

BOARD CANDIDATE

LUCY AMOS

Firstly, straight off the bat (pun intended), I am not a lifelong cricket fan, I'm not even a year-long cricket fan. In fact, before considering this position I could count the number of matches I had watched on one hand and with fewer than five fingers.

You are the members of the club, and you bring the fandom – the knowledge and passion for the game, this is not what you need from me. In fact, conversely, it is my objectivity on the perception of the game and of Yorkshire County Cricket Club that provides an important perspective for me and for my role on the board.

What I am, is an expert in brand positioning and communications. And what I bring to Yorkshire County Cricket Club is the passion, knowledge and experience to regain the trust of a worldwide community of supporters who are feeling let down and disillusioned by a club that they had cherished. I bring the ability to identify and grow opportunities to increase local and global interest in the club. And I also bring the expertise to overhaul, evolve and reposition YCCC as one of the most forward thinking and innovative sports clubs in the world - a force to be reckoned with, an ambassador for positive change, a club that all others will aspire to.

Having followed the press coverage and shift in perception of the club over the last 18 months with interest, I was struck by the huge potential for positive change that it represented. Both internally, in terms of the culture and institutional shift and the impact on representation and inclusivity; and externally in how this was communicated and perceived to change the recent perception of the club. This was exactly the opportunity and challenge that I was looking for – something that utilised my professional expertise and experience in managing and communicating brand perception and a personal motivation I was looking to fulfil - to create a positive impact on the world. Here was a rare and exciting opportunity to demonstrate a measurable benefit not only to Yorkshire County Cricket Club and its members but also the local community, global supporters and ultimately - by using the evolution of the club and its mission to become 'the best club in the world' - to reposition the game as a whole. Introducing the sport to fresh, new and under-represented audiences and placing it at the forefront of change, a trailblazer in the sports world that other clubs and brands will aspire to.

Aside from my occupational credentials, which I will come on to, I have a genuine interest in breaking down gender-stereotypes associated with sports, which often prevent adoption by women and LGBTQi communities; as well as drive to remove the actual and perceived barriers that prevent those from underprivileged backgrounds taking part in sports that could be perceived as 'middle class' such as cricket.

I have seen from my work with other British sports bodies how participation promotes positive mental health, encourages a sense of inclusivity and helps individuals feel not just part of a team, but part of the local community.

As a mother to four daughters, I am aware of the benefits – mental and physical – that sport offers girls and the difficulty in developing and maintaining that interest, particularly when they become teenagers (cue eye-rolls and mumbled excuses for anything which doesn't involve TikTok). Over the years I have brought this passion to my current role at Disney, actively developing partnerships with UK sports organisations including Sport England (This Girl Can); the FA (Shooting Stars & The Lionesses) and UEFA (Playmakers at Home) with the aim of encouraging girls and women to consider sports they may previously have discounted. Introducing and emphasising the benefits of these sports to new audiences, showcasing how accessible they are and addressing preconceptions to encourage participation. There is a big opportunity for YCCC in this area and one that I am qualified to deliver.

In my current position at The Walt Disney Company, UK & EMEA, I oversee social media for Disney across 16 EMEA territories and the UK business, running Disney's flagship brand accounts; setting brand and content strategy; managing brand reputation on social media; governance; platform relationships; social media marketing campaigns, driving commerce; developing partner relationships in the social space; as well as identifying new means of revenue generation. I also handle Crisis Communications on social media and am the ED&I lead for digital – setting the agenda for representation and inclusivity internally and externally via the brand's social media and digital communications.

One of my key areas of expertise is identifying a brand's core qualities and using its heritage to reposition it as a fresh, innovative proposition that appeals to all audiences in a highly digitised world.

Prior to my time at Disney, I served at Turner where I was Head of PR, overseeing consumer and corporate PR across its UK broadcasting arm and was the spokesperson for the business on all press matters and news stories. Having publicly handled and advised on a plethora of delicate situations over the last 20 years for a range of organisations and brands I am experienced at being able to identify and introduce solutions and opportunities that demonstrate real change both internally and externally.

As well as the importance of transparency, accountability, and openness to change whilst managing the reputation and integrity of a brand.

Aside from the skills I can bring to the position professionally, this opportunity is perfectly timed for me from a personal perspective. Having worked for Disney for 10 years (where I am very happy) I am looking for a rewarding challenge where I can use my skills to make a measurable difference – I am incredibly excited about the opportunity to help return YCCC to its former glory whilst supporting its evolution into an organisation revered for its innovative approach to positive change, at the pinnacle of the sports world.

And my years as a cricket fan are sure to come...

BOARD CANDIDATE

LESLIE FERRAR

Introduction

I am absolutely delighted to have been selected as a possible Non-Executive Director for Yorkshire County Cricket Club (YCCC). It is both an exciting and a challenging time to be involved with YCCC and it would be an honour to help such a prestigious club. My personal statement will hopefully help you learn more about me, my skills and what motivated me to put my name forward for the role.

Why I applied for the Role of Non-Executive Director

I have always been an enthusiastic player and follower of sports, in particular cricket. I grew up 5 miles from Trent Bridge, so cricket was always present in my childhood. In addition, when I went to secondary school, unusually for a girls school, we played cricket. In my last year, I was captain of the 1st 11 Cricket Team. I have always loved cricket and have gone on following the game, mainly in London at Lords (where I am a debenture holder) and at Trent Bridge.

I am passionate in the belief that sport can do so much to help and improve both the physical and mental wellbeing of people of all ages. I am always interested in doing whatever I can to broaden the reach of sport, and in particular cricket and to increase its popularity and inclusiveness with all people irrespective of their backgrounds.

When I heard about the role, I really wanted to do whatever I could to help YCCC. I have always admired YCCC with its long history and in recent years, since marrying a Yorkshireman, I have come to love the county (we visit regularly) and to understand a great deal more about the significance of the club and its importance to the county of Yorkshire and more widely. It is an iconic club both nationally and internationally and it is key that its reputation is restored as soon as possible. I felt if any of my skills could help YCCC in anyway I wanted to offer them to try and help the club re establish its former position and to help to develop it as appropriate.

My Skills

My key skills can be summarised as follows:

- extensive experience as a non-executive director with particular focus on corporate governance, audit committees and management of risk.
- an analytical, logical and pragmatic thinker, focussed on finding solutions and developing a set of coherent strategies for businesses.
- dealing with reputation management, negotiation and conflict resolution.
- expertise in employment law and other human resource matters.
- acting with total integrity and being a team player.
- a calm, rational and positive approach to all I do.

Good corporate governance is essential to any entity, and in the case of YCCC it is absolutely key at the present time, so having previous experience in this area is vital. A great deal of the work I have done in the last 17 years has been focussed on this area. In the case of two of my previous roles, I have established and implemented the corporate governance procedures for the businesses from scratch.

My Business Experience

My business experience was gained initially working at KPMG for nearly 30 years (I qualified as a Chartered Accountant with KPMG) . I ran their Employment Tax business for many years and was part of the Partner Board that ran KPMG's global tax practice. After KPMG I went to work for 7 years for TRH The Prince of Wales and The Duchess of Cornwall managing their finance, human resource, IT and legal functions as well as looking after all their corporate initiatives such as Highgrove Enterprises and Dumfries House.

In 2012 I started my non-executive career and I have held several positions during the 10 years since 2012. The most significant roles being:

- Member of HMRC's Audit Committee
- Non Executive Director and Chair of the Audit Committees for two listed companies and two private companies
- Member of the Council for the Economy for the Vatican
- Member of the Council of Durham University
- Trustee of several charities and chair/member of the audit committees, including Breast Cancer Now, The Princes Trust, the Queens Commonwealth Trust and The Roman Catholic Diocese of Westminster
- Member of the International Integrated Reporting Council

Leisure Activities

I love watching sport of all kinds and in particular, cricket, but also rugby and cycling, I enjoy swimming walking and skiing (I qualified as a ski instructor in 2012). I also enjoy the theatre, music and cooking.

Conclusion

I have thoroughly enjoyed meeting everyone from YCCC during the interview process and these meetings have increased my desire to help YCCC and do whatever is needed to make the club great again. I am looking forward to meeting all the members and others involved in the club to gain a better understanding of the club

BOARD CANDIDATE

NOLAN HOUGH

Cricket has always been a big part of my life and culture. Having grown up in South Africa, I keenly remember being glued to my radio whilst on school breaks listening to ball-by-ball coverage of the Proteas competing in the 1992 World Cup in Melbourne, our first tournament following South Africa's ban from global sport.

The world over, cricket plays an important role within the community. It brings people together irrespective of race, social demographic, religion, or political belief. Cricket unites people from all walks of life, inspires, provides opportunity, and challenges injustice especially when individuals share a common goal and work together to achieve a united vision.

Yorkshire too holds a special place in my heart. It was where my wife Beccy and I spent our first wedding anniversary, and then being a destination of choice for family holidays. We have fond memories of visiting York, rowing, walking and later cycling in the Yorkshire Dales (sometimes in fairly adverse weather), with our two children Charlie and Amelia.

My career experience has been varied having worked in R&D, marketing, commercial, operations, ecommerce and digital transformation. Within these areas of expertise, I have been fortunate to hold senior roles with global brand leaders, including Sennheiser Electronic GmbH & Co. UK and major UK PLCs such as Manchester Airports Group (MAG) and Manchester United Football Club.

At MAG, in addition to working on large capital projects and acquisitions, my principal expertise lay in digital transformation, having built an ecommerce business from the ground up. The vision was to build an end-to-end digital capability to offset commercial headwinds facing airports. As Managing Director, I had to build diverse and high performing teams, establish a culture and way of working to attract the very best talent from a highly competitive North West digital market, blending new technical experts into existing teams we had nurtured and developed over time. The business developed brand new revenue streams for MAG, including selling technology and commercial services to airports on the West Coast of America and Australia to improve the commercial performance of their non-aeronautical revenue streams.

At Manchester United, my key accountabilities as Commercial Director (Venue) included P&L ownership for Old Trafford, transforming our ticketing and contact centre platforms, seeking operational efficiencies through technology whilst increasing revenue and margins for the club. This was delivered through improved digital marketing, building the right tech capabilities to increase conversion, improve user-journeys and dynamic pricing. Like MAG, I was also tasked with attracting and developing talent together with executing commercial strategies to deliver value for the club.

That said, the most important element of any role has been, and continues to be, investing in people, creating the right environment for teams to excel, to drive innovation, to challenge the status quo, yet work together and create meaningful and leading fan-centric experiences.

As part of my personal development journey, I had been seeking an NED role where I could both broaden my experience and contribute cross-industry expertise. The very best organisations value diversity of culture, ideas, perspective, and knowledge. Aside from providing balance, challenge, and broader thought-leadership, this role with YCCC offers a unique opportunity to challenge my own thinking, views and understanding, in turn, contributing to my existing role as Chief Commercial Officer at CAVU, a global digital business in travel.

Growing up in South Africa I witnessed the atrocities of apartheid and its impact on communities. I also witnessed the power of sport during the 1995 Rugby World Cup, together with the leadership, grace and vision of Nelson Mandela, to unite a nation, provide hope, and commence the process of reconciliation. In his words: "It always seems impossible until it's done."

Being part of the Board at this stage of the YCCC's journey is a once in a lifetime opportunity. To be part of a team that recognises mistakes of the past, is committed to putting things right, re-building trust, and driven

to create a future our players, fans and communities can be proud of, re-establishing YCCC as the pinnacle of English cricket, is a club and Board I am honoured to be part of. I would like to thank you for this opportunity and will work tirelessly to support YCCC.

BOARD CANDIDATE

YASEEN MOHAMMED

Yorkshire as a destination and brand is instantly recognisable around the world for its exceptional landscape, unrivalled views and cricket at Headingley. Cricket at HQ in Yorkshire has seen some of the most iconic moments in our sport, particularly in Ashes cricket. As a member of our county cricket club, which remains England's most successful, the consequences of the events over the last year have required a much-needed overhaul on and off the field to ensure we still have a future.

Since the arrival of Lord Patel at the club a few months ago, we have seen change at pace to regain much needed trust with all our stakeholders. As a member of the club, I feel honoured to have the opportunity to be considered to join the YCCC Board as a Non-Executive Director and would play my role in taking the club forward with passion and commitment. My vision for the club is very simple, we must reflect our diverse communities at all age groups on the field (based on talent and equal opportunity for every cricketer) and within every part of the organisation. Although we have been through some challenging times, the bravery shown by Azeem Rafiq has allowed us to reset the club and provides us the genuine opportunity to become a leader and example of best practice on all matters equality, diversity and inclusivity. We clearly have lots to do but I'm confident that we will drive the club forward to secure the confidence of my fellow members and wider community.

My motivation and interest in cricket stems from an early age, when I played in the back streets of Bradford, although my cricketing ability was limited, I witnessed many of my talented peers not progressing through the system. Within the South Asian community, it became accepted that boys would need to be exceptional or elite to be selected by YCCC and hence supporting the county of my birth came with its challenges. However, unlike many I became determined to make a difference and thus dedicated a large element of my voluntary time to community related activities.

My voluntary roles have provided me with an excellent knowledge of grassroots community and recreational cricket and led to my involvement with Park Avenue Bradford (PAB). Acting as a key conduit between YCCC and the community, I've played an important role in the development of the initiative, leading to me being appointed as the chair of PAB at the beginning of 2021. Situated in the heart of the community, my role is to oversee the day-to-day running of a busy community cricket club that caters for a diverse group of players and teams. We have an exceptional operational team and great fellow trustees, and we are particularly proud of our Asian ladies and girls cricket teams that have performed exceptionally well with some amazing performances last season.

In recent weeks (April 2022), we have seen the return of the YCCC first team at PAB for the first time since 1996 as they used our facilities for pre-season preparations. This has been a major milestone in the renaissance of PAB and we are very grateful to Goughie for making this happen and our team have been very proud to welcome Ottis, his assistant coaches plus the players. We now also have competitive YCCC 2nd eleven cricket back at the ground with various fixtures in the diary. We would welcome members paying us a visit to Bradford and would be delighted to talk through our plans that will result in a 4,000-seater stadium, which will establish first class facilities in the heart of the Bradford community.

In addition to my role as chair of PAB, my commitment to cricket in Yorkshire is substantiated through my role as a trustee of Yorkshire Cricket Foundation. I was appointed in 2019 and the role has allowed me to gain a thorough understanding of our work across the county and how we can work holistically to target under-represented sections of the community through better aligning the cricket club and the work of the foundation.

With respect to my experience in the boardroom environment, this has been enhanced through my professional roles to date in the 'day job', which have centred around the built environment sector in senior public and private sector roles. This includes expertise in urban regeneration, which has its foundations in my professional qualifications as a general practice surveyor. Much of my early career was in the public sector in local authorities and government development agencies and centred around place making initiatives and delivering large-scale mixed-use developments. Much of this work now continues through my development consultancy business, which I established ten years ago. I have retained relationships with developer clients, where I advise across the development cycle and specialise in the interface with the public sector.

Outside my current roles and links with YCCC and the day job, I'm involved in various voluntary initiatives. These include playing a key role in setting up the BAME business committee, which is part of the West & North Yorkshire Chamber. The group is acting as a conduit between the BAME business network and

mainstream agencies including the West Yorkshire Combined Authority (WYCA). In addition to this business-related role, I've also been honoured to support the office of the Lord Mayor in Leeds since 2019, initially I was proud to help Cllr Eileen Taylor on her charity committee. Cllr Taylor was also the first black Lord Mayor of Leeds and I was privileged to help her and the team raise some significant funds. Since last year, I've been equally pleased to lend my support to Cllr Asghar Khan on his efforts for a very worthy cause too. Leeds.

I hope this statement provides members a bit of an insight into my existing links and work with YCCC, a summary of my day job and a brief on some of my other non-executive roles. I remain enthused and optimistic about the future as we come out of the pandemic. We have a serious amount of work to do in taking forward our plans but I'm confident that gods own county can deliver the changes needed off the field. In terms of our chances on the field, with our new signings, some luck and perhaps a bit of divine intervention, I'm hoping for a great season in both white and red ball cricket. The latter for me is still the ultimate version of the game but that's a personal view!

BOARD CANDIDATE

KAVITA SINGH

I'm a Yorkshire woman born and raised, a resident of Huddersfield, a cricket lover and a member of the Yorkshire County Cricket Club.

Raised in a family of cricketers and passionate about the game since childhood, I've grown up regularly enjoying many a match day at Headingley. I've played cricket since my schoolgirl days in Bradford to now, where I play for the women's cricket team at my local club, Blackley CC in Halifax.

As a parent, I've enjoyed encouraging my children through grassroots, school, club, district and Yorkshire Pathways cricket over the last decade. A highlight was accompanying their teams on tours to the West Indies and India, an opportunity which allowed young players from our region to broaden their horizons, perspectives and experiences in the game. Through their journey from being Junior Vikings to young adult members of the Club today, my children too have developed a life-long love of cricket.

I have a deep-rooted commitment to equality of access and opportunity within the game for all players from all sectors of our community; and am committed to using my skills and experience for the benefit of our Club and for cricket in Yorkshire.

Professionally, I'm a solicitor of 30 years standing with significant board level and leadership experience. I gained my law degree at Cambridge University in the 1980's and later completed management training in organisational strategy at Cambridge University's Business School; and in leadership at Oxford University Business School's Global Women in Leadership Programme.

My corporate law career began with the international law firm Clifford Chance where I advised organisations on major commercial and financial transactions. I then served as an Executive Director of the global investment bank Goldman Sachs before going on to head up the international legal departments of various multinational corporations. A number of years of my career were spent in our region, where I served as Head of Legal Services at Yorkshire's Drax Group PLC. I currently lead legal services across 12 countries for an international healthcare organisation which serves patients all over the world; and sit on the international board which provides guidance on governance and strategy for international operations.

A key focus of my professional career has been advising organisations on best practices relating to governance, an area which I believe will be important to our Club as it progresses in to the future. In addition to my experience in corporate law and governance, I have a special interest in sports governance and am currently engaged in studies in this field at the Johan Cryuff Institute of Sports Management.

I have served on numerous boards in the UK and internationally. I have observed first-hand that by using its collective skills and lived experiences, a multidisciplinary leadership team with a broad spectrum of perspectives can bring real value to an organisation; and that diversity of thought, including constructive challenge helps in making the best possible decisions.

Outside the commercial sector, I have served on the board of a leading West Yorkshire special needs academy for 600 young people with disabilities and as a governor of a Yorkshire mainstream school. I chaired the board of a West Yorkshire special needs organisation and have served as a Trustee for a multi-million pound Special Needs Trust for over 10 years. As someone with a daughter who has profound physical needs, I am passionate about inclusion. I have dedicated significant efforts to the inclusion of differently-abled people into our communities and society, whether that be through working on legal cases pro-bono or running the London Marathon to fundraise for the disability equality charity SCOPE. I would like to see even more efforts within sport generally to make participation more inclusive in the years to come.

I am deeply committed to Yorkshire and the future of cricket in our County. We are one County and one community. This is a historic moment for our Club where we have the opportunity to build a truly inclusive organisation which is a shining example to others. I am excited for a bright, successful and positive future for

our Club and see nothing but opportunity ahead for Yorkshire. It will be my personal privilege to use my skills to serve the Club. I wish all our players and teams at all levels across Yorkshire the very best for an outstanding season.

BOARD CANDIDATE

TANNI GREY-THOMPSON

While I was competing, it was important for me to do other things as the life of an elite athlete can be relatively short. Once I retired from elite sport I have continued to work in various capacities in the sport sector and I have spent the last 12 years working in politics on a range of issues.

I grew up in South Wales in a family that cared passionately about sport. My mother watched sport (anything and everything) and my father played sport (mostly cricket). I was given lots of opportunities to be physically active which then led me in to wheelchair racing and then elite sport. But I started off as a child with a family that wanted me to be fit and healthy and now as I get older I want to remain fit and healthy.

As I began to compete internationally I saw that impact that sport had in various countries around the world from grass roots to elite level but also that many people didn't have many opportunities.

Through Sport I have had the opportunity to sit on a number of boards and charities working at many levels and have extensive experience of sports governance, restructuring and building boards, and grant management. In recent years I have worked on supporting the development of value for money protocols and better assessment tools to measure success of programmes to feed back in to better decision making.

Many of the charities that I have been and am currently involved with use sport as a central tool to change and improve lives. I want more people to experience the positivity that comes with being connected in to sport and activity. The popularity and connection to the game is incredibly powerful. The power of YCCC to transform lives through the game should never be underestimated and that is one of the many reasons that I applied. Cricket is a sport that should be open to more people, but not just on a short term basis to see if they have 'talent' but as something that is always part of their lives.

In 2017, I wrote an independent report for the Government on Duty of Care in sport which made a number of recommendations about how to support and protect participants (which included everyone involved in sport from players, to spectators, coaches and volunteers). The system is like a jigsaw and each section needs to be supported appropriately. The first class game is important and aspirational to many. Elite Sport is tough and that doesn't mean that Duty of Care can't be applied to all those through the whole of the system.

Cricket is in the DNA of Yorkshire. It is where my husband was born and brought up. I am Deputy Lieutenant of North Yorkshire, even though I live in County Durham. I was given special dispensation to be linked to Yorkshire. My daughter who was born in Wales was also born on Yorkshire soil! My husband asked me to put a sticking plaster on my back with some Yorkshire mud on it when I gave birth.

I wanted to be involved because I am excited about helping YCCC develop and grow. I want to work with passionate people who care about their community. I see a huge potential and the chance to impact the wider community, whether that is through education, wellness hubs, social prescribing or taking a new approach to development and bringing new people in to play / watch. It is an opportunity that doesn't come around too often in sport.