

2021 Korn Ferry UK Consumer Diversity Index



KORN FERRY



Sarah Lim, Managing Director and Head of
UK Consumer Board & CEO Services, EMEA

To win the game you need a rich
tapestry of talent to harness the
best players from all walks of life.



Sonamara Jeffreys, Co-President
EMEA, Korn Ferry

In an increasingly global and complex
world, the need to drive lasting and
meaningful change has never been more
critical. The time to act and to build
truly inclusive organisations is now and
we have a tremendous opportunity to
embrace real change. Those able to drive
lasting change will be the beneficiaries,
unlocking not only the potential of all their
talent, but also creating greater value for
their clients and their employees.

FOREWORD

BY SARAH LIM

Only four years ago, 53 of the FTSE 100 companies didn't have a person of colour on the board. 'One by 2021' was the mandate initially set out in 2017 by The Parker Review, with a clear goal that every FTSE 100 board would have at least one person of colour by 2021; for every FTSE 250 company that date would be 2024.

Fast forward to today and the UK still has some way to go. In an update to the Parker Review published in March 2021, it found nearly a fifth of FTSE 100 boards have no ethnic minority members, with people from those minorities accounting for only about 12% of board directors at FTSE 100 companies in November 2020, largely unchanged from the previous year.

There is clearly room for improvement. This month the UK will start the slow process of opening up its economy, following an unprecedented 12 months at the hands of the global pandemic, social unrest around concerns for racial equality, and the practical and economic impact of our exit from the EU. In no time previously has the issue of race and diversity become such a pressing opportunity for business leaders to drive competitive advantage, satisfy shareholder demand and ensure that in the boardroom and in the C-suite, their business reflects the communities they serve with a diverse pool of leaders who set the tone and provide role models for the next generation.

At Korn Ferry, fostering diverse talent is what we do. Today, our Board constitutes 38% female members including our Board Chair, and 24% are from an ethnic minority. Our global leadership team is 75% non-white and 25% female. We believe that diversity is the key to success for unlocking business potential and meeting the expectations of shareholders, employees and customers — and never more so than in today's challenging business environment. We are committed to this agenda with our clients across board and executive search, leadership development and wider talent and organisation consulting.



SARAH LIM
Managing Director
and Head of UK
Consumer Board
& CEO Services,
EMEA

2021 Korn Ferry UK Consumer Diversity Index

In this 2021 report we've looked at how the UK consumer sector stacks up when it comes to diverse representation, and in particular that of ethnic minority and female participation on UK listed boards.

During March 2021, we conducted an extensive analysis of the leading 144 consumer companies within the FTSE 100, FTSE 250 and AIM All-Share indexes. We reviewed the 1,103 individuals who sit on these boards and spoke to leaders in the industry leading the charge, to get their further insight and perspectives.

*Data was gathered from Boardex, company websites and annual reports.



NOTABLE FINDINGS

FROM THE 2021 UK CONSUMER DIVERSITY INDEX

There is better diversity representation on FTSE 100 and FTSE 250 consumer boards than there is on AIM All-Share:

17%

4 IN 23

of FTSE 100 consumer companies have no ethnic minority board directors.

59%

20 OF 34

of FTSE 250 consumer companies have no ethnic minority board directors.

75%

65 OF 97

of AIM All-Share listed consumer companies have no ethnic minority board directors.

3.4%

ETHNIC MINORITY CHAIRS

There are only 3.4% ethnic minority chairs (five) and only 9% ethnic minority CEOs (13) out of all 144 listed consumer companies.

4.9%

FEMALE CEOs

There are only 4.9% (seven) female CEOs: two in the FTSE 100 and five in AIM All-Share; none in the FTSE 250, out of all 144 listed consumer companies.



COMPANY CHAIRS

- The FTSE 100 consumer have no ethnic minority Chairs on the board and just one female Chairwoman.
- FTSE 250 consumer have no ethnic minority Chairs and three female Chairs.
- AIM All-Share consumer have five female Chairs, four ethnic minority male Chairs and one ethnic minority female Chair.

36%

ETHNIC MINORITY REPRESENTATION

Tate and Lyle tops the FTSE 250, with 36% ethnic minority board representation.

36%

ETHNIC MINORITY REPRESENTATION

Unilever is the best performer on ethnic minority representation in the FTSE 100, with 36%.

IN THE DRIVING SEAT DIVERSITY IN CHAIRS

Of the 144 listed consumer companies across FTSE 100, FTSE 250 and AIM All-Share, less than 3% of Chairs (four) are male and come from an ethnic minority background. These are:



MAHMUD KAMANI,
Boohoo Group plc



NEIL (NILESH)
SACHDEV
Cake Box
Holdings plc



HARESH
KANABAR
Hermes Pacific
Investments plc



MICHAEL
MUNDASHI
Zambeef
Products plc

Only 6.3% (nine) Chairs are female and there is only one female Chair who is also from an ethnic minority background. These are:



THÉRÈSE
ESPERDY
Imperial Brands plc



ALICJA
KORNASIEWICZ
Cineworld
Group plc



ELAINE
O'DONNELL
Games Workshop
Group plc



CAROLINE SILVER
PZ Cussons plc



CAROLINE
HAVERS
Agriterra Ltd



KIRAN NOONAN
John Lewis of
Hungerford plc



JOANNE CASH
Mind Gym plc



ROSE HYNES
Origin
Enterprises plc



DAME DIANNE
THOMPSON
Sanderson Design
Group plc

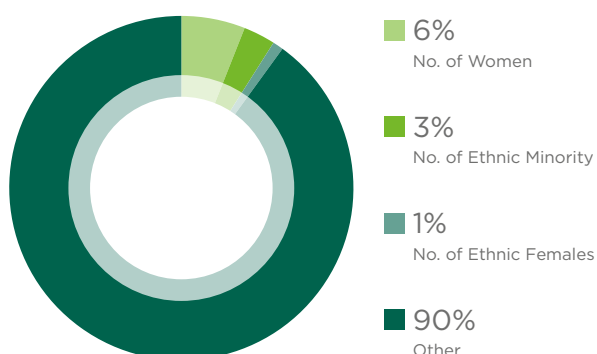


DR LYNN
DRUMMOND
Venture Life
Group plc

In aggregate, only 9.7% (14) companies have Chairs who are from an ethnic minority background, and/or are female. These are:

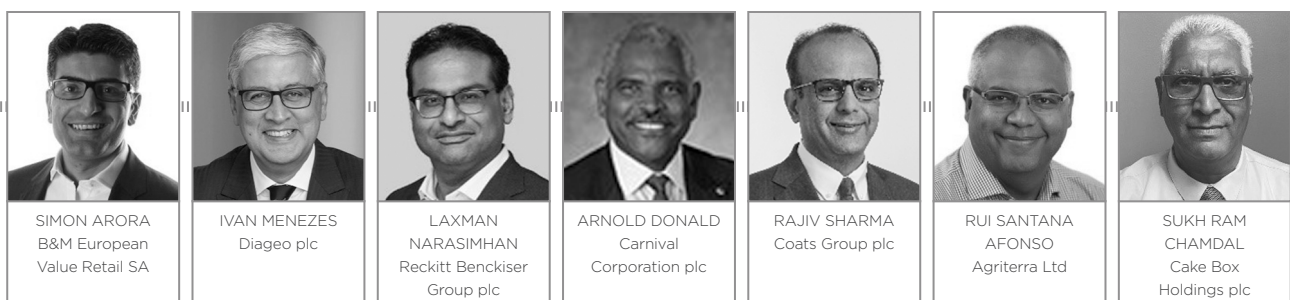
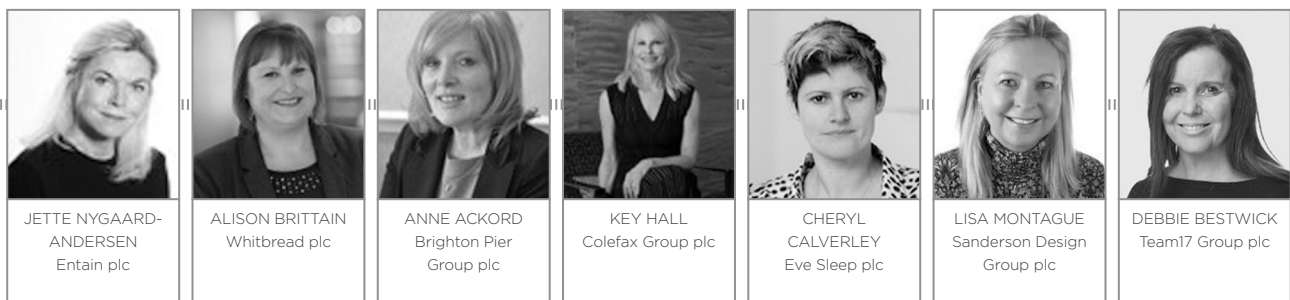
- Agriterra Ltd
- Boohoo Group plc
- Cake Box Holdings plc
- Cineworld Group plc
- Games Workshop Group plc
- Hermes Pacific Investments plc
- Imperial Brands plc
- John Lewis of Hungerford plc
- Mind Gym plc
- Origin Enterprises plc
- PZ Cussons plc
- Sanderson Design Group plc
- Venture Life Group plc
- Zambeef Products plc

CHAIR DIVERSITY BREAKDOWN

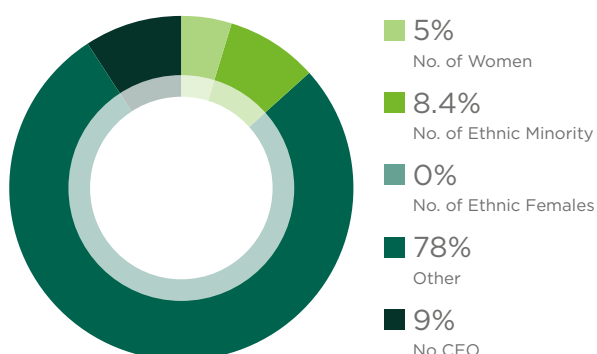


HOW DIVERSE ARE OUR CHIEF EXECUTIVE OFFICERS?

Of the 144 listed consumer companies across the FTSE 100, FTSE 250 and AIM All-Share, there are a total of 131 Chief Executive Officers (13 companies had no CEOs at the time of publication), and of these only 18 CEOs are either from an ethnic minority background or female. Of those CEOs, 8.4% (11) are from an ethnic minority background and they are all male with 5.3% (seven) women. There are no CEOs who are both female and ethnic minority. These are:



CEO DIVERSITY BREAKDOWN



HOW DIVERSE ARE OUR BOARD DIRECTORS?

ETHNICITY

In 2017, the Parker Review set out a clear goal: every FTSE 100 board (across all sectors) would have at least one person of colour by 2021; for the FTSE 250 it would be 2024. There were no targets set for AIM All-Share listed companies at that time.

Overall, across the 144 UK listed consumer companies today (in the FTSE 100, FTSE 250 and AIM All-Share), there are a total of 1,103 board directors. Of these:

ETHNICITY

11.6%

29 OUT OF 250

in FTSE 100 consumer companies are ethnic minority directors.

5.6%

18 OF 322

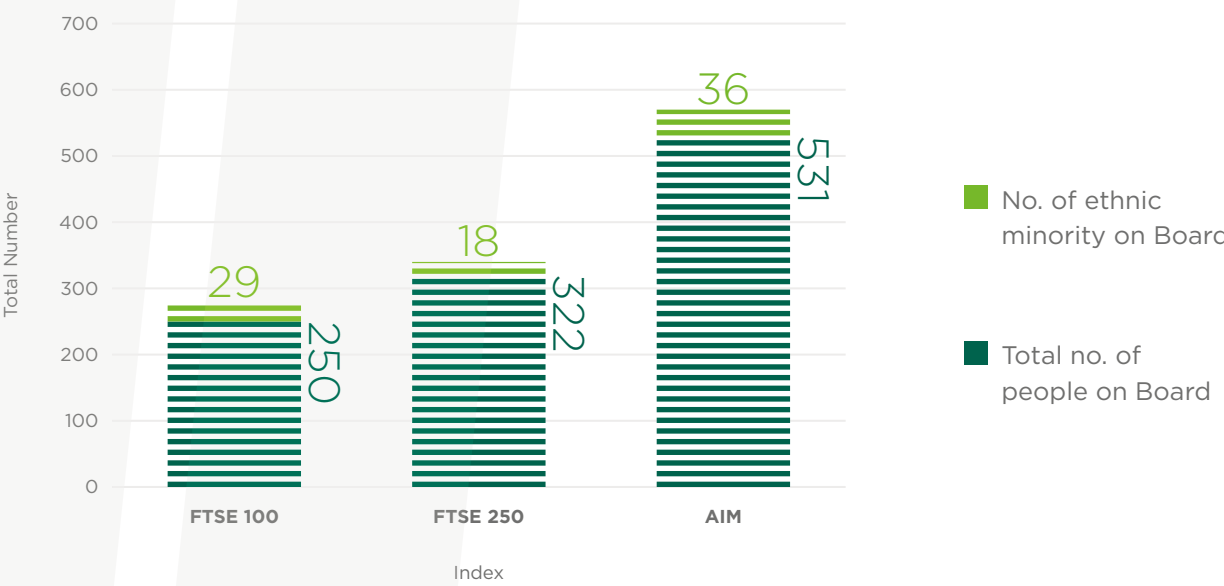
in FTSE 250 consumer companies are ethnic minority directors.

6.7%

36 OF 531

in AIM All-Share consumer companies are ethnic minority directors.

ETHNIC MINORITY



GENDER

The Hampton-Alexander Review targeted all FTSE 350 companies to have 33% female representation on its boards and senior leadership teams by 2020. In February 2021, the same report noted that the FTSE 350 boards have met and exceeded the target on average.

The FTSE 100 has made steady progress with the number of women in the combined Executive Committee & direct reports increasing to 30.6% in 2020, up from 28.6% in 2019. The FTSE 250 made slower progress with the number of women only marginally increasing to 28.5%, up from 27.9% in 2019.

FEMALE

35%

90 OUT OF 250

of all board directors in FTSE 100 consumer companies are female.

32.5%

105 OF 322

of all board directors in FTSE 250 consumer companies are female.

16.9%

90 OF 531

of all board directors in AIM All-Share consumer companies are female.

WOMEN ON THE BOARD





GERRY MURPHY
Chair, Tate & Lyle

Board diversity is fundamental to living Tate & Lyle's purpose of Improving Lives for Generations. I don't know how we could do that effectively unless our leadership at all levels, including the Board, can identify with our colleagues and customers around the world and vice versa!

It's really important that all our people feel they can be themselves at work, that they are and feel fairly represented, especially in terms of opportunity, and that their voices are heard and their ideas valued. Boardroom diversity is a fundamental and very visible manifestation of our culture, setting the tone for our leadership and for our people more broadly. The Board is the custodian of the power and potential to direct the evolution of company culture, to attract and retain key talent and harness and recognise the energy and imagination of everyone to drive growth and innovation and to deliver our purpose.

In a consumer-led business like ours, diversity is a prerequisite to future-proofing our company, by ensuring our employees reflect the customers and communities we serve - and as a global business, our Board needs to reflect the rich diversity of the regions where we operate.

This is not just a matter of governance and social responsibility, important as these dimensions are, it's just good common sense. We really will do better by being truly inclusive...all of us are much stronger than just some of us.

LEADERS

FIRMS WITH THE MOST DIVERSE BOARDS

The report shows the companies with the most women and ethnic minorities on their boards across all UK listed consumer companies. While some companies are leading the way with much more diverse boards, it is clear that there is still margin for improvement.

THE LEADERS IN ETHNIC MINORITY BOARD REPRESENTATION

FTSE 100 COMPANIES WITH MORE ETHNICALLY DIVERSE BOARDS

Of the top five companies with strong ethnic minority representation on their boards, Unilever achieved the best score with 36% (4 out of 11) of the board coming from an ethnic minority background. Diageo was second at 27% (3 of 11). Reckitt was third with 25% of their board being ethnically diverse (3 from 12) with Whitbread and British American Tobacco at 17% (2 out of 12).

To be noted that while the top five of these companies had boards where their composition of ethnic minority board membership overall was greater than 17%, none of them had a Chair from an ethnic minority background.



FTSE 100 CONSUMER COMPANIES – ETHNIC MINORITY REPRESENTATION

COMPANY NAME	INDEX	NO. OF PEOPLE ON BOARD	NO. OF EMR ON BOARD	% OF EMR ON BOARD
Unilever plc	FTSE 100	11	4	36%
Diageo plc	FTSE 100	11	3	27%
Reckitt Benckiser Group plc	FTSE 100	12	3	25%
Whitbread plc	FTSE 100	10	2	17%
British American Tobacco plc	FTSE 100	12	2	17%
B&M European Value Retail SA	FTSE 100	7	1	14%
Tesco plc	FTSE 100	14	2	14%
Associated British Foods plc	FTSE 100	9	1	11%
Just Eat Takeaway.com NV	FTSE 100	9	1	11%
Kingfisher plc	FTSE 100	9	1	11%
Sainsbury(J) plc	FTSE 100	9	1	11%
Burberry Group plc	FTSE 100	11	1	9%
Entain plc	FTSE 100	11	1	9%
Imperial Brands plc	FTSE 100	11	1	9%
WM Morrison Supermarkets plc	FTSE 100	11	1	9%
Compass Group plc	FTSE 100	12	1	8%
Ocado Group plc	FTSE 100	12	1	8%
Coca-Cola Hbc AG	FTSE 100	14	1	7%
Intercontinental Hotels Group plc	FTSE 100	14	1	7%

*Ethnic minority representation (EMR)

*Please note that companies not represented do not have EMR representation. For the full list of consumer companies listed and reviewed as part of this report in the FTSE 100, FTSE 250 and AIM All-Share All Share Index, see Appendix at the end of this report.

FTSE 250 COMPANIES WITH MORE ETHNICALLY DIVERSE BOARDS

The top three companies within the FTSE 250 were Tate & Lyle with 36%, followed by Coats Group 20% and 888 Holdings in third with 14% of its Board coming from an ethnic minority background.

None of these companies had a Chair from an ethnic minority background.

FTSE 250 COMPANIES — ETHNIC MINORITY REPRESENTATION

COMPANY NAME	INDEX	NO. OF PEOPLE ON BOARD	NO. OF EMR ON BOARD	% OF EMR ON BOARD
Tate & Lyle plc	FTSE 250	11	4	36%
Coats Group plc	FTSE 250	10	2	20%
888 Holdings plc	FTSE 250	7	1	14%
Britvic plc	FTSE 250	9	1	11%
Dixons Carphone plc	FTSE 250	9	1	11%
Easyjet plc	FTSE 250	9	1	11%
Gamesys Group plc	FTSE 250	9	1	11%
Rank Group plc (The)	FTSE 250	9	1	11%
WH Smith plc	FTSE 250	9	1	11%
Premier Foods plc	FTSE 250	10	1	10%
Marks & Spencer Group plc	FTSE 250	11	1	9%
Carnival plc	FTSE 250	12	1	8%
Domino's Pizza Group plc	FTSE 250	12	1	8%
Greencore Group plc	FTSE 250	12	1	8%

*Ethnic minority representation (EMR)

*Please note that companies not represented do not have EMR representation. For the full list of consumer companies listed and reviewed as part of this report in the FTSE 100, FTSE 250 and AIM All-Share Index, see Appendix at the end of this report.



LAXMAN NARASIMHAN
Chief Executive Officer, Reckitt Benckiser Group plc

Reckitt focuses on inclusion not just because it's the right thing for our company, we do it because it's the right thing for society and the world.

We are over 42,000 people of 120 different nationalities, operating in 60 countries with our brands in 190 countries across 6 continents. We believe it's right that people are treated fairly and equitably; whether as consumers, partners or colleagues. By its nature, getting inclusion right is something that doesn't stand still. Yesterday's approaches will not address tomorrow's opportunities.

At Reckitt we are on an inclusion journey. An example of this is our acknowledgement and action plan on female representation at a senior management levels. As of December 2020, 29% of senior management roles here were held by women, which is not where we want it to be. Our ambition is for this to be gender balanced at all levels of management by 2030. Elsewhere, our Inclusion strategy focusses on six pillars to drive Inclusion. These are cultural and structural. They focus on who we are – our leadership, our people and our policies, and what we do – how we procure, our brands and partners.

AIM ALL-SHARE LISTED COMPANIES WITH MORE ETHNICALLY DIVERSE BOARDS

Within the AIM All-Share listed consumer companies, the company with more ethnic minority representation on their Board was Zambef Products with 70%. Both Cake Box Holdings and Comptoir Group have 67% ethnic minority leadership, followed by Fulham Shore at 50%. Both Zambef Products and Cake Box Holdings have Chairs from an ethnic minority background.

AIM ALL-SHARE COMPANIES — ETHNIC MINORITY REPRESENTATION

COMPANY NAME	INDEX	NO. OF PEOPLE ON BOARD	NO. OF EMR ON BOARD	% OF EMR ON BOARD
Zambef Products plc	FTSE AIM All-Share	10	7	70%
Cake Box Holdings plc	FTSE AIM All-Share	6	4	67%
Comptoir Group plc	FTSE AIM All-Share	3	2	67%
Fulham Shore plc	FTSE AIM All-Share	6	3	50%
Agriterra Ltd	FTSE AIM All-Share	6	2	33%
Hermes Pacific Investments plc	FTSE AIM All-Share	3	1	33%
John Lewis Of Hungerford plc	FTSE AIM All-Share	3	1	33%
Quiz plc	FTSE AIM All-Share	6	2	33%
Mind Gym plc	FTSE AIM All-Share	8	2	25%
Tasty plc	FTSE AIM All-Share	4	1	25%
Dekel Agri-Vision plc	FTSE AIM All-Share	5	3	20%
Mysale Group plc	FTSE AIM All-Share	5	1	20%
Eve Sleep plc	FTSE AIM All-Share	6	1	17%
Sanderson Design Group plc	FTSE AIM All-Share	6	1	17%
Pittards plc	FTSE AIM All-Share	7	1	14%
Safestay plc	FTSE AIM All-Share	7	1	14%
Boohoo Group plc	FTSE AIM All-Share	8	1	13%
Cvs Group plc	FTSE AIM All-Share	8	1	13%
Marshall Motor Holdings plc	FTSE AIM All-Share	8	1	13%
Mulberry Group plc	FTSE AIM All-Share	8	1	13%
Camellia plc	FTSE AIM All-Share	10	1	10%

*Ethnic minority representation (EMR)

*Please note that companies not represented do not have EMR representation. For the full list of consumer companies listed and reviewed as part of this report in the FTSE 100, FTSE 250 and AIM All-Share Index, see Appendix at the end of this report.



ALISON BRITTAIN
Chief Executive Officer, Whitbread PLC

Being a force for good in the world continues to be incredibly important to Whitbread. A key part of this commitment is to improve diversity at all levels of the organisations and continuing to champion inclusivity.

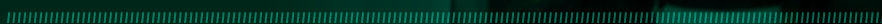
Within Whitbread, we are clear that diversity and inclusion go hand in hand, and believe you can only achieve sustainable representation levels of diverse groups if you have a culture of inclusion, where difference is truly valued and colleagues can be their authentic selves in the workplace.

In 2020, despite the challenging external conditions COVID-19 has created for hospitality, we have made tremendous progress with D&I. Our eight commitments are designed to accelerate diversity through recruitment and talent practices, whilst creating an even more inclusive environment through continued education, development of allyship, celebration of events and championing of all our networks.

Increasing our representation of diverse groups at Board and Leadership level is an important part of these commitments, and we know that whilst we are making progress, we have much more to do. We have set ourselves challenging internal targets for our representation across gender and ethnicity to drive further progress.

We fully support the recommendations from both the Hampton Alexander and Parker Reviews, and also recognise that our under-represented groups extend wider than these. We are equally committed to the inclusion of all diverse groups regardless of age, ethnicity, sexual orientation, gender identity or whether you identify as having a disability.

I am personally committed to ensuring that there are no barriers to entry and no limits to ambition for everyone who is part of our Whitbread family and I am confident that we will continue to make progress over the coming years.



THE LEADERS IN GENDER DIVERSITY ON CONSUMER LISTED BOARDS

FTSE 100 CONSUMER COMPANIES WITH MORE GENDER DIVERSE BOARDS

Regarding female representation on boards, the top companies within the FTSE 100 were Diageo, Burberry, International Consolidated Airlines Group and Unilever. Diageo leads the way with 64% women represented on its board, followed by Burberry, International Consolidated Airlines Group and Unilever at 45%. None of these leading companies have a woman as their Chair or CEO and only Whitbread and Entain have female CEOs.

FTSE 100 CONSUMER COMPANIES — GENDER DIVERSITY

COMPANY NAME	INDEX	NO. OF PEOPLE ON BOARD	NO. OF WOMEN ON BOARD	% OF WOMEN ON BOARD
Diageo plc	FTSE 100	11	7	64%
Burberry Group plc	FTSE 100	11	5	45%
International Consolidated Airlines Group SA (LAG)	FTSE 100	11	5	45%
Unilever plc	FTSE 100	11	5	45%
Kingfisher plc	FTSE 100	9	4	44%
Compass Group plc	FTSE 100	12	5	42%
Reckitt	FTSE 100	12	5	42%
Whitbread plc	FTSE 100	10	5	42%
Next plc	FTSE 100	10	4	40%
Flutter Entertainment plc	FTSE 100	13	5	38%
Entain plc	FTSE 100	11	4	36%
Intercontinental Hotels Group plc	FTSE 100	14	5	36%
Associated British Foods plc	FTSE 100	9	3	33%
British American Tobacco plc	FTSE 100	12	4	33%
Sainsbury(J) plc	FTSE 100	9	3	33%
B&M European Value Retail SA	FTSE 100	7	2	29%
Coca-Cola Hbc AG	FTSE 100	14	4	29%
Jd Sports Fashion plc	FTSE 100	7	2	29%
Tesco plc	FTSE 100	14	4	29%
WM Morrison Supermarkets plc	FTSE 100	11	3	27%
Just Eat Takeaway.com NV	FTSE 100	9	2	22%
Imperial Brands plc	FTSE 100	11	2	18%
Ocado Group plc	FTSE 100	12	2	17%

FTSE 250 CONSUMER COMPANIES WITH GENDER DIVERSE BOARDS

The top seven consumer companies within the FTSE 250 with regard to female board representation were Greencore Group, Games Workshop, Britvic, Rank Group, PZ Cussons, Dunelm and Coats Group. Greencore was the highest ranked with a 58% female board. Games Workshop was second with 57%

representation and Britvic and Rank Group joint third with 44%. The top ranked next three were PZ Cussons 43%, Dunelm Group 42% and Coats Group 40% women on Boards respectively.

Of the above companies, only Games Workshop and PZ Cussons have female Chairs.

FTSE 250 CONSUMER COMPANIES — GENDER DIVERSITY

COMPANY NAME	INDEX	NO. OF PEOPLE ON BOARD	NO. OF WOMEN ON BOARD	% OF WOMEN ON BOARD
Greencore Group plc	FTSE 250	12	7	58%
Games Workshop Group plc	FTSE 250	7	4	57%
Britvic plc	FTSE 250	9	4	44%
Rank Group plc (The)	FTSE 250	9	4	44%
Pz Cussons plc	FTSE 250	7	3	43%
Dunelm Group plc	FTSE 250	12	5	42%
Coats Group plc	FTSE 250	10	4	40%
Greggs plc	FTSE 250	8	3	38%

FTSE 250 CONSUMER COMPANIES – GENDER DIVERSITY (CONTINUED)

Howden Joinery Group plc	FTSE 250	8	3	38%
Pets At Home Group plc	FTSE 250	8	3	38%
Marks & Spencer Group plc	FTSE 250	11	4	36%
Tui AG	FTSE 250	20	7	35%
Dixons Carphone plc	FTSE 250	9	3	33%
Easyjet plc	FTSE 250	9	3	33%
Watches Of Switzerland Group plc	FTSE 250	6	2	33%
WH Smith plc	FTSE 250	9	3	33%
888 Holdings plc	FTSE 250	7	2	29%
AO World plc	FTSE 250	7	2	29%
Frasers Group plc	FTSE 250	7	2	29%
Hilton Food Group plc	FTSE 250	7	2	29%
Trainline plc	FTSE 250	7	2	29%
C&C Group plc	FTSE 250	11	3	27%
Cineworld Group plc	FTSE 250	11	3	27%
Tate & Lyle plc	FTSE 250	11	3	27%
Wizz Air Holdings plc	FTSE 250	11	3	27%
Carnival plc	FTSE 250	12	3	25%
Cranswick plc	FTSE 250	8	2	25%
Domino's Pizza Group plc	FTSE 250	12	3	25%
Mitchells & Butlers plc	FTSE 250	12	3	25%
SSP Group plc	FTSE 250	8	2	25%
Gamesys Group plc	FTSE 250	9	2	22%
Wetherspoon(J.D.) plc	FTSE 250	9	2	22%
William Hill plc	FTSE 250	9	2	22%
Premier Foods plc	FTSE 250	10	2	20%



DAME DIANE THOMPSON
Chair, Sanderson Design Group

At Sanderson Design Group, we are the custodians of fabulous brands such as Morris & Co, which dates back more than 150 years. Our responsibility is to nurture these brands so that future generations can enjoy them and our business can thrive. Sustainability is therefore at the heart of our business. To protect our brands, we must be fit for the future and we see diversity as being fundamental to that in terms of gender, ethnicity and sexuality.

We believe that diversity at Board level leads to good decision making and is consistent with our commitment to a modern, free-thinking and inclusive leadership style. We are proud to be one of the few UK quoted companies with a female chairman and a female chief executive officer. We both joined the company at almost the same time in early 2019 and quickly built a strong working relationship through our alignment on the growth potential of the business and on developing talent.

We are a company with no gender pay gap, a balanced Board and a strong female presence throughout the business. For example, our Futures Team for succession planning comprises a dozen highly promising executives, nine of whom are women. Our ambition is to lead the interiors industry on issues including sustainability and diversity. The development of female talent will be a key part of achieving that ambition.



AIM ALL-SHARE CONSUMER COMPANIES WITH GENDER DIVERSE BOARDS

Within the AIM All-Share listed consumer companies, the top three were Real Good Food, Sanderson Design Group and Team17 Group, all which had a 50:50 mix of male to female board directors.

Of the above companies, Sanderson Design Group has both a female Chair and female CEO.

AIM ALL-SHARE CONSUMER COMPANIES – GENDER DIVERSITY

COMPANY NAME	INDEX	NO. OF PEOPLE ON BOARD	NO. OF WOMEN ON BOARD	% OF WOMEN ON BOARD
Real Good Food plc	FTSE AIM All-Share	6	3	50%
Sanderson Design Group plc	FTSE AIM All-Share	6	3	50%
Team17 Group plc	FTSE AIM All-Share	6	3	50%
Total Produce plc	FTSE AIM All-Share	9	4	44%
Colefax Group plc	FTSE AIM All-Share	5	2	40%
Revolution Bars Group plc	FTSE AIM All-Share	5	2	40%
Safestyle Uk plc	FTSE AIM All-Share	5	2	40%
Marshall Motor Holdings plc	FTSE AIM All-Share	8	3	38%
Mind Gym plc	FTSE AIM All-Share	8	3	38%
ASOS plc	FTSE AIM All-Share	9	3	33%
John Lewis Of Hungerford plc	FTSE AIM All-Share	3	1	33%
Origin Enterprises plc	FTSE AIM All-Share	9	3	33%
Portmeirion Group plc	FTSE AIM All-Share	9	3	33%
Shoe Zone plc	FTSE AIM All-Share	6	2	33%
Zambeef Products plc	FTSE AIM All-Share	10	3	30%
Clinigen Group plc	FTSE AIM All-Share	7	2	29%
Learning Technologies Group plc	FTSE AIM All-Share	7	2	29%
Pittards plc	FTSE AIM All-Share	7	2	29%

AIM ALL-SHARE CONSUMER COMPANIES – GENDER DIVERSITY (CONTINUED)

Ten Lifestyle Group plc	FTSE AIM All-Share	7	2	29%
Venture Life Group plc	FTSE AIM All-Share	7	2	29%
Cvs Group plc	FTSE AIM All-Share	8	2	25%
Distil plc	FTSE AIM All-Share	4	1	25%
Hornby plc	FTSE AIM All-Share	4	1	25%
Mulberry Group plc	FTSE AIM All-Share	8	2	25%
Provexis plc	FTSE AIM All-Share	4	1	25%
Tasty plc	FTSE AIM All-Share	4	1	25%
Best Of The Best plc	FTSE AIM All-Share	5	1	20%
Brighton Pier Group plc	FTSE AIM All-Share	5	1	20%
St James House plc	FTSE AIM All-Share	5	1	20%
Agriterra Ltd	FTSE AIM All-Share	6	1	17%

*Please note that companies not represented do not have EMR representation. For the full list of consumer companies listed and reviewed as part of this report in the FTSE100, FTSE250 and AIM All-Share Index, see Appendix at the end of this report.

“



JULIE BROWN
Chief Operating and Chief
Financial Officer, Burberry

At Burberry, we believe diversity, equity and inclusion are essential to fulfilling our purpose and are core to our values. As a member of our Executive Committee I am responsible for ensuring that we live by these and champion a holistic approach to helping my colleagues thrive by providing them with a range of tools and resources backed up by inclusive policies and support for their overall wellbeing. But actively supporting diversity and inclusion is also hugely important to me personally, and I am passionate about creating an environment where everyone feels they belong, has a voice and can reach their full potential. When we do this, my colleagues are more engaged, committed and effective in driving results, we are more successful as an organisation and we make a more meaningful contribution to the world around us.

SUMMARY OF FINDINGS

This report represents an accurate reflection of the current state of play across UK consumer listed companies in 2021. The data underlines the need for greater focus in both ethnic minority representation and gender diversity across the industry. While there are a small number of companies leading the way, a wider recognition of its importance and impact is needed.

FIVE STEPS TO BUILDING A DIVERSE AND INCLUSION ORGANISATION

For those organisation who want to increase the diversity of their senior leadership teams an obvious place to start is to recruit in more diverse talent. This means eliminating bias in the recruitment process and expanding the search beyond the usual networks to a much wider talent pool. But it can't stop there. If you bring under-represented talent into a non-inclusive environment they will fail to reach their potential or, worse, be rejected from the organisation.

Organisations who are serious about DE&I need to ensure they are building an ongoing pipeline of diverse talent and that means taking an holistic approach.

Here are the five steps we would recommend. It's a journey and it won't happen overnight but it will deliver sustainable change.

01

TAKE A DATA DRIVEN APPROACH

Examine the data and talk to your under-represented talent. You will focus your DE&I efforts in the wrong places if you make assumptions about the root causes of a lack of diversity and inclusion in your organisation.

02

BUILD INCLUSIVE LEADERSHIP

Recruit and develop inclusive leaders at every level of the organisation from the CEO to the shopfloor. These are the people who will spot potential and unlock the collective intelligence of all their talent.

03

ARCHITECT STRUCTURAL INCLUSION

Building equitable and transparent structures, processes and practices throughout the organisation from recruitment practices to job designs and rewards. Use an inclusive design process and start with the needs of your most challenged user.

04

SHAPE BEHAVIORAL INCLUSION

Help your people build inclusive mindsets, skillsets and relationships.

05

DRIVE AND SUSTAIN CHANGE

Put in place plans and tools to help you make change happen fast, keep people engaged and track progress.

AUTHOR



SARAH LIM

Managing Director and Head of UK Consumer Board & CEO Services, EMEA
Korn Ferry International

CONTRIBUTORS

SACHA TRIMBEE

Consumer Board & CEO Services, EMEA

DAISY DE LISLE

Consumer Practice, EMEA

JT SAUNDERS

Chief Diversity Officer, Korn Ferry

LUCY MAGEE

Senior Client Partner, Leadership & Strategy Consulting; Head of Culture & Change

MICHELE LALLY

Senior Director, Global Analyst & Influencer Relations



APPENDIX A

Our thanks to those who helped with our research into the following organisations for this research study:

FTSE 100 COMPANIES

Associated British Foods plc
B&M European Value Retail SA
British American Tobacco plc
Burberry Group plc
Coca-Cola HBC AG
Compass Group plc
Diageo plc
Entain plc
Flutter Entertainment plc
Imperial Brands plc
Intercontinental Hotels Group plc
International Consolidated Airlines Group SA (IAG)
JD Sports Fashion plc
Just Eat Takeaway.com NV
Kingfisher plc
Next plc
Ocado Group plc
Reckitt Benckiser Group plc
Sainsbury (J) plc
Tesco plc
Unilever plc
Whitbread plc
WM Morrison Supermarkets plc

FTSE 250 COMPANIES

888 holdings plc
AO World plc
Britvic plc
C&C group plc
Carnival plc
Cineworld Group plc
Coats Group plc
Cranswick plc
Dixons Carphone plc
Domino's Pizza Group plc
Dunelm Group plc
Easyjet plc
FRASERS Group plc
Games Workshop Group plc
Gamesys Group plc
Greencore Group plc
Greggs plc
Hilton Food Group plc
Howden Joinery Group plc
Marks & Spencer Group plc
Mitchells & Butlers plc
Pets at Home Group plc
Premier Foods plc
PZ Cussons plc

Rank Group plc (The)
SSP Group plc
Tate & Lyle plc
Trainline plc
TUI AG
Watches of Switzerland Group plc
JD Wetherspoon plc
WH Smith plc
William Hill plc
Wizz Air Holdings plc

AIM ALL-SHARE LISTED COMPANIES

Accrol Group Holdings plc
Agriterra Ltd
Airea plc
Angling Direct plc
Applegreen plc
Arena Events Group plc
ASOS plc
B90 Holdings plc
Barkby Group plc
Best of the Best plc
Bidstack Group plc
Boohoo Group plc
Brand Architekt Group plc
Brighton Pier Group plc
Cake Box Holdings plc
Cambria Automobiles plc
Camellia plc
Celtic plc
Churchill China plc
City Pub Group plc
Clinigen Group plc
Colefax Group plc
Comptoir Group plc
Conduity Capital plc
CVS Group plc
Deepverge plc
Dekel Agri-Vision plc
Distil plc
DP Poland plc
EVE Sleep plc
Everyman Media Group plc
Fevertree Drinks plc
Finsbury Food Group plc
Focusrite plc
Fulham Shore plc
Gaming Realms plc
Gear4Music (Holdings) plc
Gusbourne plc
Heavitree Brewery plc

Hermes Pacific Investments plc
Hornby plc
Hotel Chocolat Group plc
IG Design Group plc
Inspects Group plc
Jet2 plc
John Lewis of Hungerford plc
Joules Group plc
Learning Technologies Group plc
Loungers plc
M.P. Evans Group plc
Marshall Motor Holdings plc
Mind Gym plc
Minoan Group plc
Mulberry Group plc
MySale Group plc
Naked Wines plc
Nichols plc
Origin Enterprises plc
Pittards plc
Portmeirion Group plc
Provexis plc
Quiz plc
Real Good Food plc
Revolution Bars plc
Safestay plc
Safestyle UK plc
Sanderson Design Group plc
Scholium Group plc
Science In Sport plc
Shoe Zone plc
St James House plc
Stanley Gibbons Group plc
Sumo Group plc
Tandem Group plc
Tasty plc
Team17 Group plc
Ten Lifestyle Group plc
Total Produce plc
UKProduct Group Ltd
Various Eateries plc
Venture Life Group plc
Victoria plc
Warpaint London plc
Webis Holdings plc
Wynnstay Group plc
Young & Co's Brewery plc
Zambeef Products plc

About Korn Ferry

Korn Ferry is a global organisational consulting firm. We work with our clients to design optimal organisation structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

Visit kornferry.com for more information.

