



BOARD CANDIDATE

PHILLIP HODSON

I am 72 years old. I was born in Wakefield, and attended Queen Elizabeth Grammar School and thereafter Cambridge University, where I played cricket for three years in their 1st XI. In 1973 and 1974, I was contracted by Yorkshire and played exclusively in the 2nd XI. I then emigrated to South Africa where I coached cricket and played rugby, whilst also working for Anglo American Corporation.

I returned to Wakefield in 1977 to work with my father in his one-man insurance brokerage and built it up into a 1300-person business in 30 offices across the UK. Oval Ltd became one of the largest privately owned insurance brokers in Europe, and we sold it to AJ Gallagher in 2014 for £220m.

In 2016, I bought a controlling stake in another small brokerage, UK Global Ltd, and sold that in 2022 for 80 times the original investment. At the same time as I was working to build up a viable business, I still played league cricket for York and Wakefield, and I played over 300 matches for MCC across the globe.

I served on the MCC Main Committee and many sub committees, and in 2011/12 I was made President of the Club. In 2016, I was asked to chair the ailing MCC Foundation. With the help of good trustees and an excellent executive, we turned around its fortunes dramatically, and today we have a host of thriving cricket hubs across Britain and many disadvantaged spots in the world. There are currently nine in Yorkshire.

I say all this only to show that I have a solid dual background in both business and cricket. This should stand me in good stead for my proposed role of Non-Executive Director of The Yorkshire County Cricket Club Limited (YCCC).

We have inherited a dire financial situation, but I believe that, over time, and with steadfast effort we can restore the Club's fortunes. We need to do this as quickly as possible, as we want YCCC to become once more the preeminent County Cricket Club in the world.

We have a huge hinterland of diverse talent, boys, and girls, in Yorkshire. We have a wonderful Pathways programme, and we have excellent coaches. We have terrific players and hugely committed staff. I am convinced that with the right vision and the right plans, we can together reach the summit of the game.

Accordingly, I ask for your support in the ballot.
Phillip Hodson.



BOARD CANDIDATE

SANJAY PATEL

I am delighted to be considered for a position on the Yorkshire County Cricket Club board. My first introduction to cricket was with my father who took me down to the local cricket club aged 7. I immediately fell in love with the game and feel very privileged that it has given me great friendships and opportunities both on and off the pitch. My dream was to be a professional cricketer but unfortunately I was not quite good enough ! I did manage to sneak a few games for Scotland which was the highlight of my cricket career. I am now a junior coach at my local cricket club and try and encourage as many boys and girls to enjoy the game.

I spent the first part of my career in various marketing, commercial, innovation and strategy roles at companies like Diageo and Heineken. In 2014, I joined ECB as Chief Commercial Officer. The role covered all the central revenue generation, marketing, digital and event delivery. During my time in that role I was also responsible for leading the creation and development of The Hundred. In 2019, I became Managing Director of The Hundred and led the team to deliver 3 successful seasons. I have now left ECB and work as a consultant and advisor in the sports industry.

I can see a bright future for the club if everyone comes together and works for the common good of cricket in Yorkshire. I would love to bring the skills I have picked up in my business career, time at ECB and as a player to help build that future.

Sanjay Patel



BOARD CANDIDATE

SANJEEV GANDHI

I am passionate about cricket. I am an enthusiastic club player (although my skill does not match my enthusiasm) and I have a strong belief in the ability of cricket to bring communities and people together. I understand the sport professionally. Until December 2021 I served as a non-executive director of the ECB's 100 Board which oversaw the development and launch of the new Hundred format. I found the proposition of The Hundred so compelling because the fundamental objective of the new competition was to grow an audience which was new and diverse in terms of location, age, ethnicity and community. And, given my background it is a subject that feels personal and to which I am deeply committed.

My role on the Hundred board gave me significant exposure to the issues facing the game and its future – clearly ensuring diversity and inclusion, but also the important role of community cricket, ensuring traditional lovers of the game are not alienated in the search for new audience, building new audiences for a game, evaluating the impact of white ball on red ball cricket, developing strategies to attract international players and understanding the huge strategic challenges facing the counties (and the county structure itself). Through the role I also developed a good network amongst Chairs and NEDs at other counties and at the ECB who I have enjoyed working with.

I have significant connection to the county of Yorkshire. My wife's family are in North Yorkshire, I spend a considerable amount of time there, and I understand how important the Club is for the community and the importance of Headingley to the County.

I have shown a demonstrable commitment to equality, diversity and inclusion. I have built and led teams where the organisation has been diverse (in terms of gender, ethnicity and background including caste). I have experience of developing inclusion frameworks but perhaps more importantly I believe I understand how to listen to the views of communities who feel excluded or left behind by change. Our success at Reach to Teach (which I founded and led as CEO), where we provided primary education in 200 remote and underprivileged communities which had been largely excluded from the provision of services in education and health, would otherwise not have been possible.

I have significant experience of growth which spans entrepreneurial and fast growth environments as well as those which are more established and politically challenging. At Reach to Teach as CEO and founder, I grew the organisation to one of 500 staff serving almost 30,000 children. At Yahoo! Europe, as Group Strategy and Distribution Director I led the development of a strategy which grew the business from launch to operating in eight countries with a revenue of \$100m in less than three years. Commercial and financial management have been central to all

my roles including M&A, disposals, refinancing, managing joint ventures, distribution deals and financial planning.

I bring an understanding of organisations with wide ranging and complex stakeholders, where the views of very different (and vocal) communities need to be taken into account if a strategy is to be implemented successfully. At Reach to Teach this meant the remote communities in India where we delivered primary education, local and federal government who were initially hostile to the presence of an 'English' NGO and the US-based ultra-high net worth individual and foundation who were our primary funders; and, at the BBC where I led commercial strategy for Worldwide Television, that meant the media regulator, competition authorities and BBC Policy who were resistant to the BBC engaging in commercial ventures.

I believe partnership skills will be important to the Club. I have deep experience of creating long lasting partnerships in commercial and not for profit organisations. At the BBC I managed and developed the largest partnerships entered into by the BBC with Discovery and TCI; at Yahoo! I developed partnerships with leading media and telecommunications companies to grow Yahoo!'s reach to become the leading web company in Europe; and I built Reach to Teach in India through partnerships - 'on the ground' community NGOs who would help us manage and deliver our services and leading educational institutions who would validate the effectiveness of our outcomes in the field.

I am an experienced NED and know how to operate effectively at board level – including when to engage and when to empower the team. I believe in open and informed boards who enjoy working together. My experience spans public and private companies as well as those in the not for profit sector. I hope my fellow board members at 450plc and Fidelity would say they enjoy working with me. The role of NED at YCCC is a rare opportunity with unique potential in a sport and county I love

BOARD CANDIDATE

IAN TOWNSEND

My name is Ian Townsend, I have supported the club all my life as a member/debenture holder/sponsor in addition to the seven years I served on the Members' Committee when the club was restructured in 2002.

I began my playing career in earnest at Headingley when I represented the Leeds U18 side aged 13 and at the age of 16 I was fortunate enough to be selected for dressing room duties for the Rest of the World team in the Headingley Test against Ray Illingworth's England. I then broke a leg playing rugby which put paid to my cricketing ambitions. I briefly played for the Old Modernians and after qualifying as an accountant I began to play for Burton Leonard before finishing my career at Ouseburn, both clubs competing in the Nidderdale League. I have watched Yorkshire and England extensively both in England and overseas. Whilst being part of Darren Gough's benefit committee I took responsibility for organising a 20/20 match at the Don Valley Stadium featuring Darren's Yorkshire XI and a World XI led by Sir Viv Richards. Before I retired from playing cricket, I even played in a couple of benefit matches for Yorkshire. One was in front of a fair crowd at Scarborough where David Byas thought it would be amusing for me to open the bowling. I was a wicket keeper, and the facing batsman was Michael Vaughan.

Alongside my love of cricket and sport in general I am also a Chartered Accountant who has served on many boards including Public Companies, Sporting Organizations and Government Grant Committees. I worked for KPMG in the Bahamas for two years before developing my own accountancy practice in Harrogate. My time in the profession gave me the skill to recognise the ingredients necessary to create a successful business. I used these skills to invest in, and successfully sell, a number of companies. Having led two floatations on the London Stock Exchange, including the reverse take-over of Sheffield United, I've acquired considerable experience in raising tens of millions of pounds. Probably most relevant to my board application is my time at Sheffield United Plc where I served as CEO for almost two years. As CEO I was responsible for all aspects of the club with the exception of the playing staff. This role gave me valuable insight into the issues all sports club face and together with my experience on the committee at Yorkshire I feel I have the necessary skills to help get our club back to where it belongs. To be successful we must have a solid financial base.

The biggest lesson I have learnt from my time in sport is that clubs really belong to their supporters. Legally they belong to the biggest shareholder or stakeholder, but no club can exist without supporters. For me supporters are the lifeblood of any club and for that reason need to be heard. During my time on the members committee, member forums were introduced. Forums can be an excellent way for the club to hear directly from members. They should provide an

opportunity for a discourse. A way for both board and the members to hear and understand the other point of view. If we are to continue to improve, we need to do it together. No board can claim to have a monopoly on good ideas and members may see things that the board do not. Equally the board will see things the members will not. Players, staff, management and supporters all need to work in harmony to create the best club that Yorkshire can be. For that to happen good communication amongst everyone is vital. Although e mails have become the dominant form of communication these days nothing beats a face-to-face meeting as words alone can be misinterpreted. I find it interesting that so many articles are now written by artificial intelligence (AI) however I've yet to see anything written by AI which makes reference to a really good personal experience.

Furthermore, whether we are managers, players, staff or members we all like to be appreciated. I have always found that when people feel appreciated, they perform to their best and I think the performance pathway is a great step forward. My son played through under 14's to the second team at Yorkshire and as much as he was well coached and looked after, the world has changed a lot since then. Social media and the internet have changed all our lives but not always for the best. The pathway helps protect and guide young players, parents and guardians along the journey to hopefully becoming a first team player. We have developed some great cricketers over the years and it's important to our future success as a club that this continues. The performance pathway can only help develop budding young players achieve collective success both on and off the pitch and it has my full support.

Equally I am committed to making our club accessible to everyone. I think as Yorkshire people we naturally respect others, appreciate hard work and are welcoming. I feel the club's EDI policies include these traits. To be effective these policies will need to be regularly reviewed and updated and for these goals to be achieved we need everyone connected to the club to be not only aware of the policies, but to also embrace them. Promoted properly this will form part of the club's DNA.

I would like to sum up this manifesto by saying that I would be honoured to represent the members on the board and believe I can help the club at this crucial time. I can promise members that I will make my skills, contacts and experience available to the board wherever necessary but particularly from a financial perspective. I will also do everything possible to ensure that members views are heard whether through forums, or some other medium to be agreed by the new board. I am very confident that over time, we will collectively recover financial stability, success for our teams and renewed pride in our county.

Ian Townsend March 22nd 2024

MEMBERS' REPRESENTATIVE GROUP CANDIDATE

CHARLOTTE EVERS

In asking members to re-elect me to the Members' Representative Group (MRG) I believe that in the current situation with a new board of directors of the Club (Board) and the potential for significant changes to the Club it is even more important that a direct link between the Board and members via the MRG is maintained.

A key role for the MRG is to respond to and comment on proposals made by the Club which affect members. This usually happens at regular meetings with Club officers, with the minutes going to Board. As a member of the MRG I have been involved in several consultations with the Club on matters directly affecting members. During last summer the MRG had discussions with the Club about the proposals for the 2024 membership scheme. I had urged that the senior membership be reintroduced and am pleased that it was. I raised my objection to the decision that the day-pass membership could not be used for the games at Scarborough and argued against that decision. There have been discussions between the MRG and Club officials about the future makeup of the MRG. I firmly support the suggestion put forward by the MRG, and at that time supported by the Club, that the MRG should include representation from all types of membership in order to better reflect the whole membership of the Club. I do hope that under the new management this proposal will be implemented for the benefit of all members.

I watch all forms of cricket played by Yorkshire and am strong in my support for the maintenance of the Championship game. Issues such as the number of Championship games, the scheduling of games at Headingley and at Scarborough are ones which, as a member of the MRG, I have been involved in discussing with the Club.

During last season I raised my concerns about the poor quality of catering in the Long Room. Along with the Chairman of the MRG I met early in the season with representatives of Sodexo to discuss what might be done to improve the situation. At that meeting various improvements were agreed with Sodexo, but not all were actually implemented, and there is much still to be done. Choice of menu, advance notice of menus for a game, good quality food and drink at reasonable prices, served in a pleasant atmosphere are the least that members are entitled to. If elected I will continue to press for further improvements.

As a members' representative it is important that I am available during games if members need to talk about their concerns. I am usually in the Long Room having a coffee before play on most days of Championship, one-day and T20 games and always happy to talk to members at those times. I visit the Long Room during the lunch interval on most days. During play, if members want to talk to me, I invariably can be found in my seat on the back row of the Lower North-East stand. I value the members' forums as important opportunities for members to hear from and question the Club, and to express their views. I attend the forums at Headingley and Scarborough and am available to talk to members on those occasions. I frequently attend away games, and this gives me the opportunity to see and discuss the facilities and services available to members of other clubs, which gives me a benchmark against which to measure the facilities we have at Yorkshire.

MEMBERS' REPRESENTATIVE GROUP CANDIDATE

HOWARD RAY

To all Yorkshire members.

Firstly, many thanks for your support during the last eight years since I was first elected by you onto the members committee (now renamed the members representative group). I am once again asking for your support for what will be my final two year term of office.

Many members know me from my seat in the East stand or my frequent visits to other areas of the ground which give me the chance to have discussions relating to areas of concern to members and if possible seek a suitable resolution to these concerns. I certainly don't claim success on every occasion, but rest assured, it's not through want of effort.

I am on the committee and my wife Lesley also sits on the Yorkshire Supporters Association who do a sometimes-overlooked amount of good work for Yorkshire cricket.

We cannot overlook the fact that the club has endured a difficult and at times traumatic time over recent years. Yorkshire members have their opinions which they are fully entitled to. I honestly believe that due to the huge amount of work undertaken on behalf of Yorkshire, the club is in a position to move forward in a much more equitable manner where everyone can feel part of a genuine team effort. One of my aims is to ensure members feel valued by the club, something that hasn't always been evident in recent times. I believe this ambition can be achieved in the near future. The provision of a Members Liaison Officer at the club is an excellent step to achieving this aim.

It is the MRGs intention to publish our agenda prior to a meeting and members will be encouraged to give their views and perhaps request any extra additions they would like resolved. Minutes of all our meetings will be made available for review and there will be a further opportunity for members to raise any concerns during the lunch break of all championship games on the second day in the long room. A similar facility will be provided for one day games. Forums will take place at various venues throughout the season for members' participation.

We all as Yorkshire members have one true ambition, to support Yorkshire cricket both men and women at whatever level and strive for success on the field, something we have lacked in recent years. However, I have confidence that in our current teams we have some very talented players coming through the system to add to our existing squad. Reason for optimism for future success which is only fitting for the finest members in the country.

If you feel you can vote for me, I promise to continue to support you on each and every occasion and at all times endeavour to represent the Yorkshire membership. I can't promise you the earth - that may happen later in the year when another vote takes place.

Many Thanks Howard Ray.