

Sports Practice



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About Perrett Laver



Founded to focus on solving leadership challenges in **mission-driven sectors**, Perrett Laver is one of the top three executive search firms worldwide that is focused on leadership transitions across all of our practice groups.

We have deep **passion for the impact** that our sectors deliver in society, with strong internal **commitments to diversity, mental health, social mobility, education and justice**. We organise ourselves across practice groups but are motivated by a **set of outcomes for our world**. These outcomes stretch across every geography, reach across all sectors, and ultimately affect the lives of everyone. They include modernising governance, celebrating diversity and inclusion, and diversity, human flourishing and inspiration in sport.

In addition to our extensive knowledge of our core client sectors, we are expert at attracting the very best leaders and talent from outside of these, bringing **extensive networks across corporate and multinational businesses**. We are specifically sought out by senior executives seeking to become more deeply involved with values driven organisations and roles, and we couple this with an excellent track record of assessing such leaders for fitting and relevant temperament, ethos and vision.

Our 20 offices cover all regions of the world, across North America, Ireland, the UK, Continental Europe and Asia Pacific. **We are 100% employee owned**.

Perrett Laver is led by its two Founder-Directors, Dan Perrett and Simon Laver, alongside whom there are 50 Partners and members of the Consulting team, who together lead the various practices within the firm. The Advisory Board is chaired by Professor Dame Alison Richard, formerly Provost of Yale University and Vice-Chancellor of the University of Cambridge.

The firm's latest diversity data shows the UK office's representation is **75% female**, **24% BAME**, **and 22% identify as LGBTQ+**. We are a **Disability Confident Employer**, currently working towards Disability Leader status.





The Growth of the Sports Practice

As a Practice, our successes have led to organic growth and we are now a team of three Consultants, two Project Managers, and five Research Associates, making us one of the biggest practices of our type and still actively growing.

We have cemented our reputation as leaders on all matters relating to Equality, Diversity, and Inclusion (EDI), and are known for delivering gold standard process, innovative fields and exceptional candidate and client care. With a rich appreciation of and motivation for enabling organisations focused on human flourishing, performance and social impact, we draw on a strong track record of placing leaders embodying these values. Perrett Laver has always existed to serve organisations that have a transformative impact on society, hence this focus has sat at the core of our work from our foundation.

Our track record has grown significantly in the past couple of years, including a broader range of executive as well as non-executive appointments. Sport continues to be Perrett Laver's fastest growing practice area and we are now widely recognised amongst our core market as a sector leader. We provide further information below on recent assignments, and work which may be of interest.

Our work with the England and Wales Cricket Board

In late 2021, we commenced a partnership with the ECB on an important programme of work to ensure greater diversity and representation across the County Board structure, as part of the NGB's 12 point action plan to tackle racism and all forms of discrimination. To date, we have supported 19 organisations, including both First Class Counties and the recreational game - such as Yorkshire, Warwickshire, Sussex, and Surrey.

We have also been working with the ECB on its <u>'Fairer Recruitment'</u> campaign – a crucial programme of advisory work to build systems and processes that will encourage greater equity in recruitment and retention. Having just concluded the investigatory phase of the assignment, more information will be released in the first quarter of this year.

Azeem Rafiq's testimony about his harrowing experiences caused many organisations from across the sporting landscape to undertake their own process of reflecting on how they could be more equitable; these issues are not restricted to cricket. As an organisation, the ECB made a strong commitment to support diversity at Board level, and our partnership represents and signifies an investment on its part to positively impact and change the sport.

Our Ongoing Partnership with Sport England and UK Sport

In order to address the lack of diversity on sports boards across the UK, Perrett Laver were engaged by Sport England in March 2019 on a two-year pilot to identify 140 "board-ready" diverse candidates by 2020, offering them development and exposure to sector wide opportunities. This has required us to search for high calibre non-executive and executive leaders from underrepresented minorities in every geography, with a range of skillsets, motivations, and previous board experience.

Alongside a consortium of partners, Perrett Laver are supporting all candidates in the growing network by providing workshops and webinars, networking, interview and deployment support. Concurrently, Perrett Laver support in facilitating introductions with Sport England's funded partners. To date we have facilitated 59 introductions which have resulted in successful appointments. Of these, currently 69% are from Black, Asian and other ethnically diverse backgrounds, and 53% female. There is additionally multi-faith representation, LGBTQ representation and candidates with declared disabilities.

As a result of early successes with the network, our partnership with Sport England and UK Sport has expanded to include executive search support for funded partners at Chair level and support for a pilot programme at County/Regional level with a number of NGBs including the ECB, the FA, England Hockey and the RYA resulting in a further 107 appointments.



Sample Executive Track Record









Client	Role	Appointed Candidate	Former / Current Organisation
The FA	Equality, Diversity and Inclusion Director	Yasir Mirza, Global Head of Diversity and Inclusion	FT FINANCIAL TIMES
COMMONWEALTH GAMES ENGLAND	CEO	Mark Osikoya, Associate Vice- President, Global Partnerships (EME)	NBA
THE YORKSHIRE COUNTY CRICKET CLUB	CEO	Steven Vaughan, CEO	WASPS
	Director of People and Culture	Jessica Platts, HR Director	o pera australi a
sky sports	Director of Multi- Sports	Helen Falkus, Television Producer	sky
Swim England	CEO	Ongoing Process	TBC
LONDON	CEO	Emily Robinson, Interim CEO	Protecting Sport
British Equestrian	CEO	Jim Eyre, COO	Harlequins
	CFO	Lizzie Hanna, Chief Value Officer	ASTE STATE OF THE PARTY OF THE
SPORT ENGLAND	Executive Director, Policy and Integrity	Jeanette Bain Burnett, Head, Community Engagement	GREATER LONDON AUTHORITY
	Executive Director, Place	Lisa Dodd-Mayne, Director Sport and Active Communities	WARWICK PRESIDENTIAL TO MAGNICA
■ MCRactive	CEO	Andy King, CEO	<u>Link4Life</u>
Bribish Gymnastics	Director, Welfare and Safe Sport	Geraldine Costello, Head of Safe Practice	Girlguiding
(§) PCA	Equality, Diversity and Inclusion Director	Donna Fraser, Head of Inclusion and Engagement	BIRMINGHAM 20022
	Chief Financial Officer	Nil Neale, Chief Financial Officer	EY Foundation



Sample Non-Executive Track Record









	Dala	Appointed Candidate	Former / Current
Client	Role	Appointed Candidate	Organisation

England	Chair & Senior Independent Director	Tom Ilube, Founder	CROSSWORD CYBERSECURITY
England Rugby		Polly Williams, Former Senior Partner	KPING
The FA	Independent Commissioner, FRA	Lord David Wolfson	HOUSE OF LORDS
	Chair, Inclusion Advisory Board	Deji Davies, Managing Director	J.P.Morgan
BRITISH OLYMPIC FOUNDATION	Chair	David Ross, Co-Founder and Former Owner	Carphone Warehouse
	Chair, Audit and Risk	Kate Ferry, Chief Financial Officer	McLəren
RA	Chair	Professor Sir Michael Arthur, Former Chair	RUSSELL GROUP
	Independent Non- Executive Director	Misha Engineer, RISE 2025 Board Member	STATE Prince's Trust
ENGLAND ATHLETICS	Chair & Board Member	Gary Shaughnessy, CEO for the Europe, Middle East and Africa	ZURICH °
		Tunji Akintokun, Senior Director & Head, Marketing Solutions	Linked in
RUGBY FOOTBALL LEAGUE	Chair & Non-Executive Directors	Frank Slevin, Chair	S BRITISH
		Anna Chanduvi, Sports and Entertainment Media Partnerships, Meta	Meta
BETFRED		Peter Hutton, Non-Executive Director	ELEVEN
SUPER		Jonathan Murphy, Chjief Executive Officer	assura
SPORT TION RECTANCE ALLIANCE	Chair	Dame Janet Beer, Vice-Chancellor	UNIVERSITY OF LIVERPOOL
	Chair & INEDs	Richard Hookway, Former Chief Executive (Centrica Business)	centrica
Swim England		Raj Kumar, Global Director, Brand and Corporate Reputation	AVIVA
		Aysha Kidwai, Former Senior Commercial Director, Retail and Consumer Products Division, UKI	The WACT DISNEY Company
■ MCRactive	Chair	Chris Brindley MBE, Chair	RUGBY LEAGUE WORLD CUP ENGLAND+2021
SkatabaaudCP	Non-Executive Director & Board Observer	Sarah Hunter, Director, Global Public Policy	×
Skateboard GB		Caroline Drucker, Director, Strategic Partnerships (EMEA)	O

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Case Studies

We have a vast range of expertise in executive and non-executive for organisations across the landscape of sport with focuses on inclusion, participation and performance. We are also used to appointing leaders of complex, multi-faceted, multi-partnered organisations at scale. We highlight two case studies below that demonstrate our expertise delivering on diversity and our reach across sectors.

In late 2020, Perrett Laver was selected to partner with England Rugby on the appointment of their next Chair to succeed Andy Cosslett, and an Independent Non-Executive Director to Chair the Audit & Risk Committee and the Board of Twickenham Experience Limited, succeeding Helen Weir. With a new strategic plan due to be launched, the RFU remain determinedly focused on emerging from the pandemic as a united game. Their lasting commitment focused on both the community game – the lifeblood of the sport - and professional rugby. As part of this campaign, the RFU publicly pledged a commitment to achieve a Board composition of 30% females and 15% BAME by 1 August 2022 latest, and we were delighted to support them with these goals.



The Chair would provide critical leadership to support the Union to navigate challenges arising from the current complex political, economic and societal landscape. An inspiring leader with exceptional integrity, they would be required to work in a highly complex stakeholder environment. Strong financial and commercial acumen were key, as was a passion for the game and commitment to ensuring its inclusivity, wide reach and performance excellence.

After a competitive long and shortlisting exercise, Tom Ilube CBE was unanimously appointed. A keen rugby enthusiast, Tom's journey with the sport began at Teddington School and London Welsh rugby club. Whilst his professional career took him in different directions, he remained deeply involved particularly through his son who was part of the Wasps Academy. Appearing regularly and ranked first in the Black Powerlist in 2017, Tom has had a successful 30-year career in the UK technology sector including roles at PwC, Goldman Sachs and the London Stock Exchange.

Independent Non-Executive Director candidates required a track record in robust financial controls and secure systems of risk management with experience as a CFO and/or accountancy qualifications. Private equity experience was highly desirable and, as with the Chair, strong empathy for the wider culture of the RFU and rugby communities was necessary. We presented a competitive longlist of which 60% were female, and 40% were from black and minority ethnic backgrounds.

The successful candidate was Polly Williams, an experienced NED, qualified chartered accountant and former Partner at KPMG. Polly was a keen rugby player during her time at university, and spent 14 years as a Governor at Rugby School, most latterly as Deputy Chair. As a Twickenham Stadium debenture holder, she is a firm England fan.



"The RFU deserve great credit in their appointment of Tom Ilube, who will become the first black chairman of a national governing body in the UK...It is a landmark moment for rugby union and underscores the drive for greater diversity in the game, particularly in administration and coaching. Ilube comes with a highly-impressive track record in both business, with a 30-year career in the UK technology sector, and governance, including his role as non-executive director of the BBC since 2017." – The Telegraph



Board and Executive Appointments



Recent events within cricket have highlighted the importance of diversifying the sport and developing a stronger culture of inclusion. One of the clubs Perrett Laver supported as part of this programme of work was the Yorkshire County Cricket Club (YCCC). The YCCC was undergoing the most challenging period in its 158-year history following its handling of allegations of racism and discrimination. We were asked to support with Board recruitment for six Non-Executive Directors to deliver on their ambitions to create one of most diverse Boards in the game that was representative of the county it served.

It was not essential that candidates came from the sports sector, but that they had a clear passion for sport more generally. The primary priorities were to find people with expertise in Finance - a qualified accountant who would chair the Audit and Risk Committee; Legal – to provide critical expertise; Commercial Estates – to support in diversifying YCCC's income and better utilise their venue; Media – to help engage a new generation of fans; Sport – to support both the elite and recreational sides of the game; and EDI – to ensure this is embedded across the Board and the club at all levels. An extensive search identified more than 700 potential candidates from across the UK. 30 candidates were shortlisted – 17 women and 13 men from the sport, media, health, charitable, public, and commercial sectors.

In the end, YCCC appointed six exceptional candidates. The final appointees were Baroness Tanni Grey-Thompson, Chair, Sport Wales; Leslie Ferrar, Treasurer, The Royal Household; Kavita Singh, International General Counsel & Chief International Legal Officer, Davita; Yaseen Mohammed, Former Head of Property, Bradford Council; Lucy Amos, Head of Social Media (UK and EMEA), The Walt Disney Company; and Nolan Hough, Commercial Director for Venue, Manchester United Football Club.

Following this successful board campaign, Perrett Laver was engaged to support YCCC in appointing its first Director of People and Culture and a new CEO to usher in new leadership for the club with priorities that included implementing culture change, embedding EDI, and excellent commercial and financial acumen. Diverse shortlists were presented for both roles with candidates represented from the sport, media, education and third sectors and a 50% gender split for the Director of People and Culture.

Stephen Vaughan was appointed as CEO and Jessica Platts as Director of People and Culture. Stephen is a former professional footballer with Walsall, Vaughan went on to pursue a career in business and also spent seven years with Gloucester Rugby before his time at Wasps. Jessica joined YCCC from Opera Australia where she led the organisation through the pandemic and implemented a strategic HR program. Her early career was spent in senior workforce leadership roles in international sporting events such as the Commonwealth and Olympic Games.

Most recently, Perrett Laver has supported in appointing YCCC's next Chair. A competitive shortlist of 13 individuals across sport, finance, media government and the private sector was presented. Harry Chathli has been nominated to join its Board as a NED with a view to becoming the Club's new permanent Chair.



Baroness Tanni Grey-Thompson Appointed NED Chair, Sport Wales



Leslie Ferrar Appointed Chair, Audit and Risk Treasurer, The Royal Household



Kavita Singh Appointed NED International General Counsel & Chief International Legal Officer, DaVita



Yaseen Mohammed Appointed NED Former Head, Property, Bradford Council



Lucy Amos Appointed NEDHead, Social Media (UK & EMEA), The Walt
Disney Company



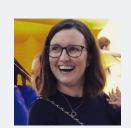
Nolan Hough
Appointed NED
Commercial Director,
Venue, Manchester
United Football Club



Stephen Vaughan Appointed CEO CEO, Wasps



Harry Chathli Appointed Chair Director and Owner, Gracechurch Group



Jessica Platts
Appointed Director,
People and Culture
HR Director, Opera
Australia



Case Studies (continued)

In the summer of 2022, Perrett Laver was selected to partner with Commonwealth Games England (CGE) on the appointment of their next Chief Executive Officer to succeed Paul Blanchard. Emerging from a successful home Games in Birmingham that set new benchmarks in innovation, inclusivity and sustainability, new executive leadership was sought to capitalise on the progress to date and to lead a new strategic period through to the centenary Games in 2030 and beyond.



Working closely with the wider executive team and Board, the CEO would provide critical leadership to support CGE in responding to global challenges and driving a high-performance culture. Strategically minded and an inherently inclusive leader, they would understand the transformative role sport can play in society coupled with the drive to advocate and articulate this vision in prominent forums amongst a variety of stakeholders with varying levels of resource. The CEO would play a central role in delivering positive economic and social impact, embedding this across the organisation both during games time and beyond. Demonstrating commercial nous and financial acumen, they would help to diversify income streams and drive further fundraising and investment into Team England in the run up to Victoria 2026.

A competitive longlist comprised thirty-four individuals, the majority of which were at sitting Director or CEO level, from a wide range of sectors including sport (recreational, performance, professional and commercial sport), the arts, government, Higher Education and the charitable sector. Twelve individuals were invited to Perrett Laver interview and four candidates were invited to formal interview with expertise in strategy development, partnerships and relationship building, governance and income generation.

The appointed candidate was Mark Osikoya, who joined Commonwealth Games England following eight years at the National Basketball Association where he served as Associate Vice-President for Global Partnerships in the EME region. Prior to working at the NBA, he headed up sponsorship at Barclays, Coca-Cola and The Football Association in addition to prior experience at the London 2012 Olympic and Paralympic Games and Adidas.



Mark Osikoya
Appointed CEO
Former Associate Vice-President
(EME), NBA

Perrett Laver were pleased to support the University of Edinburgh to appoint their next Director of Sport and Active Health in autumn 2022. With ambitions to be a destination of choice for any student looking to combine academic study alongside an interest in sport and active health, this Director would be a key member of the Corporate Services Group management team and oversee a high performing staff of 190 individuals.



Stakeholder management would be critical to success, developing key relationships across the University and externally with Scottish and UK Governing Bodies of Sport, Sportscotland, City of Edinburgh Council Scottish Student Sport, British Universities & Colleges Sport, and other voluntary and statutory organisations. The new Director would demonstrate imagination and innovation to further enhance the University's sport provision.

A diverse shortlist was presented comprising of Directors and Heads of Sport at leading UK universities, CEOs of Scottish and British national governing bodies and the CEO of a premier Scottish sporting facility. The successfully appointed candidate was Mark Munro who joined from UK Athletics where he served as Chief Operating Officer. Prior to his time at UK Athletics, Mark served as CEO of Scottish Athletics.



Mark Munro
Appointed Director of Sport and
Active Health
Former COO, UK Athletics



Team



Imogen Baird, Partner & Head of Sport Practice

Imogen is a Partner and Head of the Sport Practice. She leads the Sport England and UK Sport Diversity in the Non-Executive Leadership campaign. Her clients have included the Rugby Football Union, the Football Association, England and Wales Cricket Board, Professional Cricketers' Association, Commonwealth Games England, Swim England and Harlequins Foundation.

Imogen holds a First Class BA (Hons) in English Literature from the University of Exeter with a College Commendation, and an MA in Critical and Cultural Methodologies from King's College London. She is an Associate Fellow of the Higher Education Academy. Imogen previously competed at international level with the Great Britain Karate Squad.

Imogen also runs Perrett Laver's Corporate Responsibility Team and is an active member of the Equality, Diversity and Inclusion Team. She is a Governor of Rutherford House School.

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Rachel Hogan, Senior Consultant

Rachel is a Senior Consultant in Perrett Laver's Sport and Board practices. She works alongside Imogen on our UK Sport and Sport England work to support with diversification of the sector at board level. She has worked on a wide range of executive and non-executive appointments with clients such as MCRactive, British Gymnastics, the National League, British Olympic Foundation and the RYA.

Rachel holds a BA in International Studies from American University and a MSc in International Relations from the London School of Economics and Political Science.

Rachel previously competed at the national level as a rhythmic gymnast within USA Gymnastics and remains actively involved in the sport as a coach, judge and regional technical committee member for London. She is a qualified Sports First Aider and continues to enjoy sport and physical activity.

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Georgia Jackson, Senior Consultant

Georgia is a Senior Consultant within the Sport Practice. She has extensive experience working for leading global executive search firms across the UK, China and Asia Pacific.

Georgia has a deep understanding of the sports and media landscape having advised clients including Premier League football teams and global sports marketing agencies on C-suite appointments. Prior to joining Perrett Laver, she worked in the commercial partnership team at Arsenal Football Club, based in Singapore.

Georgia holds an MA Classics from the University of Edinburgh and studied Chinese Language at Shanghai Jiao Tong University.

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Team (continued)





Omar is a Consultant at Perrett Laver, offering experience across the firm's Sport, UK Voluntary and Global Higher Education Practices on various executive and non-executive appointments. A member of Perrett Laver's BME Leadership Network, Omar is passionate about helping organisations create more equal and diverse systems, particularly through their governance.

Omar holds an LLB in Law from the University of Sussex and an MSc in Criminal Justice Policy from the London School of Economics and Political Science.

Omar previously played competitive Rugby at university and for his local club, and now practices No-Gi Grappling and Wrestling. He is passionate about increasing diversity across all levels of sports and, in this pursuit, has organised various physical activities within his local faith community, as well as leading initiatives aimed at increasing awareness of and participation in different sports.

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Global Reach -Perrett Laver offices