

DIVERSITY ACTION PLAN 2018 - 2020

FOREWORD

ECB is committed to promoting diversity and inclusion across the sport of cricket from those playing the game, watching, volunteering, officiating, coaching and working. It continues to be a priority workstream for us and we made good progress in 2017, with key highlights including the Stonewall Rainbow Laces campaign and the introduction of a new development programme, RISE, for female employees.



FOREWORD

ECB is proud to make a public commitment to progressing the diversity of the game, our employees and our Board. We support and commit to the goals of Sport England & UK Sport's Governance Code to make sport an inclusive and diverse environment where everyone can thrive and be themselves.

This Diversity Action Plan reports on the progress the ECB has made in recent years before detailing ECB's short and long-term goals and actions in relation to increasing diversity at Board and employee level, including the Board's commitment to ensure a minimum of 30% of each gender on the Board by 2018.

This Diversity Action Plan will be applied to all levels throughout the business and to all aspects of diversity including gender, ethnicity, sexuality and disability.

This is primarily focused at employees of the ECB, who lead and support the game and therefore need to role model best practice. We are also working on initiatives to increase diversity across the game.



Signed

A handwritten signature in black ink that reads "Colin Graves".

Colin Graves
ECB Chairman



Signed

A handwritten signature in black ink that reads "Rosie Ranganathan".

Rosie Ranganathan
ECB People Director

THE STORY SO FAR

Since the launch of ECB's first Inclusion and Diversity Strategy "One Game" in 2014, cricket has made good progress in making cricket a truly diverse and inclusive sport.

Our successes include:

- The creation of **four Regional Disability Cricket Talent Centres** in 2013
 - A full house crowd at Lords in 2017 to see England win the **ICC Women's World Cup Final**
 - The annual delivery of **Inclusion & Diversity Training** to ECB employees
 - Collaboration with EHRC to **train 400 female and South Asian coaches** in 2015/16
 - Partnership with **Stonewall** to run the **Rainbow Laces Campaign** in 2017
 - Being identified as a **Disability Confident** Employer
 - **World Cup** success for the **England Men's Physical Disability team** in 2015
 - Achieving listing in the **Top-100 Non-for-Profit places to work** 2017
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THE STORY SO FAR

2017 saw a step-change in ECB's approach to diversity with three key projects setting the foundation for meaningful, sustainable improvements.

PRIORITISING PEOPLE

Supporting and developing our people has been a strategic priority for 2017 and this will continue in 2018 and beyond. To support this aim, we delivered enhanced personal development training for all employees and introduced RISE, aimed at developing the skillset and resilience of female employees.

We have placed special emphasis on promoting an inclusive culture for women in ECB, an initiative overseen by a dedicated steering group. The group's recommendations are being put into action in 2018.

We also undertook an internal review into our workforce, recruitment, workforce development and employee turnover. This has for the first time, given us robust, insightful data into our workforce and practices, including how they impact the diversity of the organisation. We will use this data during 2017/18 to help us set more focused goals and targets from 2018 onwards. We continue to meet Sport England's requirements on monitoring and submitting key diversity measures.

THE STORY SO FAR

SOUTH ASIAN ENGAGEMENT

Another strategic priority for 2017 was the creation of a game-wide South Asian Engagement Strategy. ECB undertook the first in-depth study of its kind into how South Asians interact with cricket from playing to coaching and working within the game. The results of our study and initial areas of focus, which guided our extensive public consultation, can be found [here](#). Our delivery strategy, with actions, targets and deadlines will be released in the coming months.

GOVERNANCE

Finally, and most fundamentally for long-term progression, the ECB Board has led a project to reform ECB's corporate governance, including an external evaluation on the diversity of the Board itself. The changes mean ECB will exceed the minimum standards required for national governing bodies set out in Sport England's recently published Code for Sports Governance. They include: reducing the size of the Board, from 13 to 12 members; the creation of four independent, non-executive roles and; five non-executive cricket-based roles. The ECB has committed to ensuring at least 30% of Board members are female by the 2018 AGM. These recommendations, driven by extensive consultation with our shareholders, will be incorporated in the ECB's Articles of Association in Q4 2018.

The learnings and recommendations from these three projects form the basis of this action plan.



DIVERSITY ACTION PLAN: ECB BOARD

ECB's plan to increase diversity at Board and Board Committee level is based around two areas:

The short-term reform of the Board structure and composition and the introduction of a new process to recruit and appoint Board and Committee members. The first of these actions will act as a catalyst to improve diversity and meet our targets, the second will ensure that the long-term composition of ECB governance will continue to be skilled, experienced and diverse.

BOARD COMPOSITION:

The current diversity of the Board on the date as of September 2017 is:



The diversity targets for the Board, to be achieved by ECB AGM 2018 are:



DIVERSITY ACTION PLAN: ECB BOARD

The ECB Board will undertake the following actions to achieve the target composition of 30% women:

- **Reduction of Board size to 12** (by AGM 2018).
- **Reformation of Board composition** as part of the Board's governance recommendations (by AGM 2018).
- **Targeted recruitment** to appoint two new female candidates to fill Board vacancies (by AGM 2018).
- **Use of external support**, such as Women on Boards, to help identify and attract talented female candidates for above vacancies.

BOARD RECRUITMENT PROCESS:

As part of the Board's governance recommendations, ECB is proposing to move to an open, transparent, skills based recruitment process for the Board and its committees. This process will ensure we attract candidates from a diverse talent pool and allow us to seek candidates with specific skills, experiences and diversity characteristics.

DIVERSITY ACTION PLAN: EMPLOYEES

ECB's Diversity Action Plan is based around four pillars that are aimed at creating a diverse workforce and inclusive environment able to attract, develop and retain talented employees from all backgrounds. These four pillars are:

1

EMPLOYER BRANDING



Create a distinct **Employer Brand** that appeals to as wide a candidate pool as possible

2

RECRUITMENT



Review our **attraction and selection** methods to reach as wide a candidate pool as possible

3

DEVELOPMENT



Engage and retain a talented workforce with **development** opportunities that facilitate careers

4

CULTURE



Create a **culture** where people can thrive irrespective of gender, ethnicity, disability or background

Key Outcomes and Results: 2017

1 EMPLOYER BRANDING

- Partnership with Stonewall and targeted activation of the Rainbow Laces campaign across the cricket season
- Achieved listing in Top 100 Non-for-profit places to work
- Development of LinkedIn profile to advertise vacancies

2 RECRUITMENT

- Identified as a Disability confident employer
- Review of employee diversity conducted
- Review of board diversity conducted as part of Board evaluation

3 DEVELOPMENT

- Prioritising People a strategic priority in 2017 with the creation of the People Academy and RISE Women in Cricket programme
- Proud participant in the Women in Sport Leadership programme delivered in partnership with the University of Chichester and the Anita White Foundation
- Partnership with HedWrx to deliver a leadership development programme

4 CULTURE

- Engagement with South Asian Communities a strategic priority in 2017
- Women in Cricket steering group to report recommendations Q1 2018
- Women and girls a key audience along-side South Asian Communities in 2018 - building on the success of the 2017 ICC Women's World Cup win

Key Areas of Future Activity 2018-2020

This action plan sets out the long-term focus areas for the ECB.

More detailed focus on timelines, outcomes, measurements and reporting will be developed in time.

1 EMPLOYER BRANDING

- Understand what makes ECB attractive to prospective candidates
- Identify our Employer Value Proposition and how it can reach the target groups
- Segmentation to better understand our current employees as well as how to attract and engage the target groups

2 RECRUITMENT

- Map our current recruitment methods to understand where barriers to entry may exist and review our recruitment tools such as job adverts, job descriptions and the application process
- Measure diversity statistics to better understand where candidates are deselected and as measures of success
- Review our current recruitment partners
- Review where we source our talent from
- Create talent pipelines for future hires, particularly at Board level

3 DEVELOPMENT

- Embed a performance management culture that supports career development
- Development initiatives that support the target groups
- A thorough and engaging induction programme
- Recruitment training for all hiring managers

4 CULTURE

- Unconscious bias training for all ECB employees and ongoing L&D training for new hires
- Regular pulse surveys
- Project group guidelines and Equality Impact Assessments to ensure diversity is represented and considered in all projects.
- Use authentic storytelling to create positive role models
- Explore alliances with key partners to develop cultures that encourage people to thrive
- Investigate wider use of Equality Impact Assessments and Positive Action Schemes
- Becoming a Stonewall Diversity Champion - ensuring our policies are fully LGBT inclusive

DETAILED FUTURE ACTIVITIES 2018-2020

A detailed breakdown of the actions and, where decided, timelines associated with areas of activity are shown over the following pages.

1 CREATE A DISTINCT EMPLOYER BRAND THAT APPEALS TO AS WIDE A CANDIDATE POOL AS POSSIBLE

- **Understand what makes ECB attractive to prospective candidates:**
 - We will run focus groups with recent hires to understand what makes us attractive as employers; what we do well and perception in the market place to better appeal to target groups
 - Review our current social media profiles such as LinkedIn and Glassdoor and how we can utilise social media to attract the target groups (2018)
 - **Identify our Employer Value Proposition and how it can reach the target groups**
 - Define our Employer Value Proposition so that it attracts and appeals to different target groups
 - Create a brand that supports our aspirations to be an employer of choice with a strong reputation for inclusion at all levels of the organisation, including at Board level
 - **Complete employee segmentation to better understand our current employees as well as how to attract and engage target groups**
 - Undertake a segmentation analysis of our current workforce to understand our current offering and where the gaps might be that prevent us from attracting the different target groups in terms of reward and recognition, engagement and communication
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2 REVIEW OUR ATTRACTION AND SELECTION METHODS TO REACH AS WIDE A CANDIDATE POOL AS POSSIBLE

- **Map our current recruitment methods to understand where barriers to entry may exist and review our recruitment tools such as job adverts, job descriptions and the application process**
 - Review every aspect of the hiring process from job description, advert, selection process to identify where barriers may exist
 - Recruitment training for all hiring managers
 - Introduce diverse panels when hiring
 - **Measure diversity statistics to better understand where candidates are deselected and to gauge success**
 - Collate diversity statistics during the hiring process to understand where the challenges might be, for example reach, brand, awareness, selection or interview
 - **Review our current recruitment partners**
 - Ensure our recruitment partners and networks are attracting a diverse range of talent as well as promoting ECB as a diverse employer with a strong value proposition
 - Understand where roles have been hired from and areas of success
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3 ENGAGE AND RETAIN A TALENTED WORKFORCE WITH DEVELOPMENT OPPORTUNITIES THAT SUPPORT AND FACILITATE CAREERS

- **Embed a performance management culture that supports career development**
 - Review how we currently assess our talent and the annual performance review approach with a move towards career discussions and regular ongoing feedback on performance and development of skills and behaviours (2018)
- **Develop initiatives that support the target groups such as RISE which focuses on female talent and Women in Sport and Leadership programme**
 - Phase II of the development of the ECB People Academy which offers a range of programmes that develop our talent in both skills and behaviours (2018)
 - Expand the annual RISE programme to include women working in cricket across the game (2018)
 - Adapt the content of RISE to ensure all our talent is empowered to succeed and be at their best
 - Continued support of two places on the Women in Sport & Leadership Programme, run by the University of Chichester (2018)
- **Deliver a thorough and engaging induction programme**
 - Create an appropriate and engaging induction programme which supports an inclusive culture and reflects ECB's people values (2018)
 - Ensure new joiners have an understanding and appreciation of the whole game, from recreational to elite cricket
 - Introduce mentoring programmes for new joiners to ensure talent is embedded and supported
- **Provide recruitment training for all hiring managers**
 - All hiring managers to undergo recruitment training which will include unconscious bias during the recruitment process and the Equality Act
- **Create talent pipelines for future hires, particularly at Board level**
 - Identify and collate board tenures within ECB and then across the game to identify when new hires will be needed
 - Set up a Development Programme for future Board members to get them Board-ready for future vacancies

4 CREATE A CULTURE WHERE PEOPLE CAN THRIVE IRRESPECTIVE OF DIVERSITY

- **Deliver unconscious bias training**
 - Unconscious bias training at all levels across the ECB, including Board and also the wider game to develop people’s awareness as well as the confidence to challenge (2018)
- **Provide Inclusion & Diversity training for all new hires**
- **Complete regular pulse surveys**
 - Regular employee surveys that can be tailored to assess and understand specific areas such as culture, leadership and engagement (2018)
- **Develop project group guidelines to ensure diversity is represented**
 - Develop a set of guidelines which govern the make-up of project groups to ensure that different voices, opinions and experiences are represented
- **Use authentic storytelling to create positive role models**
 - Identify, develop and support role models who will appeal to our target groups. Use authentic storytelling to reinforce their appeal as role models
- **Explore alliances with key partners to develop cultures that encourage people to thrive**
 - Develop relationships with key partners to help us embed an inclusive culture with inclusive practices such as Stonewall, Mind, Inclusive Boards, Disability Confident Employers, IIP, Women on Boards, Women in Sport and Women Ahead (2018)
- **Review our policies to ensure they are fully inclusive in terms of style and intent**
 - Working with key partners to review our current People practices and policies to ensure they are written inclusively and do not prohibit any target groups
- **Explore extending and introducing use of Positive Action Schemes and Equality Impact Assessments to ensure improving diversity is consistently considered and targeted.**
- **ECB becomes a Stonewall Diversity Champion following on from the successful Rainbow Laces campaign in 2017.**
 - Partnership with Europe’s largest LGBT charity, includes a full review of our HR policies to ensure gender neutrality and that we are fully LGBT inclusive

