GLOUCESTERSHIRE COUNTY CRICKET CLUB EQUITY, DIVERSITY AND INCLUSION STRATEGY 2026-2028

FOREWORD

Equity, Diversity and Inclusion are central to the identity of Gloucestershire County Cricket Club (GCCC). As a club that has grown through generations, we understand that our role goes far beyond the pitch. Our commitment remains to create an environment where every person feels valued and is able to take their place in our community. This strategy sets out how we will continue to build a culture that is fair, welcoming and reflective of the people we serve.

Over the next three years, we will work to strengthen our culture, improve accessibility, listen to our communities and ensure clear accountability across the club. Just as every run counts when chasing a target, every action in this plan helps us move closer towards a truly inclusive Gloucestershire County Cricket Club. Our ambition is simple: we want the boundary to feel open to everyone who wishes to be part of our game.

Message from our CEO, Neil Priscott:

'Equity, diversity and inclusion are central to Gloucestershire County Cricket Club and essential to building a place where everyone feels they belong. This Action Plan sets out clear, practical steps to ensure our decisions, culture and opportunities reflect the diverse communities we serve.

We've made meaningful progress, but there is more to do. Over the next three years, we are committed to strengthening accountability, broadening access, and creating a Club where every person feels valued and represented. Together, we will shape a more inclusive future for Gloucestershire Cricket.'

Message from our EDI Board member representative, Mark Brunt:

'Gloucestershire CCC is an open and diverse club and a key part of our community, but just as the world changes so will we. This document outlines our plans for the next three years. Join us on the journey, whatever side of the boundary you are on. You will be made very welcome.'

Message from our EDI, Sustainability and Community Officer, Izzie Sanders:

'Cricket has the power to bring people together, but only if everyone feels they belong. This strategy is our commitment to listening, learning and taking action, so that Gloucestershire Cricket is a place where every voice matters and every community is represented.'

THE VISION

To make Gloucestershire County Cricket Club diverse, inclusive and accessible to all, embedding EDI into every aspect of our organisation, culture and decision-making.

EXECUTIVE SUMMARY

Purpose of the Strategy

The Gloucestershire County Cricket Club EDI Strategy 2026–2028 sets out a clear plan to ensure cricket across the county is welcoming, representative and accessible to all. The strategy explains how EDI will be further embedded throughout the Club's culture, operations and decision-making, building on progress already achieved.

Progress to Date

Gloucestershire County Cricket Club has strengthened its foundations through increased workforce diversity, stronger community outreach, improved accessibility and greater visibility of Women's, disability and community cricket.Employees and supporters report a growing sense of belonging and partnerships across Bristol and Gloucestershire as the club continues to increase access to the game.

Strategic Focus Areas

The strategy is built around four core priorities:

- Inclusive Culture & Belonging
- Community & Audience Engagement
- Equitable Opportunities & Progression
- Visibility, Experience & Advocacy

These priorities are supported by defined impact areas and clear departmental objectives to ensure consistent delivery across the organisation.

Cross-Club Priorities

Five organisation-wide objectives guide the Club's approach:

- Culture, Trust & Leadership
- Workforce Development
- Data, Transparency & Accountability
- Fair Recruitment, Pay & Progression
- Accessibility & Inclusion Support

Three-Year Delivery Plan

Year 1 – Foundations: Establish data baselines, deliver training, introduce staff voice mechanisms and launch accessibility and fan guides.
Year 2 – Embedding: Implement departmental actions, improve representation, strengthen community partnerships and enhance Match Day experience.
Year 3 – Impact: Achieve measurable culture change, increase diversity, improve EDI metrics and embed strong governance.

Overall Ambition

Through coordinated action, transparency and continuous improvement, GCCC aims to ensure cricket is truly inclusive, creating a club where every person feels welcome, valued and able to belong.

THE STORY SO FAR...

Equity, Diversity and Inclusion (EDI) is about ensuring that cricket is a game where everyone feels welcomed, valued and able to belong. Across the sport there has been a renewed focus on inclusion following the findings of the Independent Commission for Equity in Cricket. At Gloucestershire County Cricket Club, this has been embraced as an opportunity to reflect, learn and take meaningful action.

We are proud to operate within the diverse communities of Bristol and Gloucestershire, areas rich in cultural, community and socio-economic diversity. This provides both a responsibility and an opportunity to ensure our Club reflects and serves the communities around us, making cricket accessible and relevant to all.

In recent years, the Club has made strong progress in embedding EDI across its work. Staff training and engagement have increased significantly, alongside improved data collection to better understand the workforce and community. This shows positive movement, with staff under 30 increasing from 11% in 2022 to 29% in 2025 and staff identifying as disabled rising from 4% to 13%, above the professional game average. Representation from ethnically diverse backgrounds has returned to 10%, in line with the wider game, while women now represent 24% of staff. These trends demonstrate progress while also highlighting opportunities to better reflect the diversity of the local population.

The Club continues to foster a positive and inclusive environment, supported by improved staff feedback mechanisms and a positive workforce experience. Among supporters, 78% of members agree they feel welcomed, included and that they belong, providing a strong foundation to build on, while also recognising the opportunity to further expand the Club's offering.

Working closely with the Gloucestershire Cricket Foundation (GCF), cricket in Bristol and Gloucestershire has expanded its reach through programmes such as ACE, Super 1s, Wicketz and Chance to Shine, alongside increased engagement with schools, community groups and local organisations. Initiatives such as the Donate-a-Membership scheme are helping to remove barriers and open up cricket to new audiences.

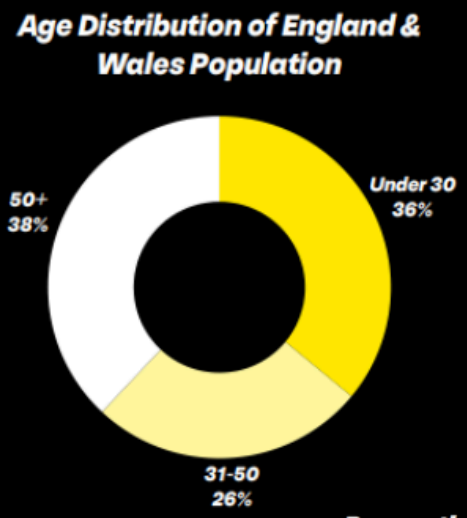
There has also been strong progress in promoting women's cricket and supporting women in the game, including events such as the Women and Girls in Cricket Expo, collaborations with Her Game Too and increased social presence and engagement with Gloucestershire women and the women that make up Gloucestershire's cricket community.

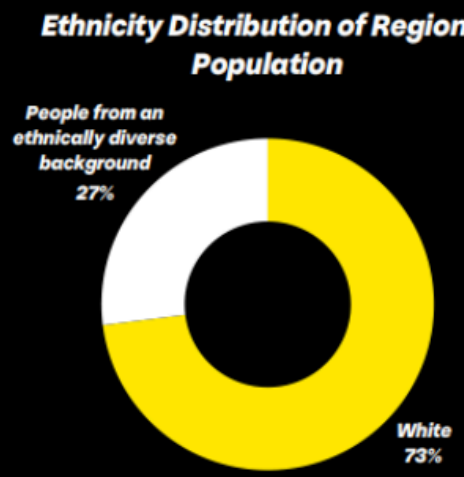
Overall, Gloucestershire County Cricket Club has built a strong foundation for EDI, with improved understanding, stronger community connections and growing impact. In line with the direction set by the Independent Commission for Equity in Cricket, the Club remains committed to continuing this progress and helping make cricket more inclusive, accessible to and representative of us all.

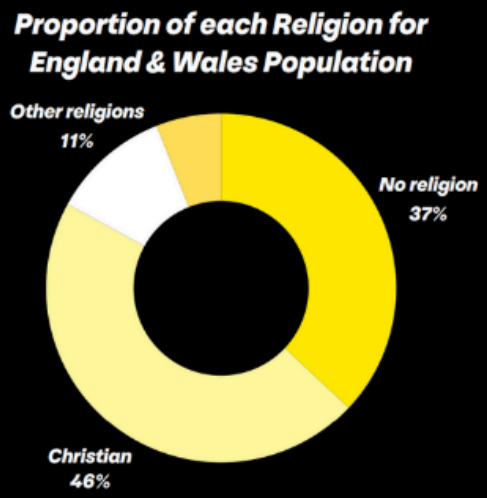
THE CURRENT STATE OF PLAY IN ENGLAND & WALES:

EDI DEMOGRAPHICS

This table presents a snapshot of national EDI demographics across England and Wales, highlighting representation by age, ethnicity and religion. It shows a diverse but evolving profile, helping to identify where cricket is reaching communities and where further progress is needed to ensure the game is inclusive, accessible and representative of all. England and Wales/regional data is therefore where we should strive to reflect our own workplace and audience demographics, matching the proportions of the wider community we are part of.







Source: ECB EDI Census October 2025

DRIVING IMPACT THROUGH FOCUS AREAS

Our EDI action plan is built around key focus areas, the areas where Gloucestershire County Cricket Club can make the biggest difference in promoting equity, diversity and inclusion. These focus areas guide our work both within the club and across our supporters, audiences and the wider community. By focusing on these priorities, we aim to create clear impact areas, where the results of our efforts will be visible and measurable. Some focus areas will also become impact areas themselves, while others will influence both the specified impact areas and broader aspects of the Club's operations, helping us create lasting, meaningful change.

FOCUS AREAS

Areas where the club will prioritise EDI action:

- INCLUSIVE CULTURE & BELONGING
- COMMUNITY & AUDIENCE ENGAGEMENT
- EQUITABLE OPPORTUNITIES & PROGRESSION
- VISIBILITY, EXPERIENCE & ADVOCACY

IMPACT AREAS

Areas where the results of these actions will be seen:

- INCLUSIVE CULTURE & TALENT
- AUDIENCE GROWTH & PARTNERSHIPS
- OPERATIONAL EXCELLENCE & DELIVERY
- MARKETING & COMMUNICATIONS
- LEARNING & DEVELOPMENT
- DIGITAL PLATFORMS & ACCESSIBILITY

DEPARTMENTAL EDI COMMITMENTS

The Departmental EDI Objectives define how each part of Gloucestershire County Cricket Club will contribute to delivering the wider strategy. By aligning departmental objectives with cross-club priorities, the Club can drive coordinated action, deliver meaningful outcomes and embed inclusion at every level of the organisation.

2.1 COMMERCIAL

2.2 HOSPITALITY & MATCH DAY EXPERIENCE

2.3 CRICKET DEPARTMENT

2.4 PATHWAY & ACADEMY

2.5 COMMUNITY & FOUNDATION

2.6 OPERATIONS & FACILITIES

2.7 GOVERNANCE & LEADERSHIP

2.8 PEOPLE & CULTURE

2.1 COMMERCIAL

The Commercial area of the strategy focuses on driving sustainable growth while embedding EDI across all club activities and partnerships. This includes inclusive membership and access, community and charity engagement, representation and inclusion, and aligning with sponsors who share our values. Progress so far includes membership initiatives such as the Donate-a-Membership scheme, which reduces financial barriers, and closer alignment with sponsors and commercial partners to ensure all activities reflect the Club's commitment to equity, diversity and meaningful inclusion.

Our commitments:

1. Inclusive Membership & Access

- ***Deliver Donate-a-Membership scheme***
- ***Deliver Pathway membership access***
- ***Introduce targeted membership offers***

2. Community & Charity Engagement

- ***Build partnerships with charities and community groups***
- ***Deliver community-led campaigns (e.g., cultural events)***

3. Representation & Inclusion

- ***Create diverse supporters panel***
- ***Track diversity of membership and audiences***
- ***Support women's cricket through increased social media activity and in -person events***

4. Sponsor Alignment

- ***Ensure sponsor alignment with EDI values***

2.2 HOSPITALITY & MATCH DAY EXPERIENCE

The Hospitality & Match Day Experience area highlights the steps Gloucestershire County Cricket Club has taken to make Match Days welcoming and accessible. This includes the installation of hearing loops and the launch of online accessibility guides, as well as low-alcohol and family-friendly areas. The club has also implemented a fully accessible changing and toilet facility to accommodate all visitors who may require it. These initiatives demonstrate the Club's commitment to ensuring an inclusive and enjoyable experience for all visitors.

Our commitments:

1. Inclusive Facilities

- ***Halal, vegetarian and other inclusive food options***
- ***Enhancing catering services with a broader selection of international cuisine***
- ***Alcohol-free and family-friendly areas***
- ***Improve multi-faith prayer space and quiet/sensory spaces***
- ***Improved disability access (signage, seating, facilities)***

2. Staff & Customer Experience

- ***Inclusive customer service training***
- ***Match Day welcome staff/ambassadors***

3. Guides & Resources

- ***Implement Accessibility & Inclusion Guide***
- ***Promote First-Time Fan Guide***

2.3 CRICKET DEPARTMENT

The Cricket Department focuses on embedding EDI across all aspects of the game, from players and staff to pathways and community engagement. This includes EDI training and development for players, inclusive pathways, increased visibility, and promoting participation among under-represented groups. Progress so far includes player and staff training to build awareness, initiatives to broaden access to cricket for young people from diverse backgrounds, and activities to raise the profile of the game, ensuring Gloucestershire County Cricket Club continues to reflect and connect with the wider community.

Our commitments:

1. EDI Training & Development

- ***Mandatory EDI training for players and coaches***
- ***Integrate EDI into coaching and development plans***
- ***Introduce mentorship programmes***

2. Pathways & Inclusion

- ***Develop diverse coaching pathways***
- ***Include women's cricket in induction and events***
- ***Encourage more opportunities for women in coaching***
- ***Continued use of data insight softwares, such as the 'Equiplay' app, to ensure fair and consistent pathway management***

3. Visibility & Engagement

- ***Increase visibility of women's and disability cricket***
- ***Deliver cross-squad integration activities***
- ***Introduce player EDI ambassadors***

4. Community Participation

- ***Player participation in community engagement***

2.4 PATHWAY & ACADEMY

The Pathways & Academy area focuses on identifying and nurturing talent while ensuring fair access for all. This includes financial support for players who may need it, player development and inclusion, community and school engagement, and robust monitoring and tools to track progress. Work so far includes providing bursaries and funding to reduce barriers to participation, implementing inclusive player support programmes and developing tracking tools to monitor progress and ensure pathways remain accessible and equitable. These initiatives help Gloucestershire County Cricket Club build a pipeline of talented players while promoting fairness, opportunity and community connection.

Our commitments:

1. Talent Identification & Access

- ***Expand scouting into diverse communities***
- ***Continue open talent ID opportunities***
- ***Ensure fair selection processes***

2. Player Support & Inclusion

- ***Provide support for kit and travel***
- ***Develop transition support for players***
- ***Introductions and 'tours' of ground to support new players***

3. Community & School Engagement

- ***Strengthen links with schools and community programmes***

4. Monitoring & Tools

- ***Track progression data***
- ***Continued use of pathway selection monitoring tools***

2.5 COMMUNITY CRICKET & FOUNDATION SUPPORT

The Community Cricket & Foundation Support area focuses on expanding participation and inclusion across Gloucestershire, strengthening community partnerships and enhancing visibility and promotion of cricket. Progress so far includes initiatives to broaden access to the game for under-represented groups, building closer links with local schools, charities and community organisations, and increasing the profile of cricket through targeted outreach and promotional activities. These efforts ensure the Club remains connected to its communities while making cricket more inclusive and accessible for all.

Our commitments:

1. Expand Participation & Inclusion

- ***Support programmes for women & girls, ethnically diverse communities, lower socio-economic groups and disability cricket***

- ***Deliver accessible entry-level cricket opportunities***

2. Strengthen Community Partnerships

- ***Build and maintain partnerships with schools and community groups***
- ***Introduce advisory groups and mechanisms for community voice***

3. Visibility & Promotion

- ***Increase visibility of Gloucestershire County Cricket Club and Foundation community initiatives***
- ***Promote inclusive cricket pathways to inspire participation***

2.6 OPERATIONS & FACILITIES

The Operations & Facilities area focuses on ensuring all club spaces and services are accessible, safe and inclusive. This includes accessibility audits and improvements, facilities and infrastructure, and clear information and guidance for staff and visitors. Work already undertaken includes accessibility assessments and targeted upgrades, enhancements to physical facilities and signage, and the development of guides and resources to support inclusive use of the Club's spaces. Online resources such as AccessAble currently provide visitors with detailed information prior to attending the venue. These efforts help Gloucestershire County Cricket Club provide a welcoming environment for everyone.

Our commitments:

1. Accessibility Audits & Improvements

- ***Conduct accessibility audit***
- ***Deliver three priority improvements annually***
- ***Introduce sensory/quiet spaces where possible***

2. Facilities & Infrastructure

- ***Improve signage, transport and inclusive spaces***
- ***Align all facilities with the Accessibility & Inclusion Guide***

3. Information & Guidance

- ***Publish more detailed accessibility information***
- ***Develop pre-visit accessibility guidance for visitors***

2.7 GOVERNANCE & LEADERSHIP

The Governance & Leadership area focuses on ensuring strong oversight, accountability and inclusive decision-making across the Club. This includes Board oversight and accountability, training and development, transparency and reporting. Progress so far includes EDI training for Board members and senior leaders, the implementation of clear reporting mechanisms and increased transparency around decision-making, and progress on EDI initiatives. These measures help Gloucestershire County Cricket Club embed inclusion at the highest levels and ensure that leadership reflects and champions the Club's values.

Our commitments:

1. Board Oversight & Accountability

- ***Maintain EDI Board oversight***
- ***Ensure EDI is regularly reviewed at Board level***
- ***Achieve ECB governance standards***

2. Training & Development

- ***Annual Board EDI training***
- ***Introduce external EDI advisory input***

3. Transparency & Reporting

- ***Publish Board diversity data***
- ***Require EDI commitments from suppliers and partners***

2.8 PEOPLE & CULTURE

The People & Culture area focuses on creating an inclusive, fair and supportive environment for all staff and volunteers. This includes inclusive recruitment and hiring, career progression and pay equity, embedding EDI in HR processes, and using data-driven insights to drive accountability. Progress to date includes revised recruitment practices to attract diverse talent, initiatives to support equitable career development, embedding EDI considerations across HR processes and improved data collection and reporting to ensure transparency and informed decision-making. These efforts help Gloucestershire County Cricket Club foster a culture where everyone can thrive.

Our commitments:

1. Inclusive Recruitment & Hiring

- ***Disability Confident level 2 accreditation***
- ***Researching the best equitable recruitment strategies & structured interviews***
- ***Diverse interview panels (where possible)***
- ***Broaden advertising channels***

2. Career Progression & Pay Equity

- ***Clear promotion & progression frameworks***
- ***Pay equity benchmarking & transparency***
- ***Track progression, retention and recruitment data***

3. Embedding EDI in HR Processes

- ***EDI induction for new starters***
- ***Include EDI in job descriptions, appraisals and leadership objectives***
- ***Ensure EDI Policy is available to all staff and reviewed annually***

4. Data-Driven Insights & Accountability

- ***Conduct exit interview EDI analysis***
- ***Ensure accessible reasonable adjustments process***

CROSS-CLUB OBJECTIVES

The Cross-Club Objectives complement departmental objectives by providing strategic priorities that span the entire organisation, ensuring consistency, alignment and maximum impact across all areas of Gloucestershire County Cricket Club. These objectives help embed EDI at every level. By focusing on these cross-club priorities alongside department-specific plans, the Club can drive coordinated action, strengthen accountability and create a culture where equity, diversity and inclusion are central to everything we do.

3.1 Culture, Trust & Leadership

3.2 Workforce Development

3.3 Data, Transparency & Accountability

3.4 Fair Recruitment, Pay & Progression

3.5 Accessibility & Inclusion Support

3.1 CULTURE, TRUST & LEADERSHIP

OBJECTIVE	ACTION
Understand Staff Experience and boost staff voice	• Launch of employee council • SLT listening session
Assess Fairness	• Review & report on promotion, workload and decision-making processes • Identify 5 annual actionable improvements
Analyse Workforce	• Obtain staff EDI demographic data through annual ECB EDI census and staff engagement survey
Improve Leadership	• Deliver 2 leadership feedback & challenge sessions with management development training provided
Increase transparency	• Hold quarterly SLT town halls with majority staff attendance to give updates on departments
Monitor engagement	• Conduct bi-monthly pulse surveys and aim for >60% completion rate
Close feedback loop	• Publish annual 'You Said, We Did' updates reflecting actions taken from staff feedback

3.2 WORKFORCE DEVELOPMENT

OBJECTIVE	ACTION
Mandatory EDI training	• ≥85% of all staff and players to complete ECB EDI & anti-discrimination training once every 3 years
Staff well being	• Have 4 full time staff qualified as mental health first aiders and highlighted to staff
Ongoing learning	• ≥70% staff participate in pre and post season annual cultural/disability EDI awareness sessions
EDI champions	• Establish ≥1 EDI champion per department; hold quarterly meetings on how individual teams can champion EDI work

3.3 DATA, TRANSPARENCY & ACCOUNTABILITY

OBJECTIVE	ACTION
Baseline data collection	• Complete annual EDI census for staff, players and fans
Track diversity metrics	• Collect and review data on workforce, pathways, fan demographics and recruitment
Increase transparency	• Publish Board diversity and pay gap (gender/ethnicity where possible)
Day to Day Accountability	• Clear reporting frameworks in place, with all staff aware
Data-driven strategy	• Use data to inform recruitment, engagement and EDI strategy decisions
Annual accountability	• Publish annual EDI action plan and previous year's progress by 31 March

3.4 FAIR RECRUITMENT, PAY & PROGRESSION

OBJECTIVE	ACTION
Community engagement & outreach	• Deliver community recruitment events; build partnerships with colleges and community organisations; introduce targeted outreach for underrepresented groups
Inclusive recruitment & selection	• Use inclusive job advertising platforms; implement standardised interview scoring tools to ensure fair candidate assessment
Transparent progression & career pathways	• Publish clear promotion pathways; introduce staff progression guidance; ensure transparency of promotion and opportunity decisions
Equitable pay & monitoring	• Conduct independent pay benchmarking and sector analysis; track diversity across recruitment stages; develop entry-level pathways into the organisation

3.5 ACCESSIBILITY & INCLUSION

OBJECTIVE	ACTION
Accessibility & inclusion	• Develop guide covering access, facilities, sensory/quiet spaces, multi-faith/prayer spaces, food options, transport, ticketing and Match Day support
Women's Cricket	• Increased online and in-person coverage of women's cricket • Further integration of Gloucestershire Women into Gloucestershire's 'One Club' visibility strategy
Inclusive fan experience	• Include "What to expect" for first-time and neurodivergent visitors; behaviour standards; reporting mechanisms

Delivery & promotion	• ***Publish online/downloadable guides and advice; promote ahead of fixtures; print for community/schools; create short video/social media versions; train staff***
Continuous improvement	• ***Annual review with community and accessibility groups; update guides based on feedback***
First-time fan engagement	• ***Guide includes cricket basics, Match Day info, inclusive facilities, club values; used in community outreach, first-time campaigns and school programmes***

IMPLEMENTATION TIMELINE

The Implementation Timeline outlines how Gloucestershire County Cricket Club will deliver its EDI strategy over the coming three years.

Year 1 – Foundations builds the base through a culture review, training roll out, data baseline, Employee Council and accessibility/fan guides.

Year 2 – Embedding puts plans into action with departmental initiatives, operational improvements, stronger representation, community partnerships, and enhanced Match Day experiences.

Year 3 – Impact focuses on measurable culture shifts, improved EDI metrics, greater diversity and fully embedded governance, ensuring lasting, meaningful change.

YEAR 1: FOUNDATIONS

- ***Culture review***
- ***Continued training roll out***
- ***Data baseline***
- ***Launch Employee Council***
- ***Accessibility & fan guides launched***

YEAR 2: EMBEDDING

- ***Department plans operational***
- ***Representation improvements***
- ***Community partnerships scaled***
- ***Match Day experience improvements embedded***

YEAR 3: IMPACT

- ***Measurable culture shift***
- ***Improved EDI metrics***
- ***Increased diversity across workforce and pathways***
- ***Fully embedded governance***

Making Gloucestershire glorious by inspiring through cricket, uniting communities, nurturing passion and building character.

GLOUCESTERSHIRE COUNTY CRICKET CLUB