

# Beyond One by '21

## A Report into the Ethnic Diversity of UK Boards by Sir John Parker



**UK companies have made great progress on gender diversity but there is much more to do around ethnic and cultural diversity"**

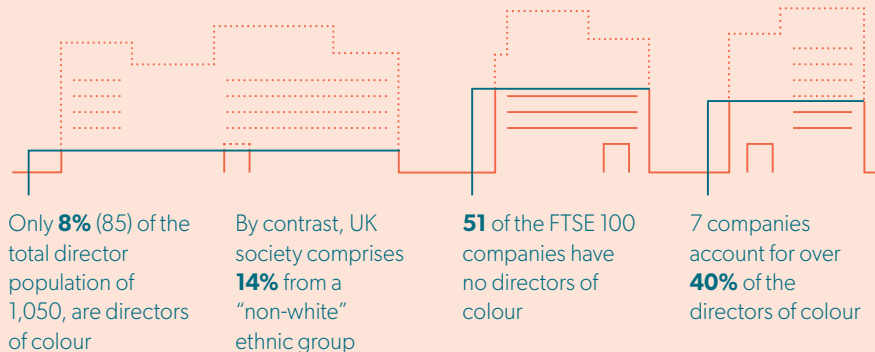
– Sir John Parker



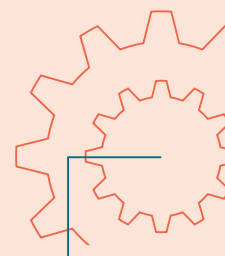
**Understanding and responding** to cultural and demographic change is a major commercial imperative both in the UK and globally

### The current state of affairs

**Ethnic minority representation** in the Boardrooms across the FTSE 100 is disproportionately low:



### Key business drivers



#### Internal benefits

Inclusive leadership  
Corporate culture

#### External benefits

Brand enhancement  
Attracting and retaining the best talent  
De-risking the supply chain

### Recommendations to improve Boardroom diversity

**FTSE 100 Boards** to have at least one director of colour by 2021 (FTSE 250 Boards by 2024)

**Nomination committees** to require executive search firms (and HR teams) to identify and present qualified people of colour for board appointments

**Standard Voluntary Code of Conduct** for executive search firms to extend to the recruitment of ethnic minority candidates

**Develop candidates** for the pipeline and plan for succession:

- Companies should identify and develop people of colour

- Board directors to mentor people of colour
- People of colour should be supported to take on Board appointments

**Enhance transparency and disclosure:**

- Annual reports to describe efforts to increase ethnic diversity
- Disclosure of non-compliance with Board composition recommendations

