ten One Planet Living "principles" which have since evolved to align with the UN's Sustainable Development Goals.

MCC will continue to be an industry leader on sustainability in cricket, with the intent to evolve and adapt to the changing environment, and to act as an independent voice on important environmental issues and how they affect cricket, sport and society in general.

## SOCIAL



A welcoming club is at the heart of MCC's social strategy, both on and off the field - a Club that empowers its Members, colleagues, cricketing community, local community and visitors alike.

We recognise inequality in MCC's past, most overtly seen in the policy of excluding women from membership, which was reversed in 1998, and the socio-economic imbalance in the pathway to professional cricket. The Club puts its commitment to addressing this at the forefront of its plans.

Central to our social plan is improving representation at MCC and Lord's by breaking down any discriminatory barriers and enabling all stakeholders to feel a sense of belonging. This will be delivered through channels such as the MCC playing base, the matches we host at Lord's, our Collections and through our independent voice on the Laws of Cricket. We pledge to ensure MCC and Lord's are accessible to all, offering a welcoming and open environment for everyone who has a love of cricket, who wishes to be part of the Club and who wishes to enjoy the Home of Cricket. A place where the Spirit of Cricket - kindness, respect and fairness - is felt throughout.

We are expanding our transformative charitable work which will continue to help under-represented groups flourish. The MCC Foundation continues to break new ground in its support for disadvantaged groups, under-privileged UK communities and developing cricketing nations. Grassroots work in our area of London helps to empower a wide demographic, and we will continue to adapt our support to address the most pressing needs of the moment, as exemplified by our response during the Covid-19 pandemic.

In 2020 we conducted a thorough review to explore issues of discrimination, in tandem to our progressive accessibility plans and charitable work. This report reinforces our intent to be inclusive across the Club, to take cricket to new audiences and ensure everyone feels at home at the Home of Cricket.

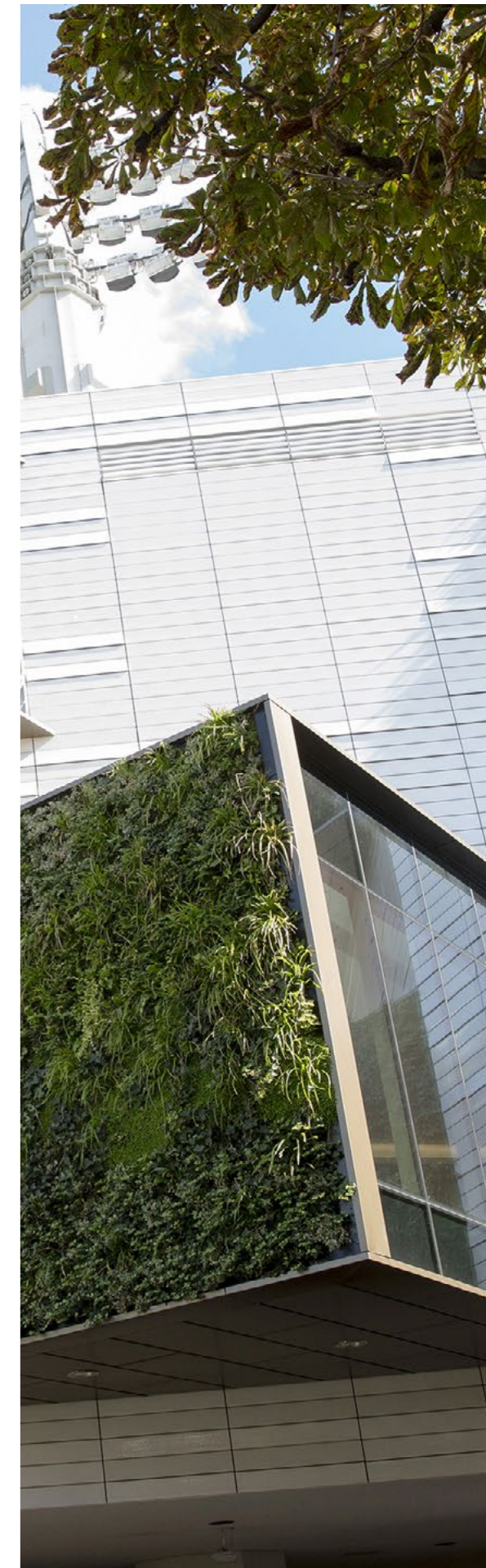
## GOVERNANCE



A good governance structure provides the framework to our ESG approach, ensuring we are accountable across everything that we do. With this strong foundation, we can deploy a balanced and varied skillset to achieve our Club's strategic objectives and safeguard the Club for the next generation.

The Club has a responsibility to be fit for purpose for future generations. Proposals to amend and improve the Club's governance and Club Rules were approved by the MCC Membership by a majority vote of 80% at an SGM held in October 2020. The pool of committee applicants will be increased through a discreet and confidential process judged on experience. The governance reform will result in a smaller and more inclusive skills-based committee that is well suited to the modern needs of our multifaceted Club.

We commit to a continuation of our governance review to effect positive changes in the years ahead, in particular aligning with the governance code for sport including gender balance and diversity and the standardisation of governance regulations for all sub-Committees.



# STRATEGIC OBJECTIVES 2020-2030

MCC's 10-Year Vision, as set out in our 2020 Strategic Plan, is to push boundaries through the development and evolution of all aspects of our activities. Both Club and Ground will be seen as modern and welcoming with Lord's being recognised as the finest cricket ground in the world and MCC acknowledged as progressive and inclusive.

This Environmental, Social & Governance report is presented across four strategic objectives which directly link to MCC's key stakeholder groups. These are underpinned by two additional strategic objectives to deliver commercial growth and deliver an outstanding customer experience.



## LORD'S

Develop and maintain Lord's as the finest cricket ground in the world

## CRICKET

Be a positive force in the game, working for the good of cricket at home and abroad

## MEMBERS

Deliver exceptional value and improved services for existing and new Members

## STAFF

Attract and develop excellent staff and inspiring leaders

## COMMERCIAL

Drive commercial growth and maintain our strong financial position

## EXPERIENCE

Provide an outstanding customer experience in every area of our activities

# OUR STAKEHOLDERS

## LORD'S

### Develop and maintain Lord's as the finest cricket ground in the world

Lord's is visited by a broad spectrum of audiences, most famously for matchdays across a variety of international and domestic formats, including Middlesex matches, to which the Ground has been home since 1877. In addition, a host of non-professional matches take place each year enabling schools, clubs and amateur players to play on the main square.

We will continue to share these unique assets with lovers of the game. Meanwhile, we will welcome an increasing number of visitors to the Ground for experiences beyond cricket across private functions and business events.

In our objective of developing and maintaining Lord's as the finest cricket ground, we strive to provide better facilities to accommodate and welcome all audiences. MCC's Members approved the Club's Masterplan to develop the Ground from the Club's own resources in 2017, commencing with the development of the Warner Stand and most recently seeing the completion of the Compton and Edrich Stands which are the largest development project in the Club's history.



## CRICKET

### Be a positive force in the game, working for the good of cricket at home and abroad

MCC's cricket heritage, resources and reach are unrivalled. Our cricket strategy must support our ambition to continue to be the finest cricket club in the world, encompassing playing and spectating, grassroots and elite, at the Home of Cricket and far beyond.

Each year, thousands of Playing Members will continue to take part in hundreds of matches around the world, increasing cricket's international appeal and assisting aspiring national teams to move towards One-Day International or even Test status. We will grow the gender diversity of our playing base, including increasing opportunities for under-represented groups to play at Lord's. This will be carefully stewarded within the operational quantum of matches to ensure high calibre pitches.

The Club's charitable arm, the MCC Foundation, will continue to expand its delivery of impactful projects in hard-to-reach areas in the UK and overseas, inspiring and enabling young people to play, enjoy and excel at cricket. Closer to home, MCC's own Community Department's strong local partnerships will further expand to provide enrichment opportunities for people in need, whilst year-round at Lord's we welcome players of the game to the Indoor Cricket Centre.

In our role as Guardian of the Laws, we will evolve these in line with wider sustainability and evolution of the game, and in their passing by the MCC's Main Committee, retain a robust and measured decision-making process. The MCC World Cricket Committee will continue to debate prevalent issues as a complementary body to the International Cricket Council and its constituent nations, offering an independent voice of thought leadership on issues affecting cricket.

## MEMBERS

### Deliver exceptional value and improved services for our existing and new Members

Our 25,000 Members lie at the heart of MCC, with over 2,500 of them representing the Club on the cricket field in the 500+ matches played each year. Members have ownership of the Club and its assets - including Lord's - and also have ultimate responsibility for its management via the MCC Committee. Their commitment, support and pride in our Club must be reflected in the warmth of welcome we provide to them, and they provide to our visitors with whom we are united in a shared love of cricket. We will continue to provide exceptional value and introduce new insight-led services and benefits, through the Spirit of Cricket.

No other club plays as many matches around the world. We plan to continue this, working with our playing Members and with the International Cricket Council to maximise the effectiveness of our Overseas Tours in increasing cricket's global appeal and to grow and diversify participation. We are committed to creating opportunities for new applicants to join the Club either as playing Members or spectators.

## STAFF

### Attract, train and develop excellent staff and inspiring leaders

Our staff are central to informing and delivering our ESG plan effectively and to representing MCC in an inclusive manner. This is a fully reciprocal process where we pledge to listen, support and strengthen each individual through initiatives that promote well-being, that provide increased opportunities for diverse talent to feel welcome at MCC, and that sustain the Club for our current and future generations of colleagues.

# 2020-21 HIGHLIGHTS

MCC SET OUT A NUMBER OF ESG-RELATED DELIVERY GOALS FOR 2020 AND 2021 ACROSS FOUR STRATEGIC AREAS



## THE SPIRIT OF MCC DURING THE PANDEMIC

MCC resources were diverted to assist the local community effort

 Parking, storage and kitchen facilities given to **Wellington Hospital and community groups**

**£78,000**

raised by donations towards the Westminster emergency appeal for homelessness providing

 **23,000 MEALS** in total

**46,000**

**vaccinations** delivered in the Vaccination Centre based at Lord's



## LORD'S

DEVELOP AND MAINTAIN LORD'S AS THE FINEST CRICKET GROUND IN THE WORLD



ENSURE HERITAGE & COLLECTIONS ENHANCE THE CUSTOMER EXPERIENCE FOR MEMBERS AND OTHER VISITORS

Lord's Father Time Wall launched, celebrating milestones of the game for men and women and providing a new visitor experience

Heyhoe Flint Gate commemoration announced for installation in 2022

Installation of the first major exhibition on women's cricket and acquisition of the Women's Cricket Association archive

MCC Museum Mothers and Daughters Day

Review undertaken of the Club's Collections aimed at uncovering hidden histories of cricket, race and empire, with measures planned to ensure a balance of perspectives in displays

Lord's Portrait Project features an increasing presence of black, Asian and female cricketers

Oral history collaboration with the University of Leicester collects stories from grassroots cricket among England's South Asian diaspora

PROVIDE BETTER FACILITIES FOR ALL SPECTATOR NEEDS

MCC's Accessibility Group implemented significant improvements including augmentations to lifts, lavatories, viewing areas, audio/sight assistance and family accessible changing facilities

MCC has invested to ensure persons with disabilities can use facilities in historic areas of the Ground including parts of the Pavilion

Introduction of Multi-Faith Rooms

ENABLE HIGHER STANDARDS OF SUSTAINABILITY ACROSS THE ESTATE

Lord's now runs on 100% wind-generated electricity with ground-sourced heat pumps providing energy-efficient heating and cooling. Gas use and water consumption have respectively reduced by 34% and 36% since 2010

Two million fewer pieces of single-use plastic issued each year since 2017: delivered via 30 water bottle refill stations, a reusable pint cup system 'Recup' and removing plastic straws and bags

Zero waste sent to landfill since 2010: food waste is de-watered and then used to generate low carbon energy and soil improvement products

Living walls incorporate 12,000 plants, bug hotels, bird and bat boxes, significantly improving the Ground's biodiversity

Public transport use by visitors to Lord's has increased by 16% to 67% since 2010

Lord's Community Group Tree Planting programme

## CRICKET

**BE A POSITIVE FORCE IN THE GAME, WORKING FOR THE GOOD OF CRICKET AT HOME AND ABROAD**

### DEVELOP THE MCC CRICKET STRATEGY

- Invested in a talent development pathway
- Expanded our playing programme into under-represented communities at home and abroad
- Standalone girls' cricket hub established at Lord's
- Proactive management of the Laws of Cricket
- World Cricket committee acted as a global, independent voice of the game
- Fixtures played against diverse and gender-balanced teams including the MCCF Hubs Finals Day, National Asian Cricket Council, Refugee project, and disability teams
- Launch of MCC Women's Day event celebrating the women's and girls' game

### INCREASE THE SCOPE AND IMPACT OF THE CLUB'S COMMUNITY PROGRAMME

- PE lessons delivered to 4,000 children between Apr-Jul 2021 in local Westminster schools
- Employment opportunities driven for young people and underrepresented groups through training, careers events and social action campaigns

### SUPPORT AND BUILD THE MCC FOUNDATION

- Network of 70 UK cricket hubs provides free-to-access coaching to 3,000 state-educated cricketers
- UK funding to support our most disadvantaged and under-represented regions with coaching and specialist training
- Overseas projects in Nepal, Lebanon and other developing cricket nations enabling thousands of children, including refugees, to access the game by building facilities, providing kit and training local teachers
- Young Ambassadors act as role models for the young players

### ENHANCE THE CLUB'S GOVERNANCE MODEL

- Recruitment process augmented: gender neutral material, CV screening and greater diversity representation in interview panels
- MCC Equality Charter created with the input of staff
- Comprehensive policies introduced including wellbeing, mental health, menopause

### SUCCESSFULLY DELIVER THE BRAND AND CULTURE PROJECT

- MCC and Lord's logo rebrand launched across digital, retail, signage and the new C&E stands
- Zero-tolerance behavioural signage launched online and around the Ground
- Updates made to the Club's uniform, appearance and language policies

### DELIVER AN EXCELLENT STAFF EMPLOYMENT PACKAGE

- Launched a development programme specifically for female colleagues
- Expanded apprenticeship programme including the launch of formalised internships
- Enhanced maternity leave package

## STAFF

**ATTRACT AND DEVELOP EXCELLENT STAFF AND INSPIRING LEADERS**



## MEMBERS

**DELIVER EXCEPTIONAL VALUE AND IMPROVED SERVICES FOR OUR EXISTING AND NEW MEMBERS**

### UNDERTAKE MEMBER AND CUSTOMER INSIGHT AND RESPOND ACCORDINGLY

- Member insight showed significant support for increased digital communications, events and benefits: hard copy communications reduced by 50%
- An exclusive Members' benefits programme launched, MCC Extras, offering events with high-profile speakers and a range of offers from MCC affiliates

### SUCCESSFULLY DELIVER THE CLUB'S AGMS INCLUDING EFFECTIVE CONSULTATION ON MAJOR ISSUES

- Governance proposals approved by Members to encourage a more diverse and inclusive committee and improve decision-making via a smaller, skills-based forum
- First overseas and female Presidents



# OUR AMBITIONS 2022 - 2030



WE NOW SET OUT MCC'S FUTURE ENVIRONMENTAL, SOCIAL AND GOVERNANCE DELIVERY GOALS FOR THE SHORT AND THE LONG TERM, TO BE DELIVERED IN CONJUNCTION WITH ONGOING 2020-21 GOALS.





# OUR AMBITIONS

## LORD'S



DEVELOP AND MAINTAIN LORD'S AS THE FINEST CRICKET GROUND IN THE WORLD

We commit to:

- Achieve our environmental sustainability goals in alignment with the UN Sustainable Development Goals by 2030
- Improve the quality of customer experience for all audiences
- Deliver the next stages of the MCC Masterplan in turn improving the provision of accessible and sustainable facilities





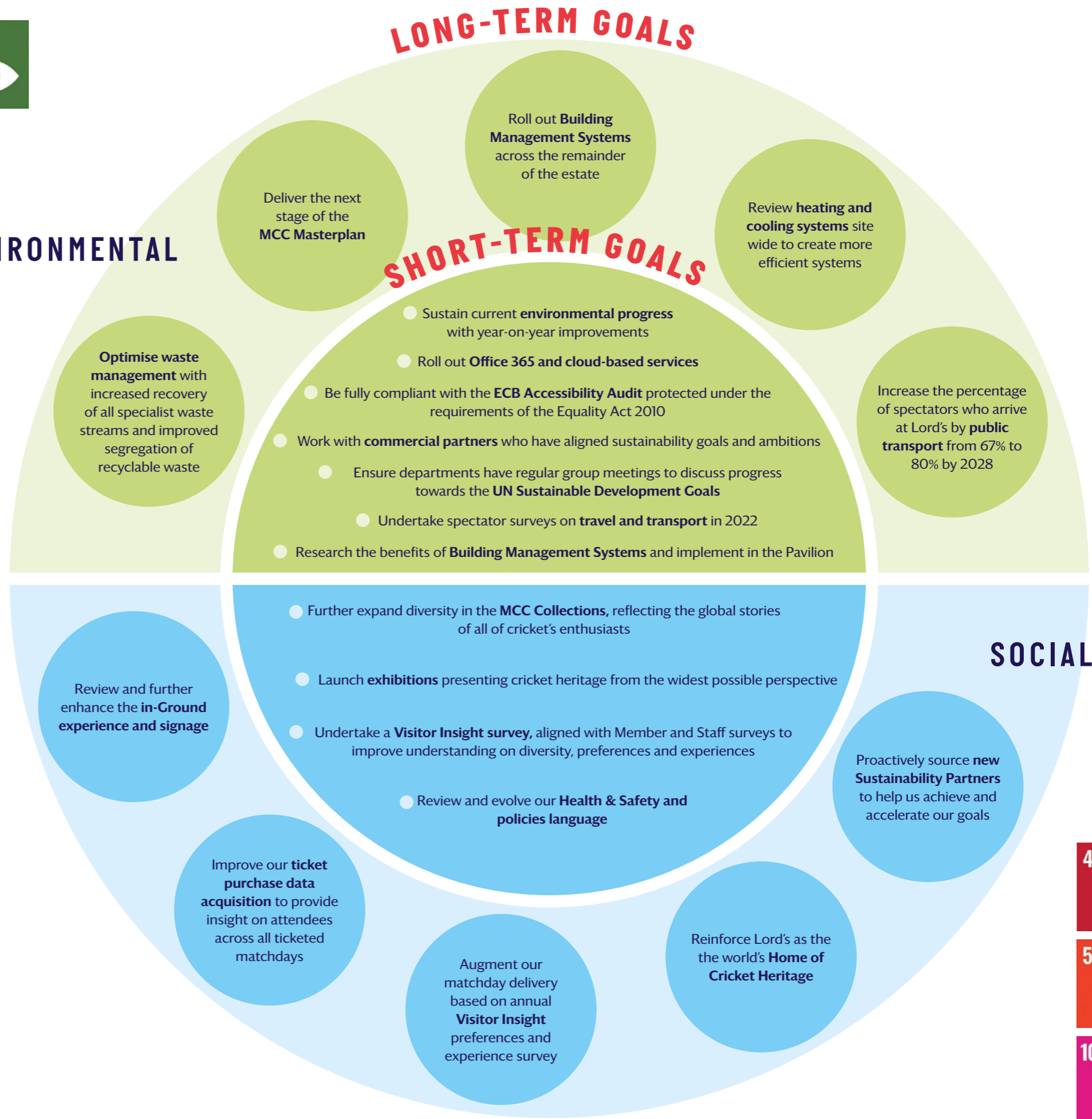
## ENVIRONMENTAL

## LONG-TERM GOALS

## SHORT-TERM GOALS

# OUR AMBITIONS LORD'S

DEVELOP AND MAINTAIN  
LORD'S AS THE FINEST  
CRICKET GROUND





## OUR AMBITIONS CRICKET



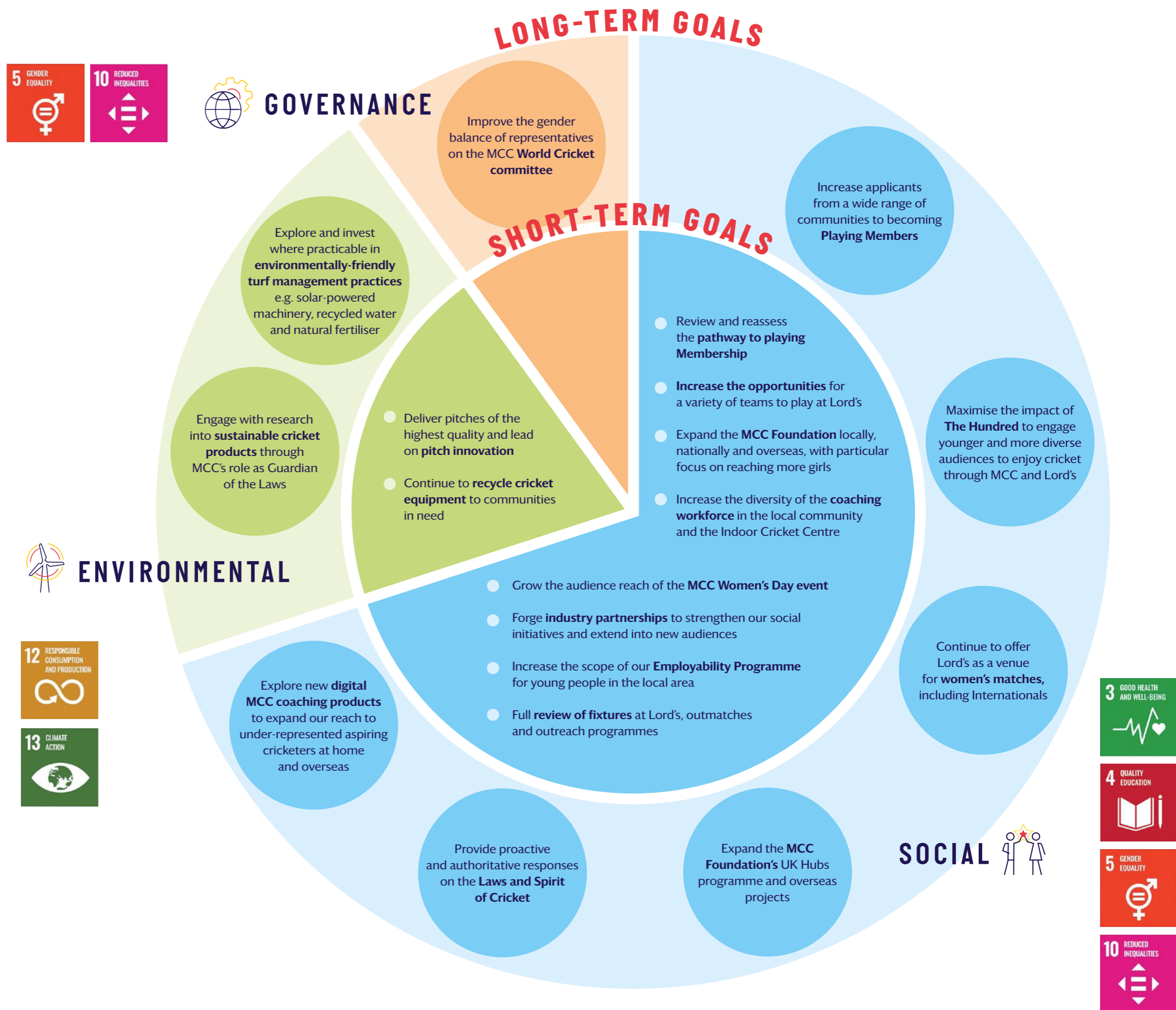
**BE A POSITIVE FORCE IN THE GAME, WORKING FOR THE GOOD OF CRICKET  
AT HOME AND ABROAD**

**We commit to:**

- Provide opportunities for a wider variety of people to play for MCC and at Lord's
- MCC cricket programme to grow the game in under-represented areas of the UK and overseas, inspiring and enabling more young people to play, enjoy and excel at cricket
- Be a global, independent voice on the Laws and Spirit of Cricket

# OUR AMBITIONS CRICKET

BE A POSITIVE FORCE  
IN THE GAME, WORKING  
FOR THE GOOD OF CRICKET  
AT HOME AND ABROAD



## OUR AMBITIONS MEMBERS



**DELIVER EXCEPTIONAL VALUE AND IMPROVED SERVICES FOR EXISTING AND NEW MEMBERS OF THE CLUB AT HOME AND ABROAD**

**We commit to:**

- Deliver improved processes and additional programmes that make it easier for new audiences to enter the membership pathway, resulting in a wider diversity of Members
- Expand our data insight to inform our membership experience delivery so that every Member enjoys optimum enjoyment from their Club
- Ensure that MCC has a governance structure that is fair and inclusive to meet the needs of the Club



# OUR AMBITIONS MEMBERS

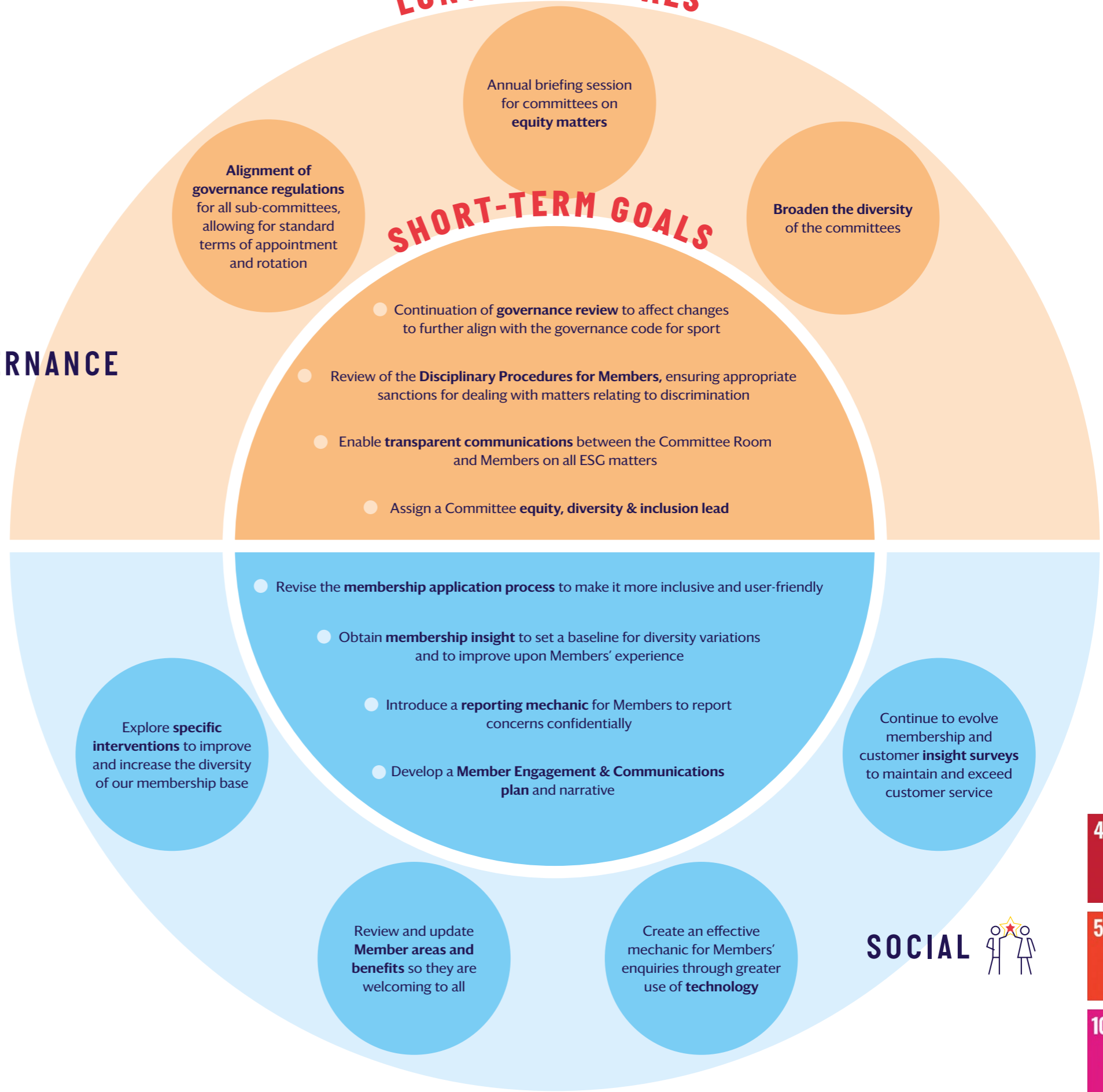
DELIVER EXCEPTIONAL  
VALUE AND IMPROVED  
SERVICES FOR EXISTING  
AND NEW MEMBERS



## GOVERNANCE

### LONG-TERM GOALS

### SHORT-TERM GOALS



**Alignment of governance regulations** for all sub-committees, allowing for standard terms of appointment and rotation

Annual briefing session for committees on **equity matters**

**Broaden the diversity** of the committees

- Continuation of **governance review** to affect changes to further align with the governance code for sport
- Review of the **Disciplinary Procedures for Members**, ensuring appropriate sanctions for dealing with matters relating to discrimination
- Enable **transparent communications** between the Committee Room and Members on all ESG matters
- Assign a Committee **equity, diversity & inclusion lead**

- Revise the **membership application process** to make it more inclusive and user-friendly
- Obtain **membership insight** to set a baseline for diversity variations and to improve upon Members' experience
- Introduce a **reporting mechanic** for Members to report concerns confidentially
- Develop a **Member Engagement & Communications plan** and narrative

Explore **specific interventions** to improve and increase the diversity of our membership base

Continue to evolve membership and customer **insight surveys** to maintain and exceed customer service

Review and update **Member areas and benefits** so they are welcoming to all

Create an effective mechanic for Members' enquiries through greater use of **technology**

## SOCIAL



## OUR AMBITIONS STAFF



### ATTRACT AND DEVELOP EXCELLENT STAFF AND INSPIRING LEADERS

We commit to:

- Expand our recruitment and induction processes to broaden the people we attract and engage the best talent
- Offer a unique working experience based on development, nurture, recognition and reward, delivering exceptional terms of employment for all
- Create an agile working environment that encourages personal growth, creativity and curiosity



# OUR AMBITIONS STAFF

ATTRACT AND DEVELOP  
EXCELLENT STAFF AND  
INSPIRING LEADERS



## GOVERNANCE

### LONG-TERM GOALS

Annually review **legislative changes**, case law and evolving operations of the Club

Eliminate our **gender pay gap**

### SHORT-TERM GOALS

- Introduce **policies** that reflect the need of our colleagues

New **eco-friendly spaces** established at Lord's in which colleagues can meet and relax

Introduce sustainability in the workplace **training**

- **Reduce commuting impact** through flexible working, cycle to work and gym facility provisions

- Improved **energy preservation and recycling** in the workplace

- Promote MCC's **employment referral scheme**
- Comprehensive review of **temporary staff pay rates**
- Introduction of the **'Buddy' scheme** for new joiners and colleagues requesting guidance

Club-wide **training and development plan**, to include the launch of 'FLOW' e-learning and talent spotting

Expand into **new recruitment markets**



## ENVIRONMENTAL



Established **mentoring and coaching** programme in place

**Flexible benefits** that reflect the needs of our dynamic workforce

Increase **diversity at a senior level**

## SOCIAL





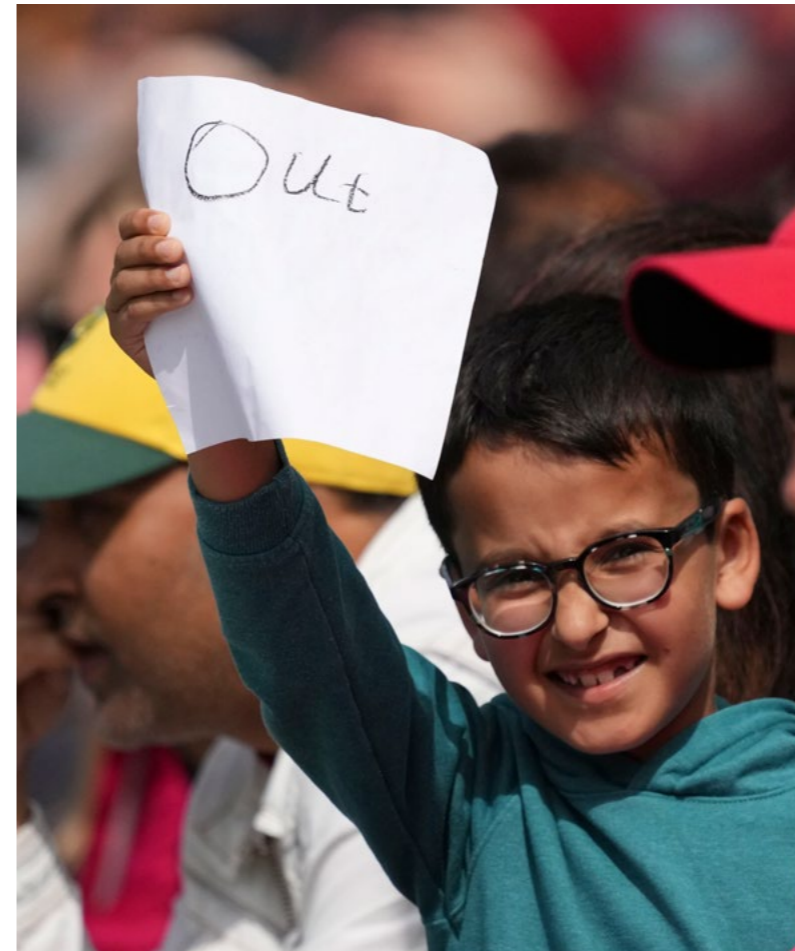
# CONCLUSION



MCC embarked on its journey to build a sustainable future across the spectrum of the three key areas of environment, social and governance several years ago. This is a journey we believe is a moral responsibility, and which is integral to ensuring the Club's resilience and relevance and for the protection of cricketing values for future generations.

The commitments laid out within this report will be achieved over the forthcoming decade and accelerated or expanded upon wherever practicable. Specific targets aligned with this ESG report will be duly detailed within individual annual plans, such as that for the Environment or for Equity, Diversity and Inclusion.

The ultimate objective is that one day no such plans are required; that behaviour and actions are sustainable in their own right; that all people feel a sense of belonging at MCC and Lord's; and that we are able to give more than we take from our planet's resources. The Spirit of Cricket will continue to play a unique role in achieving this, by reinforcing the values of fairness and respect, and bringing people together from all walks of life, from all over the world, in their united love of the game.





**Marylebone Cricket Club**  
Lord's Cricket Ground, London NW8 8QN

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