



TABLE OF CONTENTS

MESSAGES

02. PRESIDENT'S MESSAGE

04. CEO'S MESSAGE

REPORTS

06. CRICKET

11. FINANCE

15. COMMERCIAL

18. FAN ENGAGEMENT

20. STRATEGIC PLAN '24 - '27

27. CORPORATE SOCIAL RESPONSIBILITY

OUR PEOPLE

30. OUR HONOURS LIST

32. HONOURING SERVICE "BEYOND A BOUNDARY"

33. OUR BOARD & EXECUTIVE MANAGEMENT

35. OUR COMMITTEES



PRESIDENT'S MESSAGE

Last June, at the celebration of the 1975 World Champions led by Sir Clive Lloyd, I shared that I often sit in quietude, reflecting on our identity and our purpose. Today, I continue to do so, especially in the spirit that united us under the West Indies flag, that maroon banner which has come to symbolize our pride, ambition, and collective strength.

It is extraordinary to mark one hundred years since we joined the Imperial Cricket Conference as its fourth member. The name itself tells a story of its time, when colonialism was still discernible across the region. Remarkably, it was not until four decades later that the first two member nations, Guyana followed by Barbados, achieved independence.

History reminds us of our past so that we may chart a course for our future. I remain deeply optimistic about the future of our organization and the game we love, but we must focus on what unites us rather than what divides us. The only separation between us in the region should be water, and our differences must be embraced not as threats but as unique strengths that define our collective greatness.

During the year under review, we were pleased to welcome Jamaican-born Chris Dehring back to the organization as Chief Executive Officer. After a hiatus from the sport, he returns with the experience and insight gained over years of distinguished service in various roles and admirable entrepreneurial pursuits. We are confident that Chris will lead with vision and diligence, applying his expertise to steer the organization through the complex and ever-changing currents of global cricket.

For those who closely follow developments within this global sport, it is clear that the continued rise of franchise cricket increasingly dominates the international game. Cricket West Indies is not immune to this reality, as we are already experiencing its effects in areas such as the acquisition of commercial partnerships, player retention, and the negotiation of broadcasting and media rights. Importantly, the International Cricket Council is aware of these dynamics and will inevitably have to play a leading role in addressing a significant global trend, one that poses a long-term challenge to the traditional international game.



Notwithstanding this reality, we must also be our own champions. It is therefore critical that we continue to manage our limited resources with discipline and foresight, operate at our highest strategic capacity, strengthen relationships with key stakeholders, and ultimately elevate our performance on the field.

Further, the time has certainly come, perhaps overdue even, for greater emphasis to be placed on our domestic and regional systems. While West Indies cricket represents the pinnacle of achievement, the journey begins much earlier: in our schools, our communities, and our clubs. The entire model of cricket development in our region requires careful re-examination and thoughtful redesign to ensure a stronger and more sustainable pathway for the future. We cannot afford to wait for a saviour to restore our cricket. The responsibility rests with us, and the moment calls for decisive, collaborative actions.

While Cricket West Indies continues to lead the charge in the evolution of our game in our region, we call upon all stakeholders to join us in this pursuit of a renewed West Indies cricket. Achieving our shared aspirations will require your support, understanding, and unwavering commitment.

I wish to express my sincere gratitude to our dedicated players and staff, your hard work and commitment will never go unnoticed, and to our loyal fans, whose unwavering support continues to inspire everything we do.

Let us always remember that, just as on the field, cricket is a team sport, so too must the same spirit of partnership, responsibility, and unity guide us off the field. Together, we can, in fact, we must shape a stronger and more sustainable future for West Indies cricket.



Hon. Dr. Kishore Shallow
President
Cricket West Indies



CEO'S MESSAGE

Eighteen years after leading the region's hosting of the ICC Cricket World Cup in 2007, it's with a sense of pride and purpose I have rejoined West Indies cricket. And what a first-year re-introduction to the ongoing challenges faced by this beloved institution that continues to defy the odds. While circumstances have somewhat changed and the cricket world has evolved, certain truths still hold.

The incomparable legacy left by our cricketing heroes and the universal love of West Indies cricket remains ever strong. I was honoured to accompany Sir Viv Richards, Sir Richie Richardson and Mr. Brian Lara on a commercial mission to India and remain in awe of the public adoration West Indies cricket, embodied by these esteemed legends of the game, still commands. Doors to some of the world's largest corporations were opened by their presence which we expect will bear fruit in the months and years to come and we must thank them for their time and energy spent on behalf of West Indies cricket.

In 2025, we were also privileged to honour the members of the West Indies team that captured the inaugural ICC Cricket World Cup in 1975. At the CWI/WIPA Awards Gala, which commemorated the 50th anniversary of that historic triumph, we paid tribute to the pioneers whose excellence and pride helped establish West Indies cricket as a global force. It was particularly meaningful to have the team's captain, Sir Clive Lloyd, and his teammates in attendance as we celebrated this defining moment in our cricketing history. The presence of several members of our current West Indies teams made the occasion even more special, creating a rare and powerful moment of continuity between generations. In celebrating those who paved the way, we were reminded that the future of West Indies cricket is being written by those now charting their own path, inspired by the giants whose shoulders they stand upon. Their achievement remains a powerful reminder of what this region can accomplish when talent, belief, and unity come together.

While our on-field consistency in both our men and women's senior teams continue to disappoint, periodic flashes of brilliance, especially by some of our younger and age-group cricketers, remind the world of our undeniable potency, raising fan sentiment, desire and expectation for us to return to cricket's pinnacle. It is not beyond us collectively as a region, despite the many challenges we face. The major task at hand is to revamp our production pipeline to make it fit for purpose in the modern paradigm. We know what we must do.



First, we must attract from much earlier stages of development, more of the best male and female athletes in the region in order to conform to what obtains in modern professional sports. The promise of the Olympics and Pan Am Games, and professional careers in domestic and international franchise leagues around the world, are jewels needing to be polished and dangled as lodestones to a better life, illuminating pathways to attract and retain.

Second, we must re-engineer our tournament and administrative structures to improve both productivity and financial sustainability. Even while pursuing new commercial objectives to bolster revenues, the intrinsic high-cost base of doing business in the Caribbean needs new thinking and bold, innovative strategies.

Third, the retooling of the production pipeline with modern training facilities and infrastructure is paramount. The establishment of high-performance centers and academies equipped with the latest in training apparatus, analytical tools and technology, buttressed by top coaches, will give our cricketers at every level the opportunity to train at home in state-of-the-art facilities only the elite level get to see when on tour.

The good news is that we are not starting from scratch. The board has already seen to it that a sound 4-year strategic plan, a dedicated cadre of professionals, a 20-acre property and several other elements required are in situ. We must now make it happen.

Fortunately for Cricket West Indies, we know we are never alone in our task and as always, we must thank our players, fans, governments, territorial cricket boards, commercial partners, the media and administrative and coaching staff for standing together for another year of unyielding collective effort.

The work continues, and so too does the rallying of the Caribbean behind West Indies cricket.



Chris Dehring
Chief Executive Officer
Cricket West Indies





TOTAL

WKTS

OVERS

**LAST
INNS**

CRICKET

REPORT

2025

CRICKET REPORT

OVERVIEW

The 2025 cricket year is best understood not through wins and losses alone, but through the lens of deliberate, measurable improvement. Building a winning international cricket team is not a single event – it is the accumulation of marginal gains across technique, conditioning, tactics, and culture, and systems that, over time, translate into sustained performance. By that measure, 2025 was a year of meaningful forward movement for Cricket West Indies.

Both the Men's and Women's programmes delivered a full international calendar while simultaneously strengthening the A Team, Academy, and Under-19 pathways. Across every format and across measurable performance metrics – batting strike rates, bowling economy, boundary efficiency, phase-by-phase execution – the data shows a programme moving in the right direction.

KEY PROGRAMME HIGHLIGHTS BEYOND THE SENIOR INTERNATIONAL SCHEDULE INCLUDED:

- WEST INDIES A TEAM HOME SERIES VS SOUTH AFRICA A IN SAINT LUCIA.
- WOMEN'S ACADEMY OVERSEAS TOUR TO INDIA, HOSTED BY THE SUPER KINGS ACADEMY IN CHENNAI.
- INBOUND UNDER-19 SERIES VS SRI LANKA (ANTIGUA) AND ENGLAND (GRENADA).
- COMPLETION OF THE FULL REGIONAL DOMESTIC CALENDAR.
- EXPANDED HIGH PERFORMANCE CAMPS ACROSS ALL LEVELS, INCLUDING NEW RED-BALL PREPARATION CYCLES.

WEST INDIES MEN – INTERNATIONAL CRICKET

West Indies contested 10 Test matches in 2025. The results, measured against a schedule that included Australia, India, and New Zealand – three of the top four ranked Test nations – reflect the level of the challenge. More significantly, they reflect specific, identified gaps that the programme has already begun to close.

The results reflect the level of opposition faced and the transitional phase of the Test programme, which continues to focus on strengthening batting depth and sustaining bowling effectiveness across longer series.



TEST CRICKET					
OPPONENT	MATCHES	WON	LOST	TIED	NO RESULT
PAKISTAN	2	1	1	0	0
AUSTRALIA	3	0	3	0	0
INDIA	2	0	2	0	0
NEW ZEALAND	3	0	2	1	0
TOTAL	10	1	8	1	0

CRICKET REPORT

KEY MILESTONES

- WON A TEST MATCH IN PAKISTAN FOR THE FIRST TIME IN 35 YEARS.
- DREW THE TEST SERIES IN PAKISTAN – THE FIRST DRAWN AWAY SERIES IN 35 YEARS.
- DREW A TEST MATCH IN NEW ZEALAND FOR THE FIRST TIME IN 12 YEARS.
- POSTED THE HIGHEST 4TH-INNINGS SCORE (457/6) IN A DAY-5 TEST – VS NEW ZEALAND, CHRISTCHURCH.

Beyond these milestones, measurable batting improvements provide the clearest evidence of progress. Since 2025, the Test batting unit has improved its overall strike rate to 51.4 and run rate to 3.1, with the No.4 position averaging 32.8 – a critical anchor role – and the bowling attack improving its average to 19.4. Red-ball High Performance camps, expanded late in the year, are specifically designed to accelerate these gains into 2026.

West Indies played 15 ODIs in 2025, securing a bilateral series victory over Pakistan – the first ODI series win against Pakistan in 34 years. The underlying performance data tells an even more encouraging story about the direction of the ODI programme.



One-Day Internationals (ODIs)					
OPPONENT	MATCHES	WON	LOST	TIED	NO RESULT
IRELAND	3	1	1	0	1
ENGLAND	3	0	3	0	0
PAKISTAN	3	2	1	0	0
BANGLADESH	3	0	2	1	0
NEW ZEALAND	3	0	3	0	0
TOTAL	15	3	10	1	1

KEY MILESTONES

- WON AN ODI BILATERAL SERIES VS PAKISTAN FOR THE FIRST TIME IN 34 YEARS.

Across the ODI format, boundary frequency improved (balls per boundary: 10.1 → 9.1), death-over strike rate reached 185.9, and the bowling attack's home economy rate tightened to 4.7. The No.4 batting position – the engine of any ODI lineup – improved its average to 49.6. These are not cosmetic changes; they are the building blocks of a competitive ODI unit.



CRICKET REPORT

West Indies contested 25 T20Is in 2025 across a schedule that included Australia, England, and New Zealand. Performances were mixed, with series wins over Ireland and Bangladesh bookending a difficult mid-year block. The metrics, however, point consistently upward.

TWENTY20 INTERNATIONALS (T20IS)					
OPPONENT	MATCHES	WON	LOST	TIED	NO RESULT
ENGLAND	3	0	3	0	0
IRELAND	3	1	0	0	2
AUSTRALIA	5	0	5	0	0
NEPAL	3	1	2	0	0
BANGLADESH	3	3	0	0	0
NEW ZEALAND	5	1	3	0	1
TOTAL	25	7	15	0	3

KEY MILESTONES

- WON A T20I SERIES VS IRELAND FOR THE FIRST TIME.
- WON A T20I IN NEW ZEALAND FOR THE FIRST TIME.

The T20I batting unit now operates at an overall strike rate of 148.7 – up considerably from the previous cycle – with a boundary percentage of 63.77% and a death-over strike rate against pace of 190.8. The bowling attack improved its balls-per-wicket figure to 17.5 and recorded a death-over average of just 14.6, its best in recent years. Improvements in fielding efficiency and boundary prevention also contributed to the tightening of bowling metrics during the year. These numbers reflect a T20 unit becoming increasingly aligned with the demands of modern, high-tempo international cricket.

148.7 T20I Batting SR Up from previous cycle	49.6 ODI No.4 Average Middle-order anchor	14.6 T20I Death Bowling Avg Best in recent years	19.4 Test Bowling Average Improved wicket efficiency
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WEST INDIES A TEAM & PATHWAY PROGRAMME

The West Indies A Team hosted South Africa A in Saint Lucia in a multi-format series that served multiple strategic functions: competitive exposure for fringe senior players, leadership development, and the strengthening of the transition corridor between domestic and international cricket.



CRICKET REPORT

The Women's Academy tour to India provided similar high-volume match experience in subcontinental conditions, accelerating technical adaptability for the next generation. Inbound U19 series against Sri Lanka and England reinforced pathway benchmarking and sharpened the evaluation process ahead of the next ICC Under-19 cycle.



WEST INDIES WOMEN – INTERNATIONAL CRICKET

The Women's programme faced a demanding 2025 schedule that served as both a performance test and a structural catalyst. The ICC Women's Cricket World Cup Qualifier was a pivotal campaign that prompted direct recalibration of preparation systems, selection processes, and High-Performance delivery – changes that will define the programme's trajectory through 2026 and beyond.

WOMEN'S ONE-DAY INTERNATIONALS (WODIs)					
OPPONENT	MATCHES	WON	LOST	TIED	NO RESULT
BANGLADESH	3	2	1	0	0
SCOTLAND	1	0	1	0	0
IRELAND	1	1	0	0	0
PAKISTAN	1	0	1	0	0
ENGLAND	3	0	3	0	0
SOUTH AFRICA	3	1	2	0	0
TOTAL	14	6	8	0	0

WOMEN'S T20 INTERNATIONALS (WT20Is)					
OPPONENT	MATCHES	WON	LOST	TIED	NO RESULT
BANGLADESH	3	3	0	0	0
ENGLAND	3	0	3	0	0
SOUTH AFRICA	3	2	1	0	0
TOTAL	9	5	4	0	0

A 3-0 series sweep of Bangladesh and 2-1 triumph over South Africa in the WT20I format demonstrated the Women's team's ability to perform with authority against competitive opposition. The structural work prompted by the World Cup Qualifier – revised HP camps, tactical intensification modules, and expanded Academy programming – ensures the programme enters 2026 better equipped than it exited 2025..



CRICKET REPORT

DOMESTIC CRICKET & HIGH PERFORMANCE SYSTEM

The full regional domestic calendar was delivered across all formats: the West Indies Championship (four-day), CG United Super50 Cup, West Indies Breakout League, Women's T20 Blaze, Regional Women's Super50, and Rising Stars U15, U17, and U19 Championships. These competitions remain the foundation of player identification, development, and selection readiness.

High Performance programming in 2025 operated as a coordinated system linking Senior, A Team, Academy, and Youth levels. For the Men, this included expanded red-ball camps, specialist batting and spin modules, and structured scenario-based preparation. For the Women, it included multi-phase HP camps, the Academy's India exposure tour, and tactical skill intensification. The HP framework is now the primary mechanism through which the marginal gains documented across batting, bowling, and fielding metrics are being systematically embedded.

STRATEGIC PRIORITIES FOR 2026

The 2026 agenda is designed to accelerate the gains made in 2025. Key initiatives include the appointment of Specialist Fast Bowling and Batting Consultants to lead structured HP camps across all levels; a Men's Academy overseas tour to Sri Lanka or Zimbabwe (June/July 2026) to broaden conditions exposure and accelerate the transition pipeline; and a strategic restructuring of domestic competitions to ensure financial sustainability and calendar efficiency without compromising competitive integrity.

In parallel, Cricket West Indies will continue advancing work around the development of a modern High-Performance Centre at Coolidge Cricket Ground as part of a broader Campus project. The initiative is intended to progressively strengthen the region's cricket infrastructure by integrating advanced training facilities, sports science, recovery and rehabilitation capabilities, and technology-enabled performance analysis within the High-Performance system. Complementing these facilities, emerging technology-enabled training initiatives across the region are expected to expand access to consistent, data-driven practice environments, supporting talent identification and player development across all territories.

Resource allocation in 2026 will be performance-impact driven – protecting the pathway competitions and specialist investment that directly feeds international competitiveness, while managing operational costs responsibly. The goal is clear and the evidence base is growing: West Indies cricket is accumulating the improvements that, in aggregate, will return both programmes to winning positions. These initiatives align directly with Cricket West Indies' strategic objective of building a sustainable, high-performance cricket system capable of producing consistently competitive international teams.





FINANCE REPORT



FINANCE REPORT

FINANCIAL PERFORMANCE

Cricket West Indies operates within a four-year international cricket cycle, during which financial performance naturally fluctuates based on the scheduling and hosting of ICC World Cups and high-yielding bilateral series. Years in which major global tournaments are hosted generate materially higher revenues through hosting rights, participation fees, commercial partnerships, and increased ticketing activity.

The 2025 financial year represents year two of the current cycle and reflects a transitional phase following the elevated revenue environment driven by a major ICC event in the prior period. As revenues normalized in line with the international calendar, the organization remained focused on disciplined cost management, liquidity preservation, and the continued execution of structural reforms under its Strategic Transformation & Sustainability Framework.

FINANCIAL PERFORMANCE HIGHLIGHTS (US\$)

Category	2025	2024	YoY Movement	YoY %
Revenue	40,886,359	88,354,688	(47,468,329)	(54%)
Tour & Tournament Expenses	41,590,789	36,848,238	4,742,551	13%
Operating Expenses	27,818,693	28,576,049	(757,356)	(3%)
Net Income/(Loss)	(28,531,921)	22,638,203	(51,170,124)	(-226%)

Total revenue for the year amounted to **US\$40.9 million**, compared to **US\$88.4 million** in the prior year. The decline reflects the cyclical impact of the ICC Men's T20 World Cup hosted in 2024, which generated approximately **US\$39 million** in revenue, representing 44% of the total in that year.

Tour and tournament expenses increased modestly, driven by a higher volume of cricketing activity. During the year, the organization completed **28** events, compared to 24 in 2024, reflecting continued commitment to international and regional competition.

Operating expenses were marginally reduced year-on-year, demonstrating the early impact of cost containment initiatives, including procurement negotiations, tighter budgetary controls, and operational streamlining measures implemented under the Strategic Transformation & Sustainability Framework.

Overall, the Group recorded a **net loss of US\$28.5 million**, compared to a net surplus of US\$22.6 million in 2024. This movement reflects both the cyclical normalization of revenues following a major ICC event and the continued cost pressures associated with hosting and producing international fixtures, as well as fulfilling regional cricket development commitments

FINANCE REPORT

FINANCIAL POSITION

Despite the operating loss, the Group maintained structural stability at year end.

FINANCIAL POSITION HIGHLIGHTS (US\$)

Category	2025	2024	YoY Movement	YoY %
Cash	1,678,657	17,467,231	(15,788,574)	(90%)
Total Assets	30,685,937	64,551,216	(33,865,279)	(52%)
Total Liabilities	13,498,866	18,332,224	(4,833,358)	(26%)
Total Equity	17,187,071	46,218,992	(29,031,921)	(63%)

Cash balances declined in line with operating cash outflows during a non-major revenue cycle year. Importantly, the Group remains free of external financial institution debt, Asset ownership of Coolidge Cricket Ground remains a strategic long-term value driver and the revaluation reserve continues to strengthen the equity base. While equity declined due to the net loss, the Group retains a positive capital position.



LIQUIDITY & CAPITAL MANAGEMENT

The organization continues to actively manage working capital, prioritizing improved receivables collection, structured payables management, Revenue diversification initiatives and Cost rationalization.

Management has implemented phased transformation measures designed to restore financial equilibrium ahead of the next international cricket cycle.



FINANCE REPORT

ECONOMIC IMPACT

Cricket West Indies (CWI) continues to play a meaningful role in stimulating economic activity across the Caribbean through the staging of cricket events, regional competitions, development programs, and player remuneration. During the financial year, CWI directly injected more than US\$40 million into Caribbean economies through operational expenditure and payments to players.

These expenditures supported a range of industries across multiple territories.

The chart below illustrates the distribution of the US\$40M Cricket West Indies' economic impact expenditure across key categories within the Region during the financial year.

WHERE THE MONEY GOES – ECONOMIC IMPACT BREAK DOWN.



Regional accommodation expenses totaled US\$7.6 million, benefitting hotels and hospitality providers that host teams, match officials, technical staff, and support personnel during tours, tournaments, and training camps. Additionally, US\$4.0 million was spent on regional air travel, supporting Caribbean airlines and aviation services that facilitate the movement of players, officials, and operational staff across the region.

The hosting of international tours, regional tournaments, and training camps accounted for US\$11.0 million in expenditure, covering venue preparation, event operations, ground staff, security, transportation, catering, production services, and other logistics required to deliver professional cricket events across host territories.

CWI also continued its investment in strengthening the cricket ecosystem across the region. During the year, US\$5.2 million was directed toward cricket development initiatives, including US\$2.6 million dedicated to grassroots cricket program designed to nurture emerging talent and expand participation in the sport. A further US\$2.6 million was distributed as development grants to the Territorial Boards and the West Indies Cricket Academy, supporting high-performance programs and regional cricket infrastructure.

FINANCE REPORT

ECONOMIC IMPACT

In addition, payments to professional players approximate US\$12 million, underscoring CWI's commitment to sustaining a vibrant professional cricket system and supporting the livelihoods of players across the Caribbean.

Approximately 75% of the \$40M expenditure is derived from external revenue sources, effectively bringing new capital into the region. The economic impact of these expenditures extends well beyond the immediate recipients. Cricket events attract visiting teams, officials, media personnel, and supporters, which in turn generates additional demand for accommodation, restaurants, ground transportation, retail, and other local services. This multiplier effect contributes to broader economic activity in host territories while supporting employment across tourism, aviation, and event management industries.

Through these activities, Cricket West Indies continues to serve not only as the governing body of cricket in the region but also as an important contributor to regional economic activity, tourism, and youth development, reinforcing the enduring social and economic value of cricket across the Caribbean.

[The 2025 audited financial statements can be viewed here.](#)

OUTLOOK

The 2025 financial year represents a recalibration period within the global cricket cycle. While margins remain compressed in non-high yielding event years, Cricket West Indies has demonstrated proactive and decisive action to strengthen its operating model.

Cost optimization initiatives, enhanced commercial partnerships, and strategic capital planning are expected to stabilize performance and improve liquidity in advance of the 2027 financial year.

Cricket remains one of the Caribbean's most powerful unifying and economic drivers, with CWI's activities continuing to generate both sporting excellence and tangible economic benefits across the region.

The organization remains committed to disciplined financial stewardship, transparent governance, and long-term sustainability in support of West Indies cricket.



COMMERCIAL REPORT



COMMERCIAL REPORT

The 2025 commercial year represented an important period of market re-engagement and brand expansion for Cricket West Indies. Building on the global visibility generated during the ICC Men's T20 World Cup 2024, the organization focused on strengthening its commercial platform through new strategic partnerships, international engagement initiatives, and seeking to establish deeper connections with fans and corporate stakeholders.

A central objective of the commercial strategy was to position West Indies cricket as one of the most culturally powerful and commercially attractive sporting brands in the global game, while simultaneously strengthening regional partnerships that reinforce cricket's place in Caribbean life.

MISSION INDIA: RECONNECTING WITH GLOBAL MARKETS

One of the most significant commercial initiatives of 2025 was Mission India, a strategic corporate engagement tour designed to deepen Cricket West Indies' commercial presence in one of the most important markets in world cricket.

The initiative was led by CWI CEO Chris Dehring, supported by senior executives and some of the most iconic figures in West Indies cricket, including Sir Vivian Richards, Brian Lara and Sir Richie Richardson, whose global stature continues to command enormous respect across the cricketing and business communities.

The presence of these legends helped open doors to major corporations and commercial partners in India, creating the potential for new opportunities for sponsorship, broadcast collaboration, and strategic partnerships. Beyond individual meetings, Mission India served as a powerful reminder of the enduring emotional connection that the West Indies brand holds internationally.

While many of the discussions initiated during the tour remain ongoing, the initiative represented an important step toward expanding Cricket West Indies' commercial footprint in global markets and strengthening long-term relationships within the international cricket ecosystem.



COMMERCIAL REPORT

STRATEGIC COMMERCIAL PARTNERSHIPS

The year also saw the successful acquisition of several important commercial partnerships, reflecting the organization's continued efforts to align with brands that share cricket's cultural significance and regional influence.

COURTS PARTNERSHIP

In May 2025, Cricket West Indies announced a new partnership with Courts, the Caribbean's leading home furnishing and appliance retailer and a flagship brand of the Unicomer Group.

With a presence spanning more than six decades across the Caribbean, Courts represents one of the region's most recognizable and trusted consumer brands. The partnership reflects a natural alignment between two institutions deeply embedded in Caribbean life.

Through this collaboration, Courts supports grassroots cricket development, fan engagement initiatives, and key regional tournaments, reinforcing the shared commitment of both organizations to investing in communities and nurturing the next generation of Caribbean cricketers.

COCA-COLA PARTNERSHIP

In July 2025, Cricket West Indies entered into a two-year partnership with Coca-Cola, one of the world's most recognizable global brands.

The agreement designates Coca-Cola as the Official Soft Drinks Partner of Cricket West Indies, while POWERADE and Dasani serve as the organization's Official Hydration Partners.

This partnership ensures the provision of high-quality hydration products across all levels of West Indies cricket—from youth and grassroots programmes to high-performance environments and senior international teams. Coca-Cola's global marketing capabilities also contribute to enhancing matchday experiences and fan engagement initiatives across CWI venues and digital platforms.



COMMERCIAL REPORT

EXPANDING THE WEST INDIES CRICKET BRAND

Commercial growth in 2025 was also supported by continued efforts to expand the reach and cultural relevance of the West Indies cricket brand. West Indies Cricket remains one of the most powerful unifying forces across the Caribbean, and CWI continues to work with partners and stakeholders to leverage that emotional connection to create meaningful commercial opportunities.

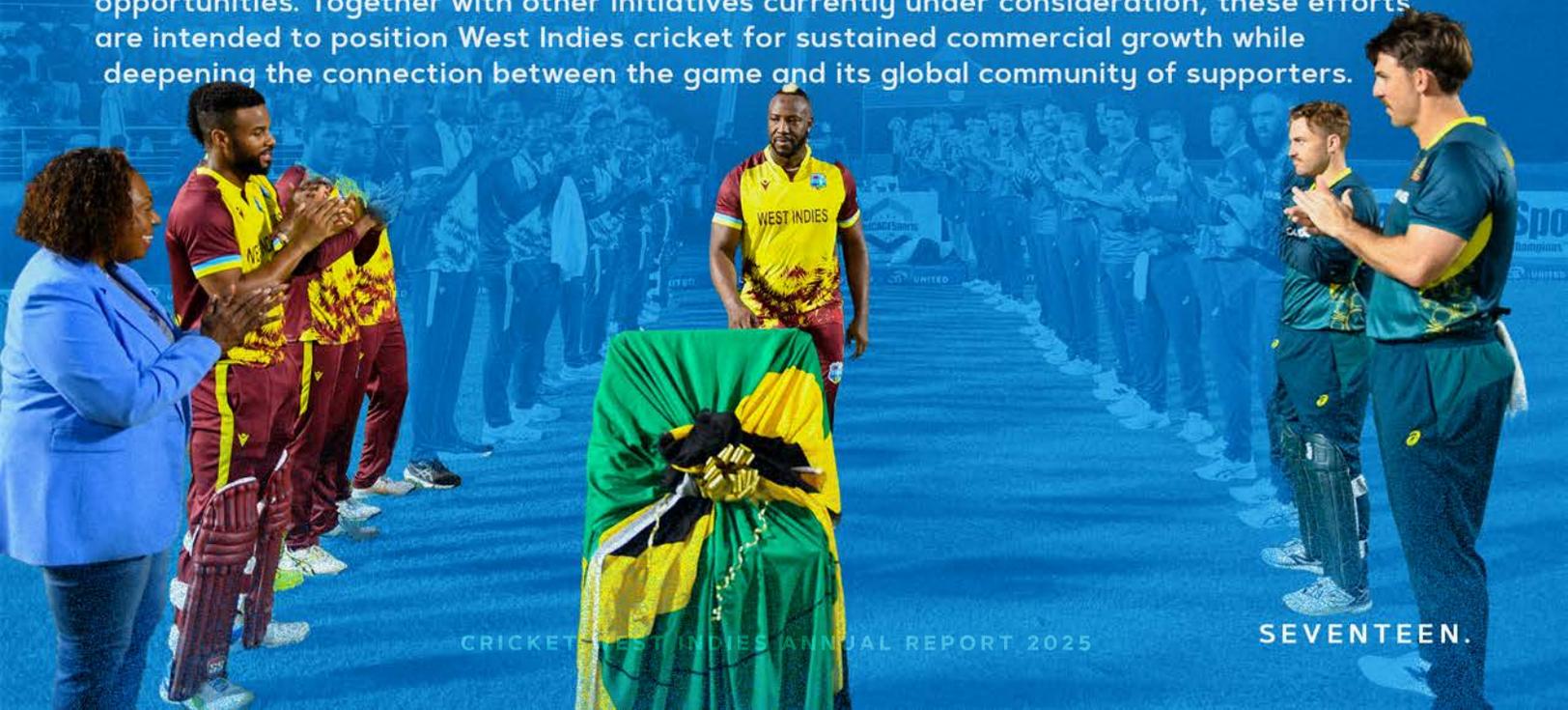
This momentum was also reflected in merchandise and licensing activity during the year. Official merchandise and licensing programmes generated approximately US\$430,000 in revenue during 2025, supported by both merchandise sales and licensing royalties. These results highlight the continued global appeal of the West Indies brand and demonstrate the growing importance of structured licensing partnerships in extending the visibility of the Maroon identity beyond the boundary.

LOOKING AHEAD

The progress achieved during 2025 reflects a renewed emphasis on proactive commercial engagement and international relationship-building. Initiatives such as Mission India, combined with new strategic partnerships and expanded brand engagement opportunities, demonstrate the continued commercial potential of West Indies cricket when its heritage, culture, and global appeal are effectively activated.

Looking ahead, Cricket West Indies will also place increasing focus on initiatives designed to strengthen the commercial ecosystem surrounding the game. These include a broader digital transformation programme aimed at enhancing fan engagement, modernizing digital platforms, and expanding commercial opportunities through data, content, and technology.

The organization is also exploring the development of a West Indies Cricket Experience—an interactive heritage and museum-style attraction that would celebrate the rich history and cultural impact of West Indies cricket while creating new fan engagement and commercial opportunities. Together with other initiatives currently under consideration, these efforts are intended to position West Indies cricket for sustained commercial growth while deepening the connection between the game and its global community of supporters.





FAN ENGAGEMENT

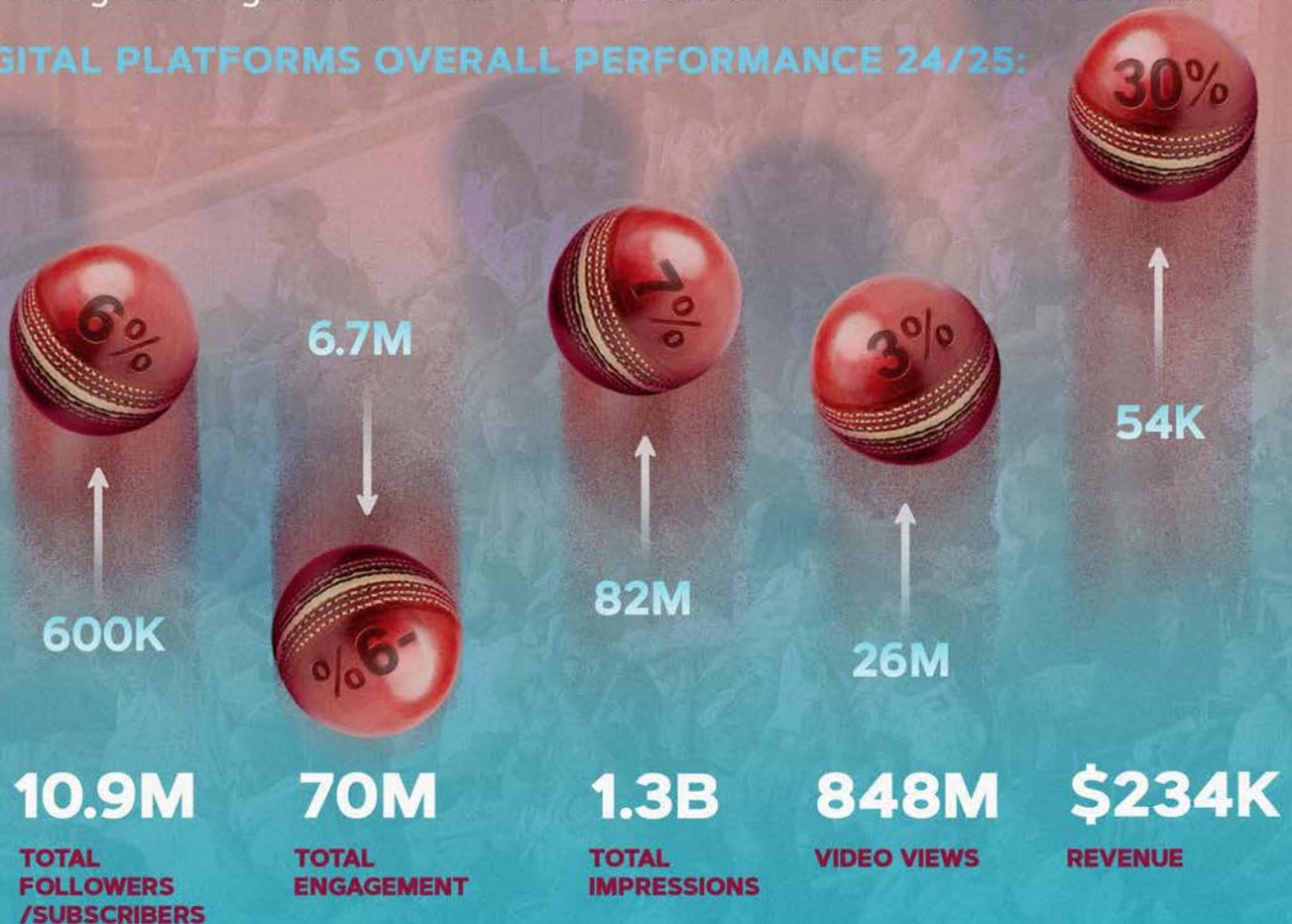


FAN ENGAGEMENT REPORT

DIGITAL AUDIENCE

CWI's digital audience, viewership and reach showed a healthy increase year-on-year with the greatest growth attributed to the Windies Cricket YouTube Channel

DIGITAL PLATFORMS OVERALL PERFORMANCE 24/25:



Fan engagement fell by 9% across the board indicating an area of renewed focus for the current year.

STREAMING

CWI streamed 451 regional and international match days in 2024/25, a decrease of 46 match days year-on-year. Notwithstanding less streamed matches, total views increased significantly by 17 million to 33 million, reflecting a growth of 106% in viewership. Total watch time rose to 5 million hours, an increase of 1.4 million hours or 39%. Streamed viewership peaked at 58K concurrent views, which occurred during the Bangladesh Home Series in December 2024.

FAN ENGAGEMENT REPORT

TOP COUNTRIES BY STREAMED VIEWS FOR 2024-25:



MARKETING

In 2024, integrated marketing campaigns for the England and Bangladesh Home Series were coined "The Rivalry" and "WI Home for Christmas" respectively. Particularly, the first ever West Indies Drone Show in St. Vincent as a component of the match day experience provided major steam that powered promotional outreach, signaling the impact of themed, off-field fan engagements.

In 2025, CWI launched the "Full Ah Energy" campaign to collectively speak to the energetic brand of cricket and fan support that are synonymous with the West Indies. The campaign extended to the Women's and Men's home series and included vibrant creatives, a brand and PR partnership with soca artiste and songwriter Mical Teja for a campaign song also titled "Full Ah Energy". To tailor marketing efforts and match experiences to local fanbases, CWI entered partnerships with local event agencies and promoters in Jamaica and St. Kitts. CWI also collaborated with reggae/dancehall artists to elevate the profile of the matches beyond the boundary. Integrated sponsorship activations and merchandise promotions were incorporated.

TICKET REVENUE BY HOME SERIES:





STRATEGIC PLAN



STRATEGIC PLAN REPORT

UPDATE

The Long Run Strategic Plan continues to guide Cricket West Indies' efforts to strengthen the game across the region while building a more resilient and sustainable organisation. Now in its second full year of implementation, the focus has shifted from establishing the strategic framework to executing key initiatives designed to strengthen the cricket product, modernise organisational systems, and build long-term commercial and infrastructure assets.

The operating environment remains challenging. International cricket revenues fluctuate significantly depending on the global tournament cycle and the scheduling of high-value bilateral series. Following the uplift associated with hosting matches during the ICC Men's T20 World Cup in 2024, the organisation has entered a period with fewer high-revenue home series. In response, management has prioritised initiatives that protect core cricket outcomes while strengthening governance, operational discipline, and long-term revenue platforms.

Progress continues across each of the **SIX PILLARS** of The Long Run.





PILLAR 1:

ELITE & HIGH-PERFORMANCE

Strengthening the high-performance system remains central to improving the competitiveness of West Indies teams across formats. Building a consistently successful international side is recognised as the product of cumulative marginal gains across talent identification, coaching, conditioning, analytics, and player preparation.

KEY AREAS OF PROGRESS INCLUDE:

- EXPANSION OF TALENT IDENTIFICATION STRUCTURES THROUGH REGIONAL SCOUTING NETWORKS AND TALENT MANAGERS
- CONTINUED DEVELOPMENT OF THE CWI ACADEMY AS A STRUCTURED PATHWAY FOR EMERGING REGIONAL PLAYERS
- SPECIALIST HIGH-PERFORMANCE CAMPS AND COACHING SYMPOSIUMS DESIGNED TO ALIGN STANDARDS ACROSS THE CARIBBEAN CRICKET ECOSYSTEM
- INCREASED INTEGRATION OF SPORTS SCIENCE, ANALYTICS, AND MENTAL SKILLS PROGRAMMES TO SUPPORT PLAYER PREPARATION
- OVERSEAS DEVELOPMENT OPPORTUNITIES AND SPECIALIST TRAINING ENGAGEMENTS TO BROADEN PLAYER EXPOSURE

These initiatives are designed to strengthen the regional player development pipeline and ensure that emerging players are prepared to compete consistently against the world's leading teams.

LOOKING AHEAD:

In the year ahead, Cricket West Indies will continue to strengthen the high-performance ecosystem through deeper integration of sports science, analytics, and performance support services. Additional focus will be placed on expanding development opportunities for emerging players through specialist camps and overseas placements, while maintaining alignment of coaching standards across regional and franchise cricket. The completion and rollout of key operational frameworks, including the West Indies Players' Handbook, will also form an important part of strengthening the overall high-performance system.





PILLAR 2:

CRICKET DEVELOPMENT & PARTICIPATION

Expanding access to cricket and strengthening grassroots participation remain central to the long-term vitality of the game across the Caribbean.

KEY INITIATIVES DURING THE PERIOD INCLUDE:

- **REPUBLIC BANK FIVE FOR FUN CRICKET PROGRAMME**
 - Foundation and Refresher coaching courses delivered across multiple territories
 - More than 5,000 participants in national competition festivals
 - 123 certified coaches delivering programmes across 178 communities
- **COACHING EDUCATION PROGRAMMES**
 - Foundation and Refresher coaching courses delivered across multiple territories
 - 218 coaches trained in modern coaching methodologies
- **UNICEF-CWI FAIR PLAY INITIATIVE**
 - Safeguarding and child protection training embedded within coaching programmes
 - Structured coaching and competitive match opportunities to support player progression
- **GIRLS UNDER-16 AND UNDER-19 HUB PROGRAMME**
 - Nearly 300 female cricketers engaged across host territories
 - Mandatory UNICEF child protection certification for participating coaches
- **EQUIPMENT DISTRIBUTION PROGRAMME**
 - Over 600 softball cricket sets and 1,500 wind balls distributed to schools and communities across the region

LOOKING AHEAD:

In the coming year, Cricket West Indies will continue to expand grassroots and school cricket initiatives where strengthening partnerships with territorial boards to deepen the reach of community based programmes. Particular attention will be placed on further developing girls' cricket pathways & enhancing coaching education and certification programmes across the region. The implementation of the Age-Group Cricket Management Information System will also be a key priority as the organisation works to modernise the administration & tracking of youth cricket. strengthening the overall high performance system.





PILLAR 3:

FACILITIES AND INFRASTRUCTURE

Infrastructure development remains a cornerstone of the long-term transformation of West Indies cricket.

The most significant project currently under development is the High Performance Centre at Coolidge Cricket Ground (CCG), which will serve as the central hub for elite player preparation and high-performance training across the region.

This facility is intended to become the flagship infrastructure investment under The Long Run Strategic Plan and will form the centrepiece of the broader Cricket West Indies Campus concept.

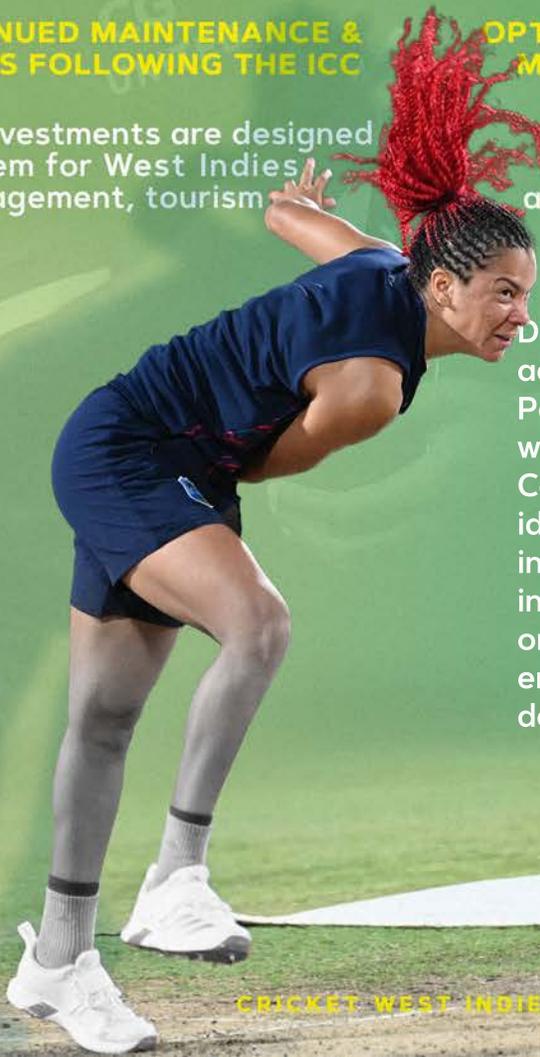
KEY ELEMENTS OF THIS INFRASTRUCTURE STRATEGY INCLUDE:

- **DEVELOPMENT OF THE HIGH PERFORMANCE CENTRE AT COOLIDGE CRICKET GROUND**
- **EXPANSION OF THE CRICKET WEST INDIES CAMPUS CONCEPT, INTEGRATING:**
 - The High Performance Centre
 - The West Indies Cricket Academy
 - Technology-enabled training environment
 - The proposed West Indies Cricket Experience
- **EXPLORATION OF TECHNOLOGY-DRIVEN TRAINING SOLUTIONS, INCLUDING CRICKET SIMULATORS TO SUPPORT PLAYER DEVELOPMENT ACROSS THE REGION**
- **CONTINUED MAINTENANCE & OPTIMISATION OF UPGRADED REGIONAL VENUES FOLLOWING THE ICC MEN'S T20 WORLD CUP**

These investments are designed to strengthen the long-term development ecosystem for West Indies cricket while also creating opportunities for fan engagement, tourism and commercial activity around the game.

LOOKING AHEAD:

During 2026, Cricket West Indies will prioritise advancing the development of the High Performance Centre at Coolidge Cricket Ground, while progressing the broader Cricket West Indies Campus concept. Efforts will also focus on identifying suitable funding partners and investment structures to support priority infrastructure projects. In parallel, the organisation will continue exploring technology enabled training systems that can enhance player development opportunities across the region.





PILLAR 4:

COMMERCIAL & FINANCIAL SUSTAINABILITY

Strengthening the commercial and financial foundations of Cricket West Indies remains a key strategic priority.

While the organisation recorded its strongest financial performance in more than a decade during the 2024 financial year, management remains mindful of the cyclical nature of international cricket revenues. As revenues normalised following the ICC event cycle, the organisation focused on revenue diversification, cost optimisation, and strengthening financial governance.

KEY INITIATIVES DURING THE PERIOD INCLUDE:

- EXPANSION OF THE COMMERCIAL PORTFOLIO THROUGH NEW PARTNERSHIPS INCLUDING COURTS AND COCA-COLA, WITH POWERADE AND DASANI SERVING AS OFFICIAL HYDRATION PARTNERS ACROSS CWI PROGRAMMES
- INTERNATIONAL ENGAGEMENT INITIATIVES SUCH AS MISSION INDIA, AIMED AT STRENGTHENING RELATIONSHIPS WITH SPONSORS, BROADCASTERS, AND INVESTORS IN KEY GLOBAL MARKETS
- IMPLEMENTATION OF IMPROVED PROCUREMENT SYSTEMS AND FINANCIAL CONTROLS TO STRENGTHEN ORGANISATIONAL GOVERNANCE
- ONGOING REVIEW OF TOURNAMENT FORMATS, HOSTING STRATEGIES, AND SCHEDULING MODELS TO ENSURE THE REGIONAL CRICKET PRODUCT REMAINS COMMERCIALY VIABLE
- INCREASED OWNERSHIP STAKE IN COOLIDGE CRICKET GROUND INC., STRENGTHENING THE ORGANISATION'S STRATEGIC ASSET BASE

Together, these initiatives support a more diversified and resilient commercial model capable of sustaining the game across the region.

LOOKING AHEAD:

Commercial priorities in the year ahead will include securing a primary sponsor for the West Indies team, expanding commercial partnerships in key international markets, and continuing improvements to financial governance and procurement systems. Cricket West Indies will also continue reviewing domestic tournament structures and hosting models to improve the financial sustainability of regional cricket.





PILLAR 5:

FAN ENGAGEMENT AND GLOBAL VISIBILITY

The global appeal of West Indies cricket remains one of the organisation's greatest strategic assets.

Cricket West Indies continues to strengthen its connection with fans through expanded digital engagement, enhanced storytelling, and new platforms designed to reach audiences across the Caribbean and the global diaspora.

PRIORITY AREAS INCLUDE:

- CONTINUED GROWTH IN DIGITAL PLATFORMS AND ONLINE FAN ENGAGEMENT
- EXPANSION OF CONTENT PRODUCTION AND STORYTELLING AROUND WEST INDIES CRICKET
- DEVELOPMENT OF NEW DIGITAL CAPABILITIES AS PART OF A BROADER DIGITAL TRANSFORMATION AGENDA
- ADVANCEMENT OF THE WEST INDIES CRICKET EXPERIENCE, AN IMMERSIVE HERITAGE AND FAN ENGAGEMENT ATTRACTION CELEBRATING THE HISTORY AND CULTURAL IMPACT OF WEST INDIES CRICKET

LOOKING AHEAD:

In the year ahead, Cricket West Indies will place particular emphasis on deepening connections with both longstanding supporters and new generations of cricket fans. The organisation will focus on ensuring that the West Indies cricket product reflects the vibrant culture and identity of the Caribbean while strengthening engagement with local creative partners, communities, and cultural stakeholders. Continued development of the West Indies Cricket Experience will also form a key component of efforts to expand fan engagement and global visibility.





PILLAR 6:

GOVERNANCE

Strengthening governance remains a key component of the organisation's strategic transformation.

Recent reforms have enhanced transparency, accountability, and oversight across Cricket West Indies.

KEY DEVELOPMENTS INCLUDE :

- STRENGTHENED BOARD COMMITTEE STRUCTURES
- IMPROVED FINANCIAL REPORTING AND PROCUREMENT FRAMEWORKS
- ENHANCED GOVERNANCE SYSTEMS DESIGNED TO SUPPORT MORE EFFECTIVE ORGANISATIONAL DECISION-MAKING

These reforms are intended to ensure that Cricket West Indies operates with the governance standards necessary to support its long-term strategic ambitions.

LOOKING AHEAD:

Governance priorities for the coming year include the completion and rollout of the Cricket West Indies Directors' Handbook, along with continued strengthening of governance policies and organisational frameworks. Cricket West Indies will also maintain ongoing engagement with stakeholders across the region to support transparency, accountability, and effective oversight.





CORPORATE SOCIAL RESPONSIBILITY



CORPORATE SOCIAL RESPONSIBILITY REPORT

LAUNCHING A NEW ERA OF CORPORATE SOCIAL RESPONSIBILITY

Cricket West Indies (CWI) formally initiated its corporate social responsibility journey in September of 2025 with the introduction of W.I. C.A.R.E. – West Indies Cricket Assisting Regional Empowerment.

The programme builds on the community-based initiatives first championed during the 2024 England Home Series in St. Lucia, when CWI hosted special match-day experiences for students of the Dunnottar School, which serves children and young adults with developmental disabilities, as well as residents of the Saint Lucy's Home, an institution supporting individuals facing homelessness and social hardship. Approximately 60 students, residents and caregivers were invited, many experiencing live international cricket for the first time. The initiative created moments of joy, belonging and inspiration, demonstrating how cricket can serve as a powerful platform for inclusion and meaningful community connection.

While initiatives such as these reflect our long-standing recognition of the power of cricket to transform lives, unify communities and inspire generations across the Caribbean, the launch of W.I. C.A.R.E. marked the beginning of a structured, visible and coordinated CSR framework designed to deepen that impact. As a newly established platform, the programme remains in its infancy; however, its early activation signals a clear strategic intent to build a sustainable and measurable regional legacy.



CORPORATE SOCIAL RESPONSIBILITY REPORT

The W.I. C.A.R.E. framework supports the “Fan Engagement & Global Visibility” and “Cricket Development & Participation” pillars of CWI’s Strategic Plan and reflects a deliberate commitment to measurable and meaningful regional impact on:

C – COMMUNITY ENGAGEMENT & CAPACITY BUILDING

A – ACCESS & OPPORTUNITY

R – RESILIENCE THROUGH EDUCATION & SPORT

E – EMPOWERMENT OF YOUTH

These components are operationalised through three initial programme pillars:

CARE for Youth – “Future Play”

CARE for Wellness – “Cricket for the Cure”

CARE for Community – “Resilience in Play”



EARLY ACTIVATION: CARE FOR WELLNESS

The programme's first official activities commenced in the final quarter of 2025, with a focused rollout under the CARE for Wellness pillar. Recognising the importance of health advocacy across the region, CWI prioritised support for both breast cancer awareness and men's health initiatives, two issues that significantly affect Caribbean families and communities.

During the month of October, we leveraged our public reach and player visibility via social media to raise awareness of the devastating impact of breast cancer, but more importantly, the role of early dedication in the fight against the deadly disease.

A landmark moment came with CWI's first-ever sponsorship of CIBC's Walk for the Cure in Antigua, the organisation's headquarters. This milestone signalled a powerful statement of intent; that CWI would not only champion excellence on the field but also stand visibly and actively with the communities it represents.

In November, the focus shifted to awareness messaging around men's health, reinforcing the importance of preventative care, open dialogue, and community responsibility, reflecting CWI's commitment to holistic wellness across genders.

2026 FOCUS AREAS AND STRATEGIC PRIORITIES

As W.I. C.A.R.E. transitions from launch phase to structured expansion in 2026, key priorities will include:

GEOGRAPHIC EXPANSION: Rolling out pillar-aligned initiatives across CWI member territories to ensure equitable regional reach.

STRATEGIC PARTNERSHIPS: Formalising collaborations with NGOs, ministries of education and health, youth organisations, and corporate partners to strengthen delivery and scale.

YOUTH & CRICKET DEVELOPMENT INTEGRATION: Aligning CARE for Youth initiatives with grassroots and pathway programmes to integrate life skills, mentorship and academic support into cricket development structures.

WOMEN & GIRLS ENGAGEMENT: Embedding targeted empowerment initiatives within both CARE for Youth and CARE for Wellness, leveraging women's cricket properties and role models.

MEASUREMENT & REPORTING FRAMEWORK: Implementing monitoring tools and impact metrics to track participation, community reach and long-term outcomes.

MATCH-DAY & TOURNAMENT ACTIVATIONS: Integrating CSR activations into regional and international series to enhance fan engagement while driving awareness for social causes.

The long-term vision for W.I. C.A.R.E. extends well beyond a single territory or event, with the goal being the establishment of strategic partnerships across all CWI member territories, collaborating with NGOs, educational institutions, health organisations, and corporate stakeholders to deliver sustained, measurable impact within each pillar.

Through these alliances, CWI aims to expand health advocacy; strengthen youth outreach and cricket-based development programmes; and support community building efforts that reinforce resilience and opportunity.

HONOURS LIST

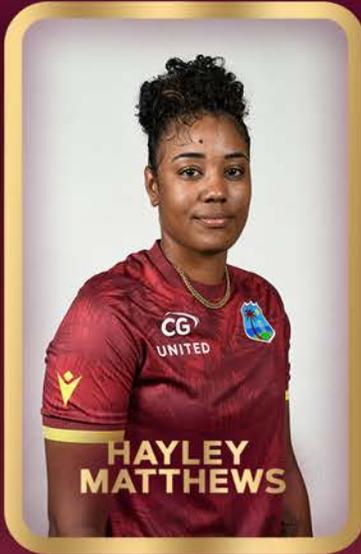
TOP PERFORMERS



SHAI HOPE

Tests: 534 in 18 innings
| Avg. 33.38 | 2 centuries; 1 half-century
ODIs: 670 in 15 innings
| Avg. 55.83 | 2 centuries; 4 half-centuries
T20Is: 556 in 19 innings
| SR of 136.6 | 1 century; 4 half-centuries

Cemented his place as the leading batsmen with the most runs scored in all formats. Second-fastest West Indian to reach 6000 ODI runs (142 innings)



HAYLEY MATTHEWS

WODIs: 534 in 12 innings
| Avg. 53.39 | SR of 104.3 | 2 centuries;
2 half-centuries | 22 wickets
WT20Is: 441 in 8 innings
| SR of 127.2 | Avg. 87.2 | 1 century;
4 half-centuries | 8 wickets

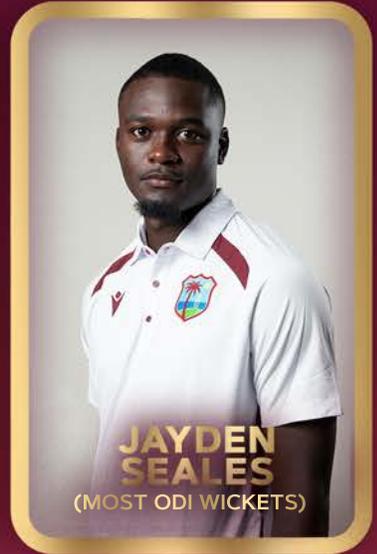
Maintained her standing as a premier all-rounder. 3rd West Indian Woman to reach 3000 WODI runs



JASON HOLDER
(MOST T20I WICKETS)

T20Is: 31 wickets | 22 innings | Avg. 22.6

*Became West Indies' all-time leading wicket taker in ODIs - 159**



JAYDEN SEALES
(MOST ODI WICKETS)

ODIs: 27 wickets | 11 innings | Avg. 18.1 |

Best figures - 6/18 in a victory over Pakistan.

Improved to #9 in ICC Test Bowler rankings.



JOMEL WARRICAN
(MOST TEST WICKETS)

Tests: 24 wickets | 9 innings | Avg 19.2 |

Best figures - 7/32 vs Pakistan



AFY FLETCHER
(MOST WT20I WICKETS)

WT20s: 19 wickets | 9 innings
WODIs: 23 wickets (2nd)

4th West Indian to take 100 wickets



AALIYAH ALLEYNE
(MOST WODI WICKETS)

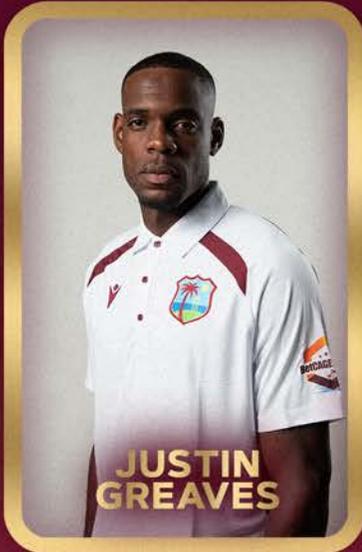
WODIs: 24 wickets | 13 innings | Avg. 18.7 |

Best figures - 4/39 in a win over Bangladesh



HONOURS LIST

STANDOUT PERFORMANCES



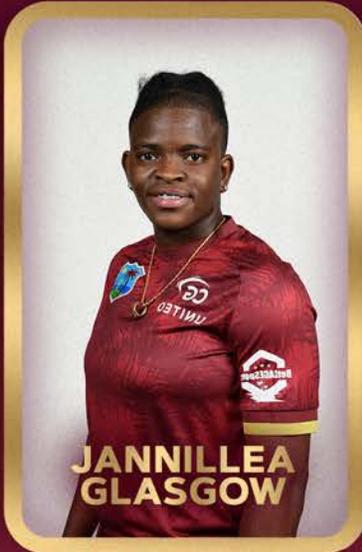
JUSTIN GREAVES

Test match saving 202 not out from 388 balls, securing a historic draw with New Zealand



KEACY CARTY

ODI Match-winning 170 at SR 119.7 against Ireland



JANNILLEA GLASGOW

Impressive debut year - standout bowling performance of 4/15 in a T20I win over Bangladesh



KARISHMA RAMHARACK

20 ODI wickets | Avg of 22.5 | Best figures - 4/12 in a win over Bangladesh

MILESTONES



KRAIGG BRATHWAITE

10th West Indian to play 100 Tests



ROSTON CHASE

Reached 50 Test caps



ROVMAN POWELL

Second West Indian to reach 2000 T20I runs



HONOURING SERVICE “BEYOND A BOUNDARY”

While performances on the field often define West Indies cricket in the public eye, the game’s strength and sustainability are equally shaped by those who serve beyond the boundary. Cricket administration plays a critical role in building structures, nurturing talent, and safeguarding the future of the game across the region. Though these contributions are not measured in runs or wickets, they are no less significant.

In 2025, the game bid farewell to two distinguished administrators who, after long and impactful careers, brought their innings of service to a close. Among those who have truly distinguished themselves through exceptional service are Mr. Condé Riley, OBE, and Mrs. Palmetto “Polly” Pond (formerly Palmetto Wetherill).

CONDE’ RILEY, OBE

Cricket West Indies recognises the outstanding contribution of Condé Riley, OBE, a long-serving CWI Director whose leadership and commitment have significantly supported the development of the game in Barbados and across the region.

Over nearly two decades of service, Riley was known for his unwavering belief in the role of cricket as a vehicle for opportunity and progress. His tenure reflected a deep commitment to strengthening the game at all levels and contributing to its long-term sustainability.

Beyond his formal responsibilities, Riley brought integrity, resilience, and a quiet generosity to his role, supporting the growth of young players and ensuring that opportunity was not limited by circumstance. His service was defined not by recognition, but by a genuine desire to advance West Indies cricket.

Cricket West Indies expresses its sincere gratitude to Condé Riley, OBE, for his invaluable contribution and honours a legacy defined by conviction, compassion, and enduring service.

PALMETTO “POLLY” WETHERILL

Cricket West Indies also pays tribute to Palmetto Wetherill, affectionately called “Polly,” on the occasion of her retirement in December 2025, following 25 years of dedicated service to the organisation.

A highly respected administrator, Polly was known for her professionalism, attention to detail, and commitment to excellence. Her consistency and remarkable punctuality made her a trusted and reassuring presence, while her dedication set a high standard for colleagues across the administrative team. She was also widely known for her love of cricket and sport more broadly, which she brought into her work each day.

Beyond her technical contributions, Polly’s warmth and spirit of camaraderie left a lasting impression on all who worked alongside her.

Cricket West Indies expresses its sincere gratitude for her loyal service and celebrates a legacy defined by passion, professionalism, grace, and dedication.

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