

MANAGEMENT IN CONFIDENCE

**Neutral Assessment
For
Commissioning Manager
Cricket Scotland**

Lead Facilitator: CMcN

Date: 29 February 2024

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Data Protection Statement

Once we have completed this Neutral Assessment, we will pass this report and all the relevant information gathered to the commissioning manager. The documents will then be deleted from our system and any notes processed for shredding 12 weeks after we send it to you unless you advise us otherwise prior to this date.

1 Introduction

Background to the Neutral Assessment

- 1.1.1 Cricket Scotland (CS) is the governing body for the game at both performance and participation levels throughout Scotland. The vision is to inspire Scotland to choose cricket and they do that by supporting the different forms of the game within communities, schools and at over 130 clubs throughout the country.
- 1.1.2 An investigation and subsequent "Plan4Sport" report – found Institutional Racism in the cricket sector in 2022. Various recommendations were given, one of which was a new Equality, Diversity, and Inclusion (EDI) role.
- 1.1.3 The Women (referred to in this document as The Squad) who contributed to the report, also raised concerns around Misogyny in Cricket in Scotland. This was not part of the original investigation; however, CS were provided with a short report detailing the findings.
- 1.1.4 CS have been conducting regional/club consultations – mainly on strategy. As part of these meetings, the current women's cricket squad met in August 2023 for their consultation. The Plan4Sport short report was shared with them.
- 1.1.5 The women's consultation meeting gave an initial opportunity to hear first-hand experiences from the Squad themselves. The duration was approximately 4 hours and was emotional for many. It is thought that a lot of the information given as part of the original investigation was not captured or missed out in the final report. The Interim Chief Executive in post as of September 23 made a commitment to the Squad that what they have raised will not be ignored and will now be investigated further. Dorothy McKinney Ltd T/A McKinney HR was originally contacted in September 2023 by the newly appointed EDI Manager. On Monday 11 September 2023 the EDI Manager met with the Managing Director, McKinney HR to discuss the concept of carrying out a Neutral Assessment. A Neutral Assessment is an informal fact-finding process, generally used to explore areas of concern or to explore current cultures. It is not an investigation. It is an anonymous process, so that employees feel comfortable sharing their feelings or concerns. A questionnaire is built around themes. All participants are then offered

a 1 to 1 session to explore and describe, through the questionnaire, what is happening to them in a safe place. A report is then written.

- 1.1.6 A Neutral Assessment approach had been identified to consider the culture of the Organisation and to identify whether there has been any change since the original report into discrimination was published in 2022. Themes were identified and are listed at 2.1.1.
- 1.1.7 It was anticipated that 40+ members of staff, together with the playing squad and individuals who contributed to the original Plan4Sport survey in 2022 would be involved. They would be invited to volunteer to take part and their confidentiality would be maintained by them being able to contact McKinney HR directly and register for an interview slot.
- 1.1.8 All participants regardless of roles would be asked the same questions.
- 1.1.9 CS would also welcome recommendations from McKinney HR as part of the process, signposting how they can take things forward.
- 1.1.10 CMcN (Associate), McKinney HR was appointed as the Lead Facilitator (LF).

Methodology

- 1.1.11 45 people were invited to volunteer for the assessment. An e-mail from the Commissioning Manager was sent out to 41 of the current staff and players. An email was also sent out to 4 former employees and players whose details were provided by a 3rd party, an independent consultant who was previously instrumental in managing a whistleblowing case involving several aggrieved players and members of staff in 2021.
- 1.1.12 Volunteers were asked to contact McKinney HR direct to ensure confidentiality.
- 1.1.13 McKinney HR then invited colleagues to register and self-select a session of their choice. There were a wide variety of sessions made available.
- 1.1.14 A structured questionnaire for the interviews was prepared; this was agreed with 2 senior members of the leadership team on 24th November 2023. Some of the themes refer to CS, the governing body, and some of the questions refer to

cricket in Scotland, the cricket game throughout the clubs and teams across Scotland. The questionnaire is available in Appendix 1.

1.1.15 The themes of the questionnaire are listed at 2.1.1.

1.1.16 There was also an opportunity for individuals to add anything they felt was appropriate at the end of the session.

1.1.17 Individuals were read an introduction at the start of each session confirming confidentiality, detailing background and how the session would be managed. This introduction is also available in Appendix 1.

1.1.18 Fifteen interviews took place between Monday 4th December and Thursday 21st December 2023. One individual did not attend their session, two cancelled and did not reschedule. Additional interview slots were made available for 9th to 11th January. One person signed up for one of these additional slots and then cancelled the day before the appointment. Reminders were sent out to all those invited to participate but it failed to generate more bookings onto the appointments. A final push for more respondents was made in January and the timescales for participating in the interviews was extended to 24th January. 9 more people participated in the additional sessions.

1.1.19 The number of individuals interviewed represents **more than 50%** of the population who were invited to participate.

1.1.20 An almost equal mix of genders (male or female) from the staff population were interviewed.

1.1.21 Given the confidential nature of this process, where appropriate, the terminology of "she/her" or "he/him" has been replaced with "they/them" to protect the anonymity of individuals interviewed.

Timeline

1.1.22 A timeline has been prepared to provide background and an overview of the timescales.

Date	Process
24 th Nov. 2023	Approval of questionnaire by 2 senior members of the leadership team in CS
27 th Nov. 2023	E-mail invite to staff from CS Commissioning Manager
1 st Dec. 2023	Invite to volunteers to register via Simply Book It – online booking tool
4 th Dec. 2023	Interviews commenced
6 th Dec. 2023	E-mail invite to former staff and players from independent consultant
7 th Dec. 2023	Invite to former staff and players to register via Simply Book It – online booking tool
10 th Dec. 2023	E-mail invite to current players from CS Commissioning Manager
11 th Dec. 2023	E-mail invite to current players to register via Simply Book It – online booking tool
21 st Dec. 2023	Initial interviews completed
15 th Jan 2024	Reminder email sent to players to encourage participation and advise of additional dates
18 th Jan 2024	Reminder email sent to staff to encourage participation and advise of additional dates
18 th – 24 th Jan 2024	Additional one to ones
February 2024	Report finalised

2 Analysis of Interview

Structure

2.1.1 The structured questionnaire was based on the Terms of Reference, and information made available by CS Commissioning Manager. Where appropriate, the LF probed specific areas as themes emerged under each headline area to encourage discussion. The headline topics were:

- Introductions and scene setting
- Culture and Inclusion
- Leadership
- General Behaviours
- Employment Practices and Wellbeing
- Psychological Safety
- Sexism & Misogyny

2.1.2 The interviews lasted between 45 mins and 2 hours and in many cases were charged with emotion. This was only from respondents with experience pre-2022.

2.1.3 All of the interviews followed the structure of the questionnaire but often the respondent would be providing evidence about several of the topics in one example so the answers that they gave were retrofitted into the questionnaire as part of the writing up the notes at the end of each interview. It was felt particularly important not to suppress the conversation as the interview was designed as an opportunity for the respondents to be listened to.

2.1.4 Several of the questions relate to recent experiences since 2022.3 of the respondents had no recent experience so were unable to contribute to these questions. The sample size for these questions was therefore 21.

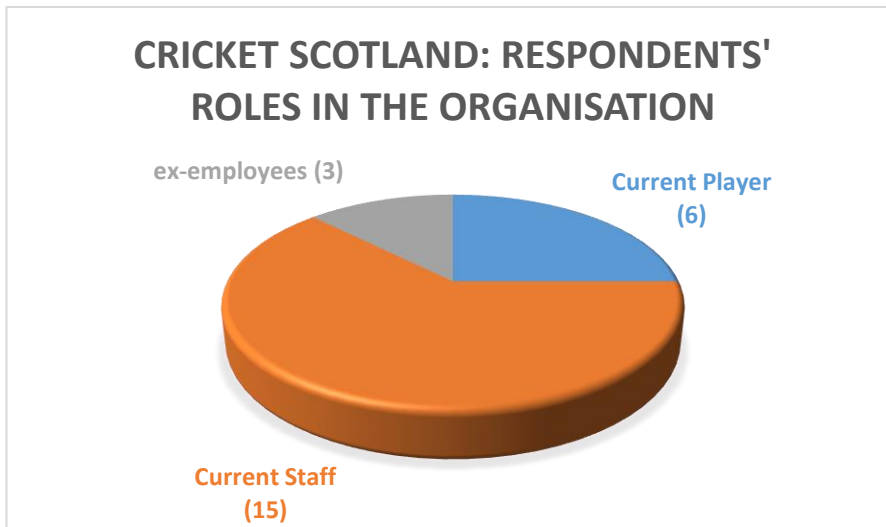
2.1.5 There were over 500 individual comments and quotations gathered, however in the interests of anonymity not all are presented in this report.

Introductions and Setting the Scene

2.1.6 There were 45 people contacted to take part and 24 took up the offer to provide feedback. These were a good cross section of current staff from CS, players and

some ex. staff: There were 3 ex-employees, 6 current players and 15 current staff.

2.1.7



3 Culture and Inclusion

3.1.1 There were 4 questions in this section covering the current culture of Cricket in Scotland and investigated the issues regarding inclusion as brought out in discussions with the various groups targeted in this neutral assessment. The views of ex-employees were used as a comparator with respect to the culture at the time they were in post.

3.1.2 The first and second questions were “How would you describe your experience of the culture in Cricket in Scotland? (differentiate between answers from past and recent experiences) Plus “What is your own experience of cricket in Scotland?”

Examples relating to Pre - 2022

3.1.3 One respondent described the culture as being a “toxic environment”.

3.1.4 Another indicated that “Damage from that era is significant and long lasting. I’m Emotional just thinking about it”.

3.1.5 A third respondent commented that “14 members of staff whistle blew about bullying and a botched investigation was leaked”.

3.1.6 These comments indicate that the individuals were very aware of the difficulties and negative forces that cricket in Scotland was facing in the period pre-2022. The issues were impacting the personnel to such an extent that they wanted to see some action taken to resolve these issues.

Examples for current culture:

3.1.7 Some reported that there is a lack of staff with people over-worked. There were also comments that there is not enough time to do things properly.

3.1.8 It was also noted that there is a strategy needed going forward, and that there is still a bigger focus on the men’s game.

3.1.9 Some comments recognise that the culture may be improving, however there is still room for improvement. The comments reflect that people are still unhappy with the culture and there is still a long way to go to remedy the issues.

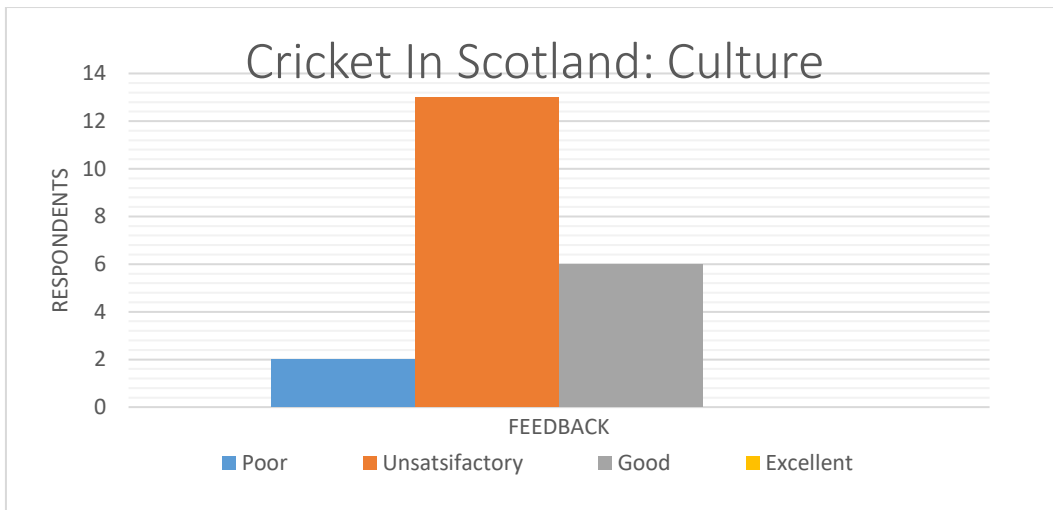
3.1.10 It is recognised that equality will take time and may look different in high performance sport.

3.1.11 On a more positive note, there is a recognition that the Board is taking the culture issues seriously and have commissioned a review to establish root causes and workable solutions to address the issues. Various parties are aware that consultations have been taking place to gather feedback and are interested to see what happens with information gathered.

3.1.12 There has also been extensive equality, diversity, and inclusion (EDI) training for CS staff.

3.1.13 The third question was “How would you rate the culture of Cricket in Scotland?”

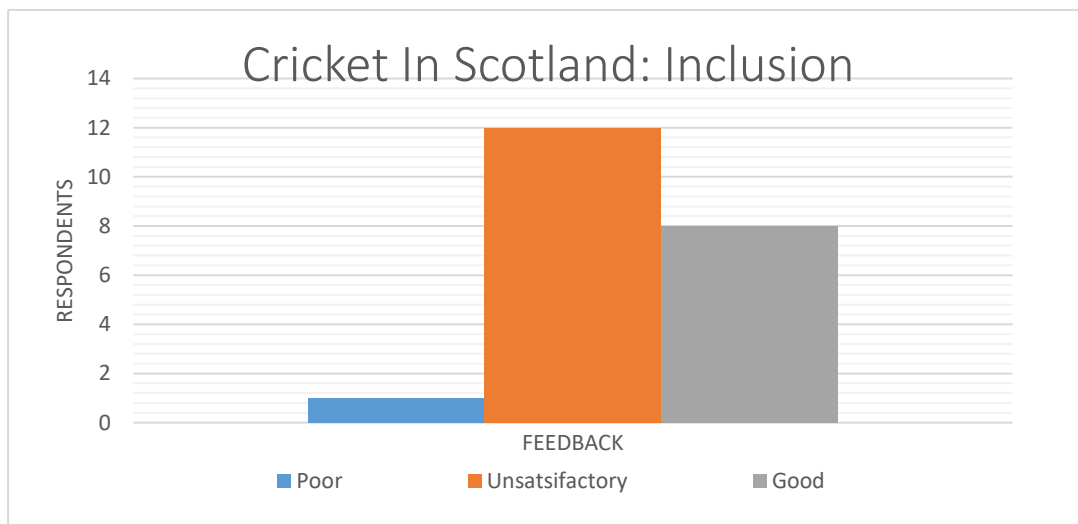
3.1.14 This question relates to the current culture. The majority of the respondents scored the culture as poor or unsatisfactory. No-one scored the culture as excellent.



3.1.15 The 3 ex-staff interviewed, with experience of working in Cricket in Scotland pre-2022, also rated the culture as poor, however they are excluded from the data in compiling the graph above as the focus is on the current culture.

3.1.16 The fourth question was “How would you rate inclusion in cricket in Scotland? On a scale of 1 to 4, (1 poor, 2 could be better, 3 good or 4 excellent.)”

3.1.17 This question relates to the current inclusion. The 3 ex-staff interviewed, with experience of working in Cricket in Scotland pre-2022, rated the inclusion as poor or unsatisfactory however they are excluded from the data in compiling the graph below as the focus is on the current culture.



3.1.18 Most of the respondents with recent experience since 2022 scored inclusion as unsatisfactory. No-one scored inclusion as excellent.

3.1.19 1 respondent scored inclusion as poor.

Examples of comments rated unsatisfactory

3.1.20 It was thought that there is still room for improvement with a lack of diversity, specifically around gender, at leadership level.

3.1.21 The opinion of a few individuals was that inclusion of females in the sport was unsatisfactory due to a large number of men at some clubs whose culture does not appear to support women's involvement.

Examples of comments rating inclusion as good

3.1.22 It was felt that CS was doing more to fit a team together with more face-to-face meetings and that at staff meetings everyone has a voice and is heard.

3.1.23 It was agreed by some that performance pathway is the most inclusive area of the organisation.

3.1.24 This demonstrates that inclusion is an area that respondents are aware of and consider on the whole unsatisfactory and there are areas of good practice described in the comments received.

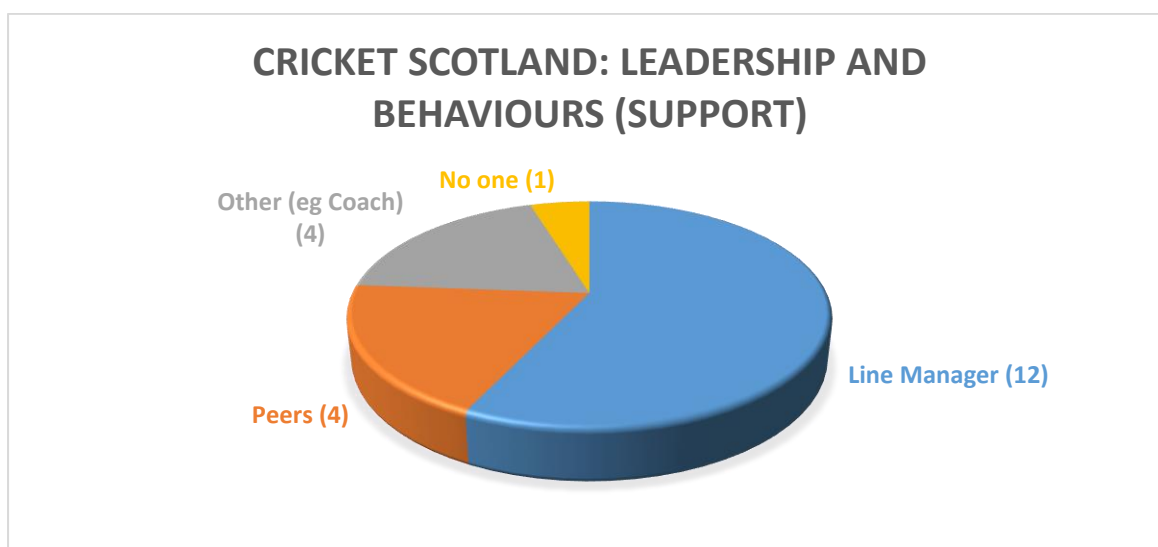
4 Leadership

4.1.1 This section was combined as "Leadership/General Behaviours" in the questionnaire. However, the two areas have been split in this report for ease.

4.1.2 It covers Leadership in CS and investigates the issues regarding leadership as brought out in discussions with the various groups targeted in this neutral assessment. The views of ex-staff were used as a comparator with respect to the leadership at the time they were in post.

4.1.3 The fifth question was "Thinking of CS, who shows you leadership support on a day-to-day basis?".

- 4.1.4 This question relates to the current leadership. The 3 ex-employees interviewed, with experience of working in Cricket in Scotland pre-2022, were excluded from the data in compiling the graph below as the focus is on the current state.
- 4.1.5 The largest proportion of the respondents are staff who get their leadership support from their line manager.
- 4.1.6 All players typically get the leadership support from their peers and coaches.



4.1.7 This leadership profile is as expected from an organisation that includes a playing squad and staff.

4.1.8 The sixth question was “What is your experience of Leadership from CS?”

Responses relating to pre-2022.

- 4.1.9 Responses from individuals who have experience of leadership at CS Pre- 2022 fell into multiple themes. The main themes highlighted lack of professionalism from senior leaders in CS such as poor accountability and dreadful behaviours by specific individuals no longer associated with CS.
- 4.1.10 A significant number of comments were captured relating to the unpleasant behaviours of a previous senior leader. They were perceived to have treated women unfairly and displayed bullying behaviour.

4.1.11 Many individuals expressed views which showed that they had lost faith in the board due to lack of Board accountability to take difficult decisions and show support and felt let down.

4.1.12 A few responses provided detailed examples of bullying and sexist behaviour exhibited by a senior Women's Team coach in post at that time.

Responses relating to 2022-2024

4.1.13 Responses from individuals who have more recent experience of leadership at CS between 2022 and beginning 2024 also fell into multiple themes. The main themes highlighted a lack of management skills such as poor strategy and planning and poor communication. However, there were also some positive messages coming from the responses relating to recent interventions.

4.1.14 A number of responses relate to frustration around a lack of strategy and planning for the cricket game in Scotland as there appears to be no forward planning or preparation for meeting future needs of the game.

4.1.15 A few responses cite poor communication from the senior leadership team and Board to the rest of the staff and players.

4.1.16 This demonstrates that leadership is perceived to be chaotic and autocratic with no accountability for their actions. The turnover of the senior leadership team is leading to a lack of continuity and confusion over direction. It has also been remarked that staff resources are too stretched, and leaders are overloaded in their roles resulting in poor decision making.

Positive experiences (all relating to last 18 months)

4.1.17 Job evaluation for roles is now in place with the availability of HR support.

4.1.18 SAMH mental health workshops have been set up and are well received.

4.1.19 There have been consultative workshops around the country ensuring peoples voices are heard and there is a sense that more people are being listened to.

4.1.20 This represents a step change in approach by the senior leadership team where poor behaviours are no longer tolerated.

4.1.21 The skills and competence of senior leaders needs to be addressed in relation to developing strategy and in communication with staff and players. There is some reason for optimism given the emergence of positive interventions in the areas supporting mental health, engagement, and HR support.

4.1.22 The seventh question was “What Leadership improvements would you like to see in CS?”.

4.1.23 Responses from individuals who have more recent experience of leadership at CS between 2022 and beginning 2024. The discussions focused on seven areas for improvement including communication and engagement, resources and investment, education, inclusion, equality, strategy and governance and consultation.

Communication and engagement

4.1.24 Staff in general would like more feedback from leadership meetings e.g. minutes. Players recognised that 2-way communication with CS needed to improve. There should be a more obvious mechanism for raising concerns. Players feel like the women’s game is an afterthought and would like to be consulted about things that impact directly.

Resources and investment

4.1.25 Staff and players would like to see more investment in the women and girls’ game to bring parity with the men’s game.

Education

4.1.26 Players raised that education relating particularly to topics affecting women is required to raise awareness throughout the organisation and across the cricket clubs. This should include guidance to differentiate between banter and sexism.

Inclusion

4.1.27 Leaders at all levels in CS need to change their thinking about women in the sport and be more inclusive towards women from different racial and religious backgrounds.

Equality

4.1.28 Both players and staff recognise that both boys and girls should have the same opportunity regardless of their background, ethnicity, gender, education, or religion. Gender equality should be expected among decision makers with more females promoted into positions of responsibility from board level down to club committee level.

Strategy and Governance

4.1.29 All respondents recognised that there were gaps in the vision and strategy for the women's game, missing strategic aims on equality and getting more female role models and coaches should be a priority. There should be a greater focus on cricketing community coming together and owning the sport and working with CS rather than pulling in different directions. A few players mentioned that they would like to see sportscotland having more oversight of CS.

Trust in the board

4.1.30 This needs to be rebuilt. A more visible board who the players and staff could relate to would be an improvement.

4.1.31 Overall, the above points represent a comprehensive list of potential areas for improvement and has been generated in equal parts from both staff and players.

5 General Behaviours

5.1.1 This section was combined as "Leadership/General Behaviours" in the questionnaire. However, the two areas have been split in this report for ease.

5.1.2 This section covers the reaction of the CS leadership Team towards poor behaviour and investigates whether men's poor behaviour is treated differently from women's.

5.1.3 The eighth question was "How is poor behaviour handled at CS?"

5.1.4 There was very little feedback on how poor behaviour is handled at CS. A few individuals were aware of the process for raising concerns and had had their concerns dealt with but the majority of individuals who cited examples of poor

behaviour had not reported them and there was a general lack of awareness of how poor behaviour should be reported.

5.1.5 The ninth question was “Is poor behaviour handled the same way for men and women?”

5.1.6 The majority of respondents believe that poor behaviour is not handled in the same way for both men and women.

5.1.7 Respondents who cited examples of less favourable treatment than their male counterparts have been associated with CS for less than 18 months.

5.1.8 Views of ex-employees were used as a comparator with respect to how poor behaviour was dealt with at the time they were in post and are not included in the chart. However, they all felt that poor behaviour was not handled in the same way for both men and women.

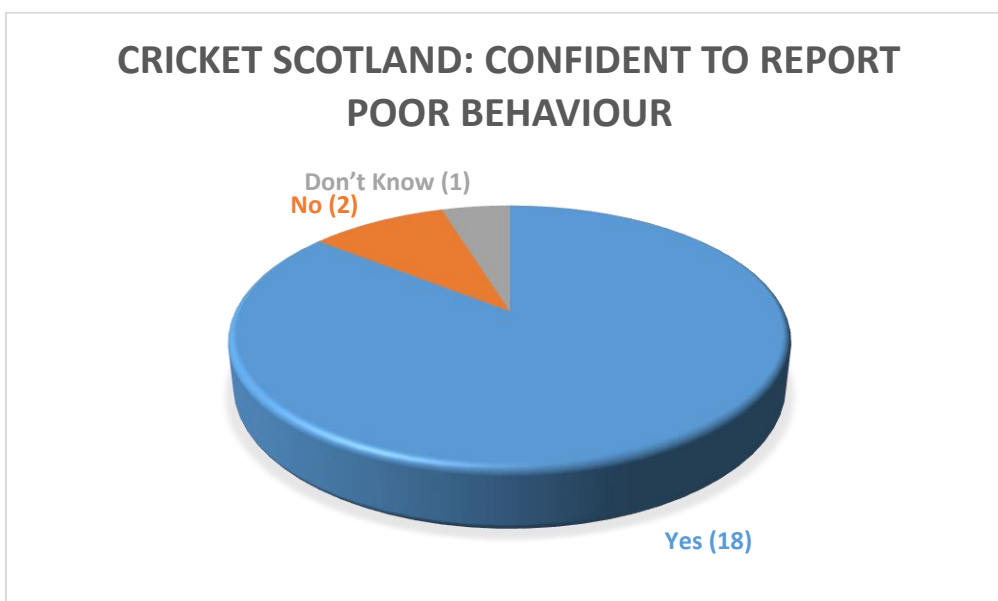


5.1.9 From the chart it can be confirmed that almost 50% of respondents feel that the approach to dealing with poor behaviour by the Leadership Team at CS is inconsistent when dealing with men versus women. From the comments gathered at the discussion this is biased in favour of men, i.e. poor behaviour in men tends to go unchecked.

5.1.10 The respondents who replied as 'Don't Know' represent 25% of the total feedback and had no experience of whether there was any gender bias towards the acceptance of poor behaviour.

5.1.11 The tenth question was “Would you be confident to speak up about poor behaviour?”

5.1.12 Most respondents do feel confident to report poor behaviour.



5.1.13 From the chart it is evident that both current players and current staff feel confident to raise issues regarding poor behaviours.

5.1.14 The eleventh question was “Do you have anything to add around Leadership and/or Behaviours?”

5.1.15 There was no new comments or thoughts for this question.

6 Employment Practices and Wellbeing

6.1.1 In the questionnaire, this is called “Business/HR Policies for Women.”

6.1.2 This section covers employment practices and wellbeing within CS and investigates whether employment practices are applied fairly across the men’s and women’s teams. It also looks at how individuals rate their own wellbeing.

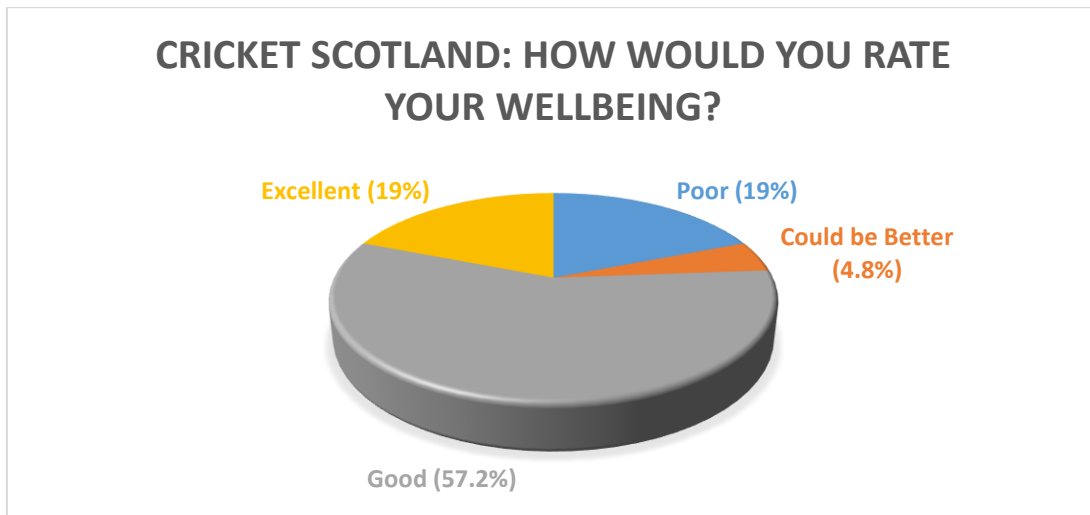
6.1.3 The twelfth question was “What is your own experience of CS in relation to Employment Practices including policies and contracts?”

6.1.4 There is a difference in the experience between the ex-Staff, current staff, and the current players.

- 6.1.5 Comments from ex staff indicated that the men's team players tended to have contracts, but this was not always the case for the women's team. There was an example cited of a male player getting the opportunity to coach the women's team without an appropriate selection process denying women the opportunity to be considered.
- 6.1.6 Comments from current staff and players recognise that contracts are now in place for some of the women's team, but there is still a huge disparity on the terms and conditions in the contracts in favour of men versus women.
- 6.1.7 Players indicated some confusion with regards to policies and processes. The players are not always aware of the support available and how to gain access to the HR services.
- 6.1.8 This demonstrates a lack of clear communication and visibility of the HR policies and processes. It also highlights the disparity on terms and conditions between the men's team and the women's team.
- 6.1.9 The thirteenth question was "How would you describe your work life balance at the moment? Does CS support you in this aspect?"**
- 6.1.10 There were several examples from current members of staff who felt that they worked more hours than they were contracted to do.
- 6.1.11 Several members of staff felt that CS took advantage of their passion for their role and love of the sport by making unreasonable demands on their time.
- 6.1.12 A couple of members of staff provided examples where they felt their work life balance was impacted by an expectation that they were to be "on-call" and always available over the weekends.
- 6.1.13 The fourteenth question was "How would you rate your wellbeing when playing/working for CS?" Plus "On a scale of 1 to 4, how would you rate your wellbeing? 1 poor, 2 could be better, 3 good or 4 excellent."**
- 6.1.14 The chart shows the views of current staff and players regarding their own wellbeing.

6.1.15 Views of ex-employees were captured as a comparator with respect to their wellbeing and are not included in the chart. However, they all felt that their wellbeing was poor at the time they were employed with CS.

6.1.16 The majority of the current staff and players have expressed a sense of good or excellent wellbeing.



6.1.17 The data shows that although the majority of staff or players rated their wellbeing as good or excellent, unfortunately 23.8% of respondents have a wellbeing score of poor or could be better and this should be concerning for the organisation and should be investigated further.

7 Psychological Safety

7.1.1 The definition of psychological safety is an environment where people feel able to express themselves without fear that others will think less of them. In the workplace, that translates to employees feeling comfortable speaking up, whether they're sharing ideas, asking questions, expressing concerns, or acknowledging mistakes.

7.1.2 This section asked questions around psychological safety within CS and investigates whether processes are in place where individuals feel able to express themselves without fear of reprisals.

7.1.3 The fifteenth question was “How confident were you in reporting concerns without fear of repercussion?”

7.1.4 This answer was split to pre 2022 and 2022-2024.

Responses relating to pre-2022.

7.1.5 Twelve individuals had experience of CS pre-2022 and provided feedback on psychological safety particularly their confidence in reporting concerns without fear of repercussion. Most respondents did not feel confident to report concerns without fear of repercussions.



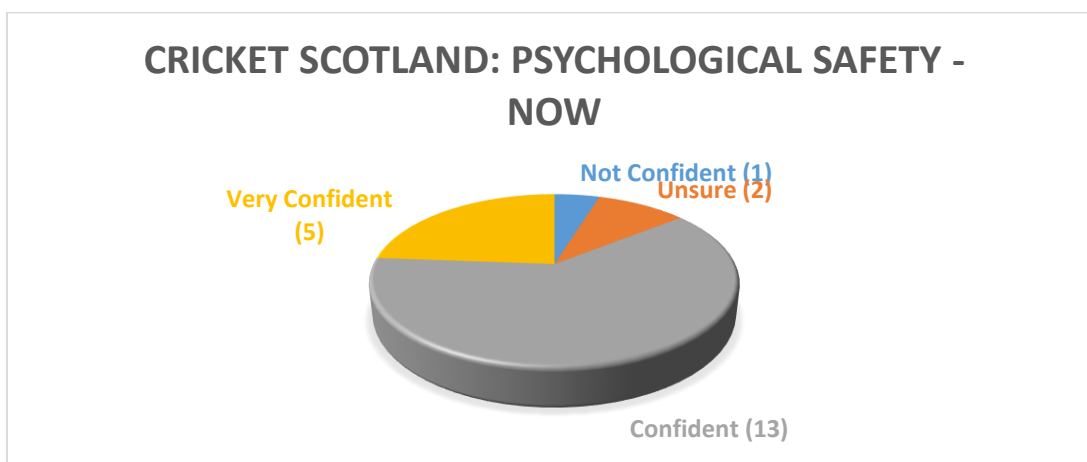
7.1.6 It was felt that people get judged if they speak up and that there is always a fear.

7.1.7 In a similar vein there was a sense of being brushed off and made to feel that opinions weren't wanted.

7.1.8 Some comments were made to members of staff that indicate they were expected to figure out things for themselves.

7.1.9 This demonstrates that pre-2022 psychological safety was not established in CS.

Responses relating to 2022-2024



7.1.10 The majority of the staff and players currently in the organisation are confident or very confident about reporting concerns without fear of repercussion. There has been a significant shift in psychological safety.

7.1.11 The sixteenth question was “Do you think your leaders take your feedback seriously?”

7.1.12 There were mixed results here with respondents typically providing examples of when they felt they were not listened to rather than a hard yes or no response.

7.1.13 The seventeenth question was “Do you think CS could do anything more to help create a safe space to speak?”

7.1.14 The answer to this question was an overwhelming yes from all respondents.

7.1.15 The eighteenth question was “What more do you think CS could do to help create a safe space to speak?”

7.1.16 Ideas from staff and players included establishing an employee forum, defining then communicating the process for raising concerns (anonymously), ensuring a robust feedback process for concerns raised, actively supporting a culture of respectful conversations about concerns.

7.1.17 It was also highlighted that more EDI training and safeguarding would reinforce what is deemed acceptable.

8 Sexism and Misogyny

- 8.1.1 In the questionnaire this is called Discrimination – Sexism and Misogyny.
- 8.1.2 This section asked questions around perceived discrimination against women, particularly misogyny and sexism. The section looks at the wider experience of players and staff across cricket in Scotland which includes their experience of working or playing at/with cricket clubs.
- 8.1.3 Misogyny is simply defined as hatred or prejudice against women and is typically exhibited by men.
- 8.1.4 Sexism is defined as prejudice or discrimination based on sex, especially discrimination against women.
- 8.1.5 The nineteenth question was “What is your experience of Cricket in Scotland in relation to sexism/misogyny.”**

8.1.6 There were notable differences between the experiences for players and staff.

Experience of players

- 8.1.7 Players state that they have been subjected to examples of discrimination including sexist comments made by men towards female players especially when playing in mixed teams:
- 8.1.8 There were some inappropriate comments from a match commentator around women’s cricket.
- 8.1.9 A parent was witnessed as being surprised at a girl being in a cricket team.
- 8.1.10 It was commented on, that a coach made an unhelpful comment in relation to nutrition.
- 8.1.11 A member of staff from CS said that it was not possible to use the changing rooms or toilets due to cost.
- 8.1.12 A prominent fixture organiser had negative comments in relation to women’s contracts.
- 8.1.13 It was noted that generally ‘weird’, sexist comments tend to come from the older generation of cricketers, aged 50-60 plus.

Examples of sexism towards female players

- 8.1.14 During the preparation for Commonwealth games, men had more funding and their preparation involved specialist access for heat acclimatisation training. In contrast the women's team ran in a hall wearing layers and bin bags to prepare.
- 8.1.15 There are reports of poor organisation and inequality on the women's team overseas tours. The preparation and planning for the women's team tours was often inadequately thought through leading to annoying outcomes which didn't happen on the men's tours. In one instance a flight wasn't booked and another the women players were not provided with performance supplements, which are typically provided for men. Other examples of inconsiderate, lack of attention to detail include, new players on their first tour given the wrong kit size, or names printed on wrong shirts, only 2 debut caps taken on tour even though there were 3 debutantes travelling etc.
- 8.1.16 In choosing kit suppliers CS selected a company that doesn't provide specific women's fit. There was also lack of consideration given to the specific dress requirements of women from an Asian background where covering up is important.
- 8.1.17 There is an imbalance of resource for women versus men. The men's team have specialist coaches, whereas the women's team have one part time coach for everything who is currently only on an interim basis. The women's team training is only supported one day per week in winter in contrast to the men's team training of at least two sessions per week. In addition, there is no access for the women's team to a sports psychologist whereas the men's team have this. The tour manager for the women's team was a volunteer compared with the men's team who had a paid manager. The men's team coach is a full-time position and gets paid significantly more than women's team coach.
- 8.1.18 Sponsorship is available for the men's team but typically doesn't include the women's team. In addition, the men's team get provided with ready meals after their training whereas the women's team don't.
- 8.1.19 CS's social media is heavily biased towards men and boy's cricket.
- 8.1.20 There are no changing facilities for women in some cricket clubs.

8.1.21 There are examples where male leaders have been extremely dismissive towards female players who are raising issues especially relating to women's specific needs. Topics such as period products for women and the wearing of "all white" clothing for matches is seen as an uncomfortable conversation.

8.1.22 This demonstrates how women are treated differently and that specific needs of women are often dismissed or not considered. This points to a sustained inequality which is systemic throughout cricket in Scotland.

Experience of staff

8.1.23 CS staff state that they have been subjected to examples of discrimination including sexist behaviour and comments made by men.

8.1.24 At a club game it was noted that women were treated differently with examples of comments being sexist in nature

8.1.25 As at 8.1.24 this was also experienced by staff from senior leaders at CS. Some comments were made that mentioned heels and short skirts.

8.1.26 It was generally felt by staff that there was some way to go in this area in terms of improvement.

Examples of sexism towards female members of staff

8.1.27 Staff state they have been subjected to sexist behaviour.

8.1.28 There are widespread examples of micro aggression in emails directed at female members of staff giving a sense that this behaviour is ingrained into the culture.

8.1.29 Concerns were expressed by a female member of staff about a male coach who, in their professional opinion, was not safe to coach women or girls. No-one at CS was listening to the concerns and there is a sense that if a man was to raise the same concerns, it would be taken more seriously.

8.1.30 Another member of staff indicated that her male colleagues get their ideas adopted quickly and that women feel they always need backup or additional data for their ideas to be taken seriously.

- 8.1.31 There was conversation around inappropriate conduct of a sexual nature experienced by someone at social events. This was dealt with and handled satisfactorily but seems to be an ongoing concern.
- 8.1.32 A female member of staff recounted an uncomfortable situation which was created where a cricket club male member made an inappropriate and sexist comment.
- 8.1.33 Another member of staff felt that they were treated differently than their male counterparts when in meetings.
- 8.1.34 Another respondent added that the “public’s attitude of cricket is that being a boy’s sport, which can’t be changed overnight”.
- 8.1.35 The unequal distribution of resource in favour of the men’s game is generally seen as a conscious decision by CS to support their application to achieve a full member status of the International Cricket Council (ICC). The women’s game is playing catch up to establish parity with the men’s game, which is unlikely to happen unless more resource and investment is directed towards the women’s game. Full member status of ICC attracts more money. The route to this was deemed to be through the men’s team so CS put all their energy into the men’s game. Individuals believe that CS didn’t think women were good enough and they didn’t want to waste money on women.
- 8.1.36 This means that sexism is very much in evidence within the cricket game in Scotland. The examples above show a high degree of prejudice and discrimination towards both female staff and players. There are many examples of disrespect in the use of inappropriate language and behaviour directed toward women.
- 8.1.37 The twentieth question was “What do you think is the root cause of sexism?”.**
- 8.1.38 All respondents were asked to provide opinions of what they believed to be the root causes of sexism and discrimination within cricket in Scotland.
- 8.1.39 There is a sense that one of the root causes is that committees and decision makers associated with the club game are dominated by men of an older generation.

- 8.1.40 Added was that the make-up of the committees that run the game at club level are typically white men of a certain age.
- 8.1.41 Also reported was that there is stagnancy and lack of turnover at the club level so no injection of new ideas.
- 8.1.42 Overall, it was clear that more diverse committees are is needed.
- 8.1.43 Another root cause is embedded behaviour and people don't seem to recognise they are being sexist. It is often commented that cricket is run by men for men not run for everyone e.g. the men get to play on the best pitches.
- 8.1.44 There is under representation of female game officials, e.g. female umpires, and female volunteers at clubs.
- 8.1.45 It was also felt that there was no visible long-term strategy or planning for the women's game leading to a lack of direction and focus. At cricket club level the women's and girl's game is not being adequately promoted especially in Aberdeen and the West of Scotland.
- 8.1.46 Another root cause was perceived lack of wider interest by broadcasters and the media, who are more interested in the men's game. Sponsorship wants to see logos on TV. 90% of that is related to men's interests.
- 8.1.47 Several root causes leading to sexism have been identified, including the make-up of committees; embedded male behaviours; under representation of female game officials; lack of long-term strategy or planning and the lack of interest of the broadcaster and media.
- 8.1.48 These root causes need to be further considered in terms of impact and significance and some effort employed to consider workable solutions to address.
- 8.1.49 The twenty first question was "Did you report your feelings to anyone, and if so, what was done?"**
- 8.1.50 A few individuals were aware of the process for raising concerns around poor or sexist behaviour and previously had their concerns dealt with but the majority of individuals who cited examples of poor behaviour had not reported them and there was a general lack of awareness of how poor behaviour should be reported.

8.1.51 The twenty-second and twenty-third questions were “Has there been any improvement on this area in Cricket in Scotland during the time you have been there, and since the changing boundaries report 18 months ago?”
Plus “Have you anything else to add on this theme?”

Responses relating to 2022-2024.



8.1.52 Most of the staff and players currently in the organisation believe that there has been an improvement in Sexism and Misogyny over the past 18 months.

8.1.53 Ex-staff were not included in this question as they would be unaffected by any examples of recent sexism or misogyny.

8.1.54 Individuals have provided a lot of feedback on the recent interventions that they believe have contributed to an improvement in level of sexism within cricket in Scotland. The feedback has been categorised as follows; education, equal treatment, improved engagement with staff and players, lack of tolerance for sexist behaviours, more resources targeted to women's game, significant perpetrators replaced with advocates, and availability of support mechanisms for speaking out.

Education

8.1.55 Recent EDI education has provided a lens on racism and equality and people are becoming more aware of how they speak about racism, gender, and religion.

8.1.56 The SAMH mental health programme has been rolled out for staff in the last 12 months and feedback from participants indicates that it has been really useful.

Equal Treatment

8.1.57 A move towards equal treatment for the women's team involved the setting up of the first women's 1 day international at the Grange cricket ground. This standard of ground has typically only been reserved for the men's team and proved to be successful.

8.1.58 CS is currently looking at equity on pay for future years which will bring parity between the male and female players on remuneration.

8.1.59 It was discussed that one of the objectives of CS is for the same match fees and tour fees to be applied for both men and women.

8.1.60 Individuals see that recruitment practices have changed and are now more inclusive.

Engagement

8.1.61 There is an overall sentiment that respondents recognise that CS has an appetite to make itself a better organisation.

8.1.62 Most respondents mentioned that leadership visibility has improved and the interim CEO's demonstration of his willingness to listen at consultation meetings was expressed by some as refreshing.

8.1.63 Respondents recognised the value of facilitated conversations and opportunity to provide feedback as part of this neutral assessment.

Sexist behaviours

8.1.64 A couple of respondents indicated that they felt they were starting to see a change in behaviour and that when individuals say something inappropriate, they are more aware of it and apologise.

Resources

8.1.65 It is recognised that CS is starting to spend more funding on the women's game. The players are starting to see more opportunities for women and girls in competitive cricket at club level with the organisation of multi-sports days involving cricket.

Advocators

8.1.66 CS has changed its leadership following the departure of senior leaders from pre-2022.

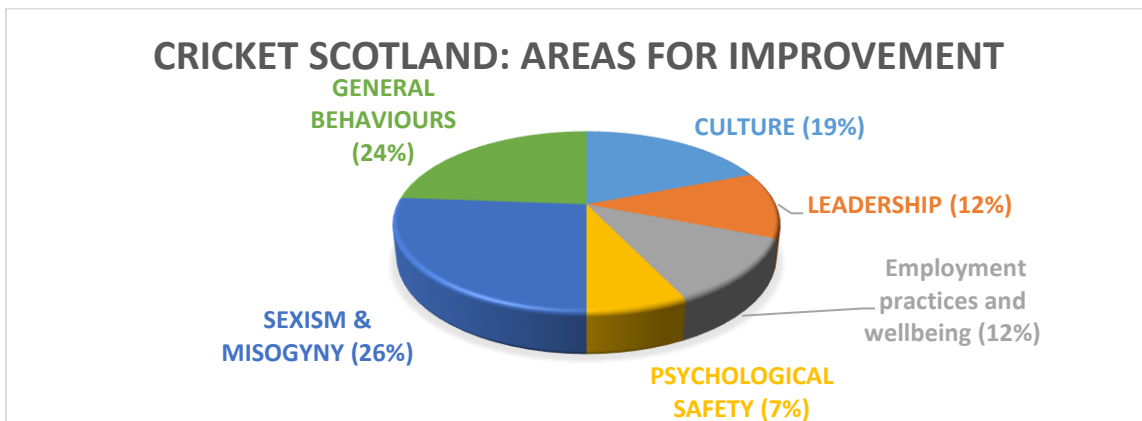
8.1.67 Several respondents were new themselves and others also highlighted that there were new staff and fresh faces with fresh ideas contributing to a more diverse workforce with a good mix of male and female staff.

Speaking out

8.1.68 It was recognised by a number of respondents that they now feel confident to speak up about poor behaviour and sexism is included as part of this.

8.1.69 The final question was "What would be your top two priority areas for further change/improvement?"

Responses relating to 2022 - 2024.



8.1.70 Responses were from 21 individuals who have been involved with cricket in Scotland between 2022 and the beginning of 2024.

8.1.71 Everyone had 2 votes.

8.1.72 Feedback indicates that the top 2 areas where improvement is still required are: General Behaviours and Sexism and Misogyny. These sections are the largest with a high number of comments being made around the behaviours, both within CS and in cricket in Scotland and at all levels within the game from umpires to senior leaders.

9 Conclusions

9.1.1 As a result of the feedback during the neutral assessment process, the conclusions are as follows.

Culture and Inclusion

9.1.2 CS is the governing body for cricket in Scotland and is responsible for setting and maintaining the standards throughout the country. There is a long heritage of cricket being a man's game and antiquated attitudes and behaviour towards women in the game are still prevalent, particularly at club level.

9.1.3 Several interventions have been made by CS since the Changing the boundaries report was issued in 2022. These include appointing a dedicated Equality, Diversity and Inclusion (EDI) manager to address some of the issues identified regarding discrimination, facilitating consultation workshops throughout the country including cricket club level and providing Education on Mental health awareness.

9.1.4 Newer members of staff who have joined since mid-2022 are generally more positive about the culture which indicates that interventions which have been made recently are having the required impact.

9.1.5 It is clear from the feedback that several members of CS staff feel that the organisation is under-resourced.

9.1.6 Consultation workshops have been taking place throughout the country and the data suggest that this has gone a long way to make people feel they are being listened to.

9.1.7 Inclusion is an area that respondents are aware of and consider to be unsatisfactory overall although there are areas of good practice described in the comments received indicating that improvements are being made.

Leadership

9.1.8 There was a period prior to the Changing the Boundaries report was issued where individuals in senior leadership positions were outwardly discriminatory towards

women and displayed bullying characteristics. During this period, the evidence suggest that staff and players lost faith in CS's senior leadership, including some board members.

9.1.9 The feedback suggests that given the significant turnover of senior leadership, no apparent strategy or direction for the women's game of cricket in Scotland has been developed. The women's game does not receive the same level of investment and sponsorship as the men's game which has led to a feeling of inequality amongst the female players.

9.1.10 There is a need for more women to be represented as part of the decision-making process at club level. Although there were examples of where club cricket is inclusive towards female players, it was also reported that other club committees are typically male and of an older demographic and are perceived to be resistant to change and not fully on-board with the requirements that women have for playing club cricket. This has led to female members of staff and players feeling discriminated against.

9.1.11 The evidence does point to a step change in approach by the senior leadership team where poor behaviours are no longer tolerated. There is some reason for optimism given the emergence of positive interventions in the areas supporting mental health, engagement, and HR support.

General Behaviours

9.1.12 Most respondents feel confident to report poor behaviour although the process for formally doing this is not well known, particularly amongst the players.

Employment Practices and Wellbeing

9.1.13 Although several members of the women's team now have contracts in place there is still a lack of equality with the men's team.

9.1.14 The data shows that although most staff or players rated their wellbeing as good or excellent, unfortunately 5 respondents have a wellbeing score of poor or could be better and this should be concerning for the organisation and should be investigated further.

Psychological Safety

9.1.15 There has been a significant shift in psychological safety since the Changing the Boundaries report was issued with several of the current staff and players being confident or very confident about reporting concerns without fear of repercussion.

Sexism and Misogyny

9.1.16 The evidence suggests that over the years women have been treated differently from their male counterparts and that specific needs of women are often dismissed or not considered. This points to a sustained inequality throughout cricket in Scotland.

9.1.17 Feedback demonstrates that sexism is very much in evidence within the cricket game in Scotland. The examples show a high degree of prejudice and discrimination towards both female staff and players. There are many examples of disrespect in the use of inappropriate language and behaviour directed toward women.

9.1.18 Although there are examples of sexism which are current there is no evidence to suggest that there are current examples of misogyny which is described as a hatred of women.

9.1.19 Several root causes leading to sexism were identified, including the make-up of committees, embedded male behaviours, under representation of female game officials, lack of long-term strategy for the women's game and the lack of funding. These root causes need to be further considered in terms of impact and significance and some effort employed to consider workable solutions to address them.

9.1.20 Individuals have provided feedback on the recent interventions that they believe have contributed to an improvement in level of sexism within cricket in Scotland although there is still a long way to go to ensure sexism can be eradicated.

Further Improvement

9.1.21 Despite the noticeable improvement across the categories discussed, feedback from the respondents indicates that the top 2 areas where further improvement is still required are General Behaviours and Sexism and Misogyny.

10 Recommendations

10.1.1 The following recommendations were developed:

10.1.2 A long-term strategy for the women and girls' game should be developed and communicated.

10.1.3 As per conclusion 9.1.10 (and point 8.1.39/40/41), modernisation of cricket club committees is required to address the discriminatory attitudes and behaviours towards female players and staff. The make-up of club committees should be diverse enough to represent the needs of women and put measures in place to address embedded sexist behaviours.

10.1.4 Investment in the women's game at all levels is required to match that of the men's game and ensure parity on contracts and equal treatment for both male and female players.

10.1.5 As per 4.1.30, rebuild trust between the board and the staff and players with greater visibility and better communication and engagement processes.

10.1.6 A programme of education is required throughout cricket in Scotland to address inherent sexism.

10.1.7 A visible and accessible process for managing discrimination where staff and players can "call out" sexism and discrimination should be developed and communicated.

10.1.8 As per conclusion 9.1.14, develop a wellbeing policy and associated support mechanisms programme for staff and players. Communicate this to all.

10.1.9 As per 9.1.12 (also at 7.1.14), a clear and transparent process needs to be established for formally raising any concerns.

- 10.1.10 Build on the recent success of the consultation meetings with regular consultation embedded into the culture of the organisation. A regular employee forum meeting whereby staff and players can share their ideas for improvement and have collective issues listened to by senior leadership would be appropriate.

11 Appendix

Appendix 1 – Structured Questionnaire for interviews.