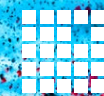


The results of a non-executive director and C-suite survey across UK companies large and small

UK LEADERSHIP DIVERSITY REPORT 2021

BoardEx[®]



ODGERS BERNDTSON

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FOREWORD

It is well known that there is a long way to go for UK organisations to achieve diverse leadership teams and Boards. This study sets out clear insights into how they might rise to the challenge.

This report pinpoints specific measures that can be implemented to improve leadership diversity and it goes on to make a clear distinction between those organisations that are diverse and those that are not, and why this is so.

We believe that the inclusion & diversity narrative has firmly moved on from the 'why should we do this' to the 'how can we do this'. This report is very much about the 'how' and is for those organisations who want to take significant action in bringing about greater representation across their leadership teams and Boards.

Kester Scrope

Chief Executive Officer, Odgers Berndtson

Throughout a tumultuous year of pandemic, unrest and unbridled change in many lives, the global need for awareness and action on inclusion and diversity within our communities, schools and workplaces is as important now, as it ever has been.

The *UK Leadership Diversity Report 2021* shows that more organisations have made meaningful progress with an increase in diverse leaders on their Boards or as members of their leadership teams. It also shows that these organisations are doing more to embed inclusion and diversity throughout their entire businesses, through partnering with I&D associations, setting diversity targets, and reducing bias within the recruitment process. This is all progress, but there is still more work to be done.

In order to drive fundamental change, companies need to understand where they're starting from and how they compare to their peers. This report outlines the challenges organisations face in recruiting top talent and how developing dynamic solutions can assist in the process.

What shines through, is that data and relationships are critical in both measuring progress and in the adoption of new and effective policies to promote lasting change.

James Lavell

CEO Euromoney People Intelligence, a Pillar of Euromoney PLC Ireland

EXECUTIVE SUMMARY

The topic of inclusion and diversity (I&D) across public and private companies in the UK has never been higher up the boardroom and management agenda. In February 2020, an update of Sir John Parker's 2017 review¹ revealed that progress on ethnic minority appointments remained slow, with 37% of the FTSE 100 companies surveyed still having no ethnic minority representation on their Boards. And in January 2021, the DAVOS 2021 report² suggested that while companies around the world are willing to focus on I&D, only a relatively small number track flow of diverse talent in and out of the company.

WHY WE CONDUCTED THIS RESEARCH

Given such findings, it's hardly surprising that the focus on I&D has been intensifying recently among all stakeholders. And this is why we at BoardEx and Odgers Berndtson believe that now is an ideal time to investigate the current state of play of I&D at a leadership level in UK companies. With this goal in mind, we teamed up to carry out a joint research study into how UK Board members and C-suite leaders think about, implement and address this vital issue. We were also keen to investigate what the leaders in this field are doing right and the laggards doing wrong, and whether implementing specific I&D recruitment and retention initiatives increases diversity on Boards and leadership teams.

What did the survey responses tell us? While I&D is of growing importance across all respondents, it currently appears to be more of a priority for leadership teams than for non-executive directors (NEDs). Also, organisations with more diverse Boards are more likely to seek diverse hires at leadership level. And those with less diverse Boards and leadership teams tend to be doing less with regard to I&D, while those who have made the most progress are escalating their efforts. This suggests the gap between the leaders and laggards is widening – and will continue to do so unless attitudes and actions change. However, it also indicates that among companies that have made little progress to date, a small change could have a big impact.

¹ Source: <https://boardagenda.com/2020/02/06/parker-review-reveals-slow-progress-on-ethnic-minority-appointments/>

² Source: <https://uk.sports.yahoo.com/news/davos-2021-how-metrics-put-a-gaping-hole-in-corporate-di-pledges-144859354.html>

DIVERSE BUSINESSES DO THINGS DIFFERENTLY...

By asking our respondents about the current status of I&D in their organisations, we have been able to divide the companies in our study into 'diverse' and 'non-diverse'. Our analyses comparing the responses from these two groupings has provided some especially powerful insights. In particular, people working for diverse companies say their organisations are likely to invest more in various I&D initiatives, with three types of investment coming to the fore.

First, the overwhelming majority of respondents who say there is no diversity on their Board also state that their organisations do not partner with I&D membership organisations or associations. Compared to these non-diverse companies, those with diversity on their Board are three times as likely to engage with I&D membership organisations.

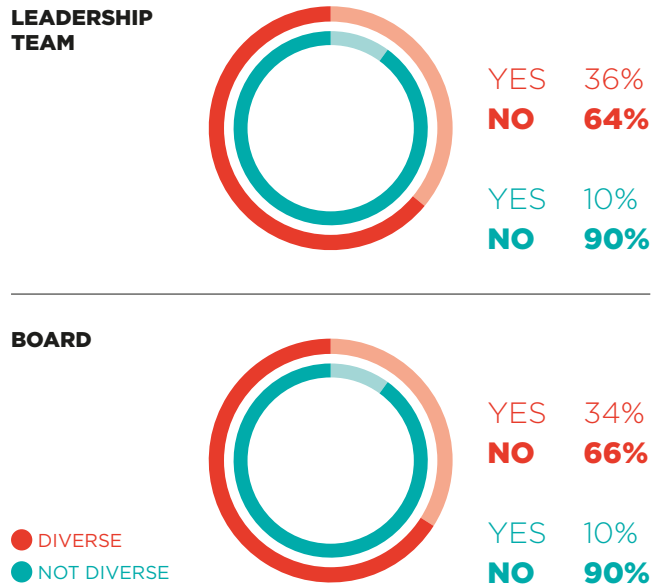


Figure 1 Does your company partner with any inclusion and diversity membership organisations or bodies when recruiting Board or leadership team positions?

Second, respondents who work for a company with diversity on their Board are twice as likely to also be working for an organisation that has set targets for diversity for both the Board and leadership team. This represents a clear difference in behaviour between the two categories of firm.

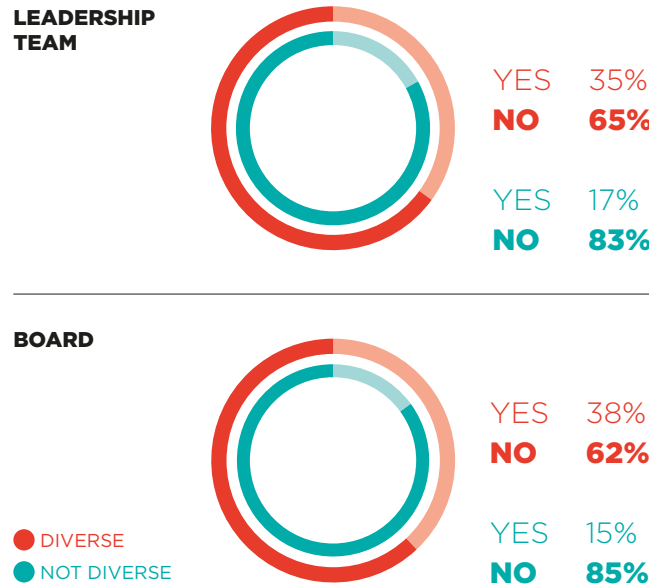


Figure 2 Does your organisation have set targets for inclusion and diversity in its Board or leadership team?

Third, organisations with diversity on their Board are far more likely to have measures in place to reduce bias in recruiting for the leadership team and also when recruiting for Board positions. In each case, more than half of the non-diverse companies in our study do not apply any such measures.

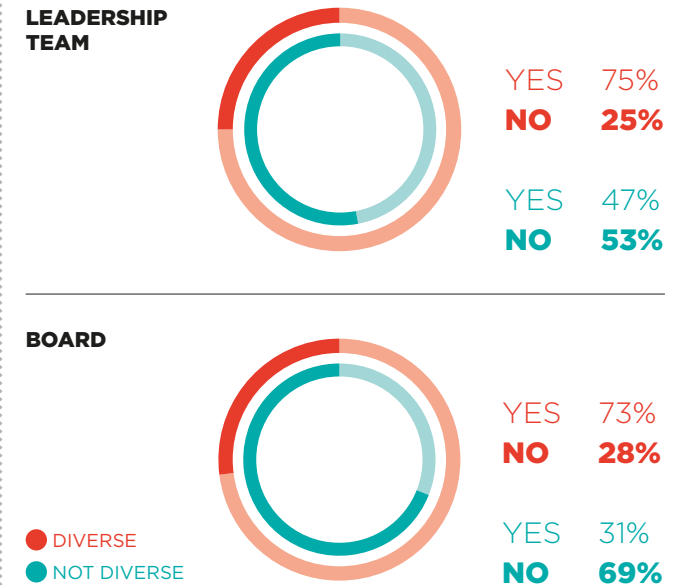


Figure 3 Does your organisation have measures in place to reduce bias when recruiting for Board or leadership team positions? (see page 6)

...BUT OVERALL, THE DESIRE FOR GREATER DIVERSITY IS GROWING

More positively, and despite such differences, a look at our findings across all respondents suggests that awareness and pressure for greater diversity both on Boards and in the C-suite are building. Nearly half of respondents say there is some diversity on their Board but not enough, and one-third of Boards discuss diversity more than five times a year.

Also, an overwhelming majority of respondents are willing to broaden the requirements for background experience in order to attract more diverse talent – 83% for Boards and 82% for leadership teams. And organisations that are having difficulty recruiting diverse leaders identify the lack of diverse candidates with the right background experience on the Boards as the top issue.

MAPPING OUT THE WAY FORWARD

Taken together, our research findings have enabled us to pinpoint the things that more diverse UK companies are doing successfully to achieve higher I&D at the leadership level within their own organisations. We set these out in detail on page 26. At a high level, they include:

- Understanding the diversity ratios of your Board and leadership team as well as those of your competitors
- Partnering with diversity organisations to connect with and stay connected to diverse talent
- Ensuring all employees know about your I&D efforts and measures for reducing bias
- Setting targets, provided these are real and properly managed
- Starting with a focus on gender and ethnicity diversity – but then reaching further to include other attributes

METHODOLOGY AND RESEARCH SAMPLE

The survey was conducted in November and December 2020, via an in-depth questionnaire sent out to Board and C-suite members across a varied range of organisations. The respondents were senior executives, members of the leadership team, senior HR professionals and non-executive directors from companies large and small across the UK. A total of 179 NEDs and 444 C-suite members took part, and their companies represented a broad cross-section in terms of industry sectors, numbers of employees and revenue. All views expressed were treated completely anonymously.

*Please note that some of the charts do not total 100 owing to rounding

KEY FINDINGS

1 DIVERSITY ON BOARDS

As we highlighted above in the executive summary, our research confirms that respondents as a whole recognise the need for greater Board diversity. Nearly half – 47% – of those surveyed say there is some diversity on their organisation’s Board, but that there are still not enough members from underrepresented or diverse groups.

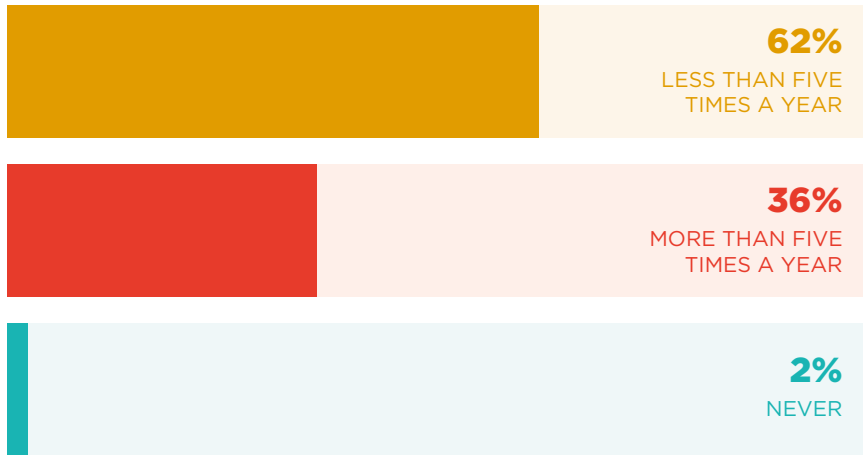


Figure 4 Does your organisation’s Board include members from underrepresented and diverse groups?* (see page 6)

DEVELOPING DIVERSITY

Reflecting this desire for greater diversity, more than one-third - 36% - of NEDs in our study say the Boards they sit on discuss I&D more than five times a year. Given that most Boards will only meet between seven and ten times a year, the fact that so many discuss inclusion and diversity so frequently demonstrates the growing importance of the I&D agenda.

Figure 5 Taking an average across all of your Boards, how often do you discuss inclusion and diversity within the Board?



Most Boards will meet between seven and ten times a year. The fact that a third of those Boards are discussing inclusion and diversity in five or more of those meetings shows that I&D has been formalised onto the Board agenda.

Susanne Thorning-Lund, Partner, Board Practice, Odgers Berndtson

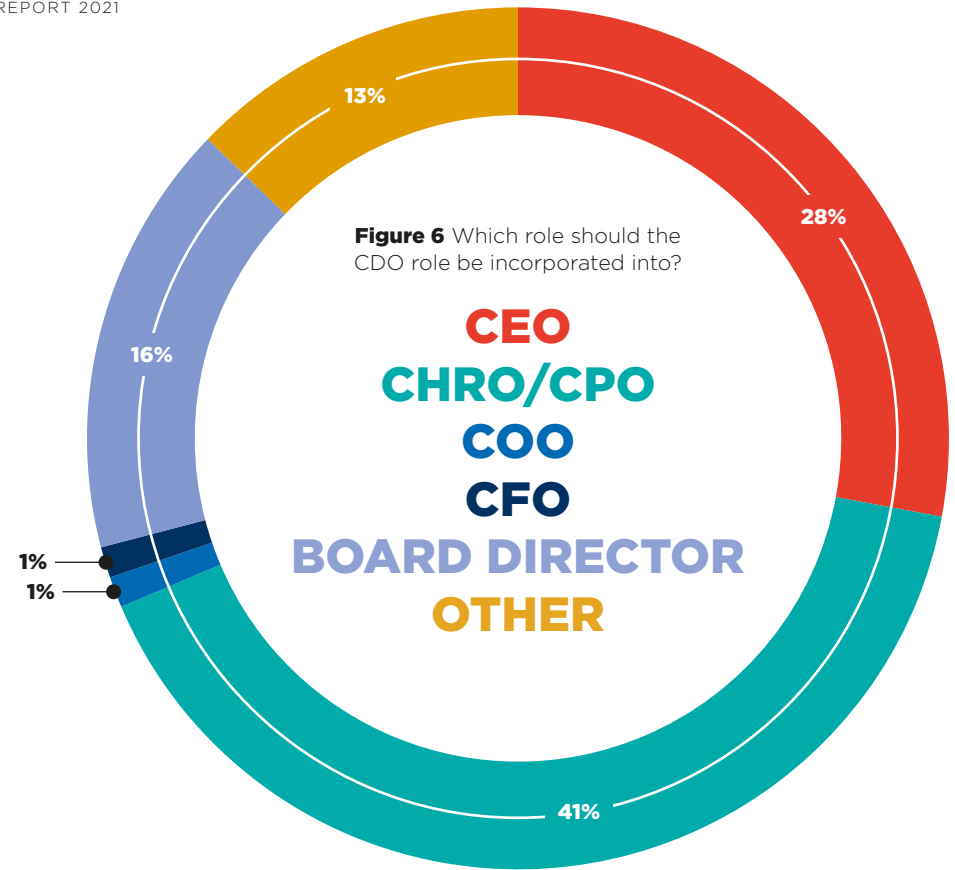


Figure 6 Which role should the CDO role be incorporated into?

When NEDs are asked about the potential role of chief diversity officer (CDO), 59% of them say none of the Boards on which they serve currently has a Board member responsible for I&D. Indeed, half of NEDs feel there is no need at all for companies with more than 500 employees to have a standalone CDO at all, with most of these believing that responsibility for I&D should be incorporated into another Board or C-suite role - usually either the CHRO or CEO (see Figure 6).

KEY FINDINGS

2 DIVERSITY IN THE C-SUITE

On diversity in the C-suite, the overall picture is similar to NEDs with Boards: there is some diversity – but it has much further to go. When asked whether their organisation’s leadership team includes members from underrepresented and diverse backgrounds, most C-suite members say it does, but 54% acknowledge there are not yet enough.

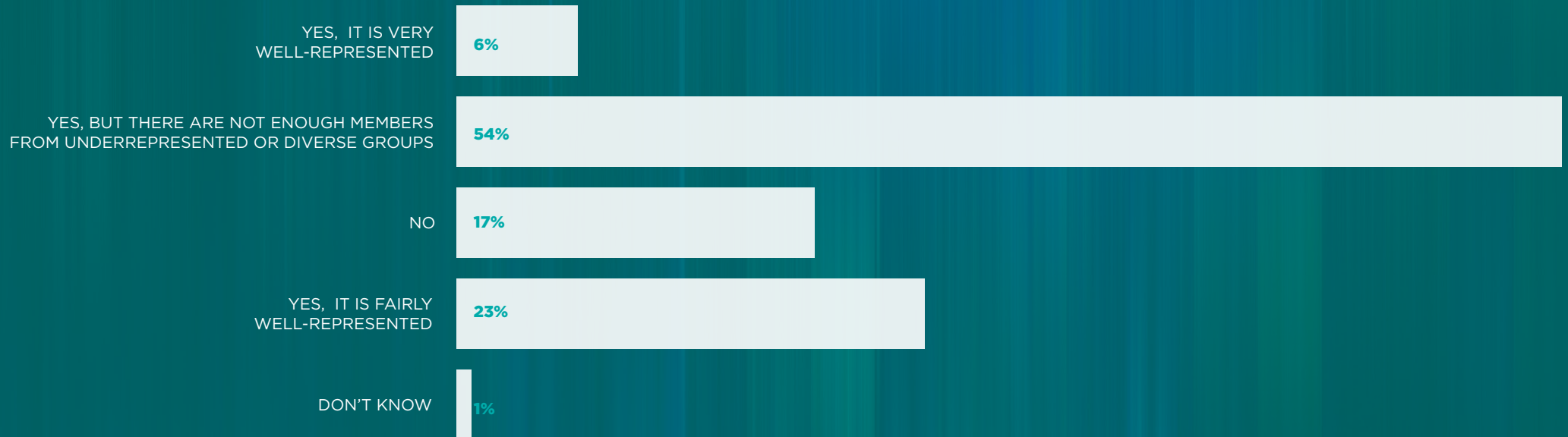
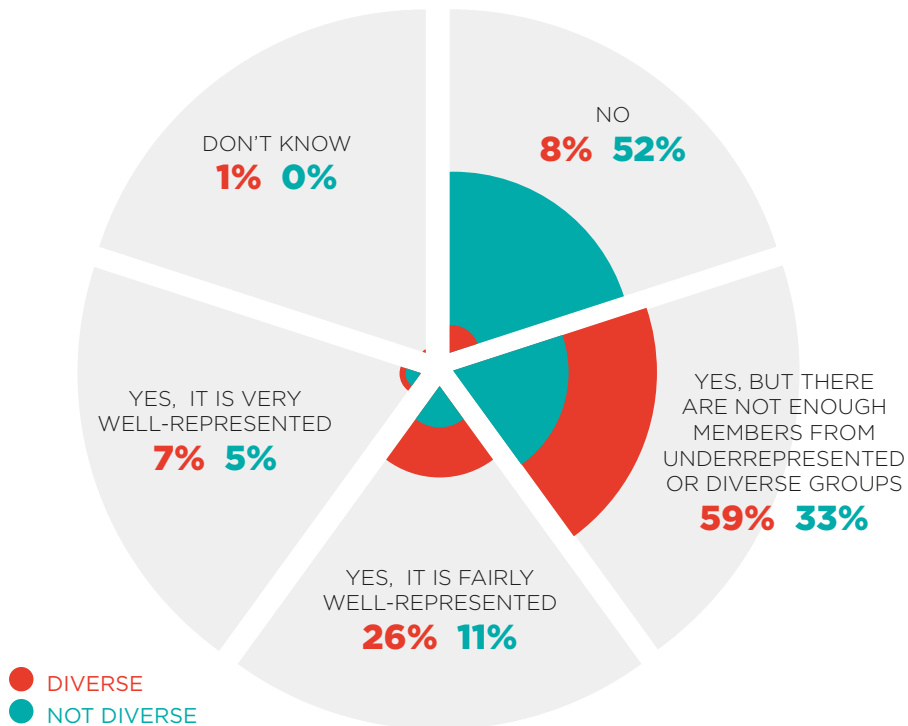


Figure 7 C-suite survey – Does your organisation’s leadership team include members from underrepresented and diverse groups?* (see page 6)

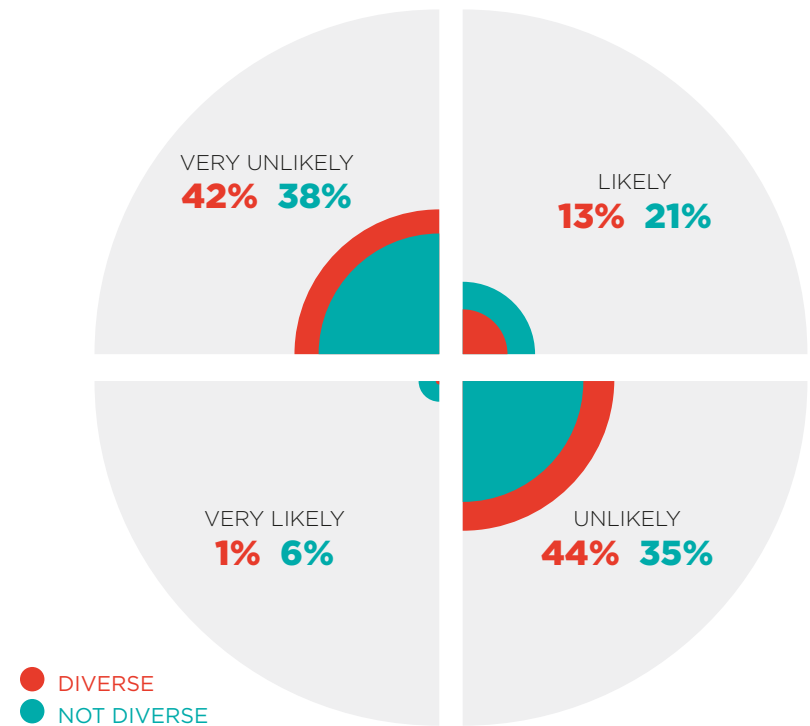
Interestingly, a comparison of the findings from diverse and non-diverse organisations reveals a wide divergence in views on this question. Some 59% of C-suite respondents in diverse organisations think there is not enough representation of diverse groups on the leadership team, while just 33% in non-diverse companies say the same. The implication is that organisations with more diverse Boards are likely to seek more diverse hires at the leadership level.

Figure 8 Does your organisation’s leadership team include members from underrepresented and diverse groups?* (see page 6)



This distinction is reflected in differences that emerge around leadership recruitment and Board appointments. Compared to respondents working for companies with a diverse Board, those from companies with no diversity on their Board are twice as likely to offer a job to a leadership team candidate who is not able to demonstrate understanding of I&D. And in terms of Board appointments, 58% of NEDs from diverse companies say they’d be unlikely to offer a position on the Board to a candidate who doesn’t demonstrate I&D understanding, against just 39% from non-diverse organisations. So diverse companies focus much more on whether both leadership team and Board candidates show an awareness of I&D

Figure 9 If a leadership team candidate is unable to demonstrate a clear understanding of inclusion and diversity in the interview process (yet are a perfect candidate otherwise), how likely would you be to offer them the position?



KEY FINDINGS

3 WHAT'S WORKING

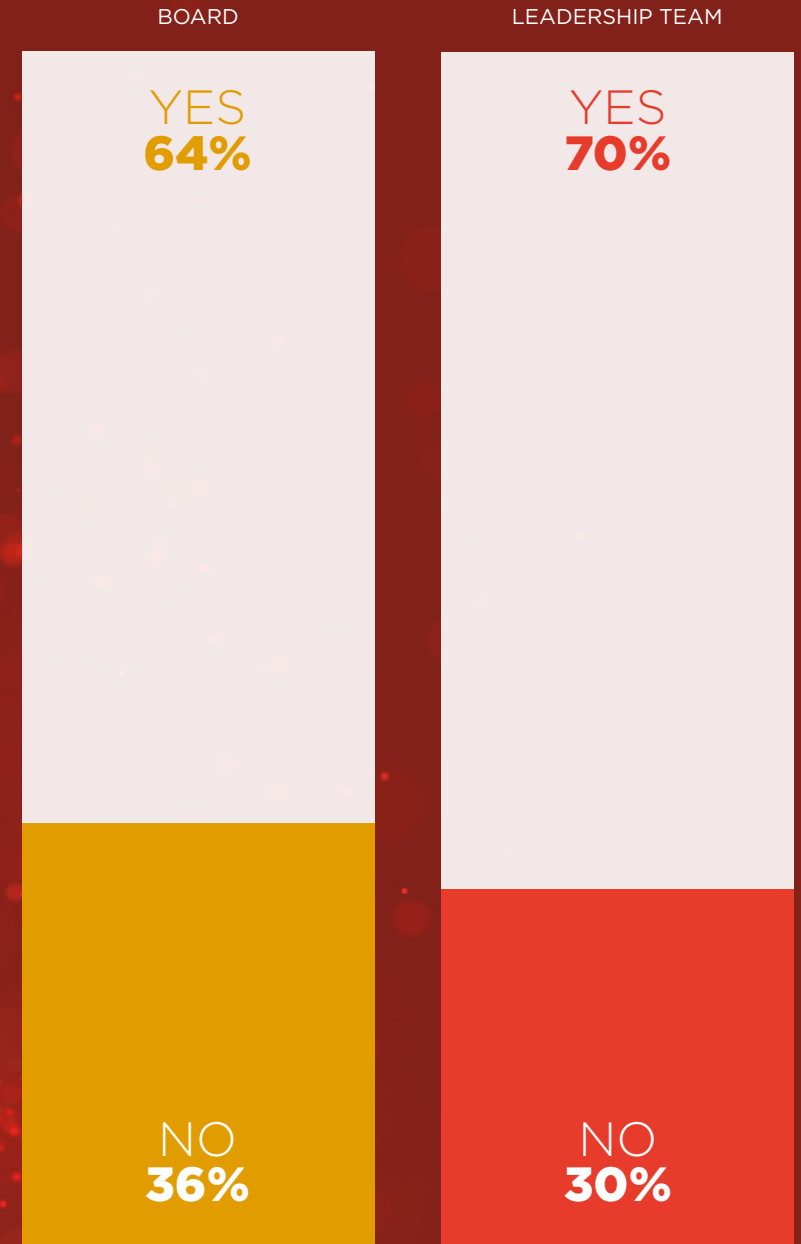
In light of the stark contrasts we've revealed between diverse and non-diverse organisations, how can UK companies improve diversity in their recruitment? Our research suggests that close engagement with I&D membership organisations and the introduction of measures to reduce bias are among the most effective methods. Around two-thirds of organisations have anti-bias measures in place when hiring for both the Board and leadership team. Not surprisingly, as we will see later in this report, these measures are much more prevalent among companies that are already diverse – suggesting they're having a positive effect.

This research shows that greater recruitment success involves engaging with I&D membership organisations, having selection criteria that include an understanding of I&D, and measures to reduce bias in recruiting for Board and leadership team positions. Perhaps it is the case that the candidates' own due diligence takes these factors into account when deciding for which companies they would consider working.



Dominick Sutton, Head of Data Science, Euromoney People Intelligence, a Pillar of Euromoney PLC

Figure 10 Does your organisation have measures in place to reduce bias when recruiting for Board or leadership team positions?



DIVERSE RECRUITMENT

Also, diverse organisations are more than three times as likely as non-diverse ones to partner with I&D membership organisations when recruiting for the Board or leadership team. That said, even among diverse organisations little more than one third are doing this, highlighting a major opportunity for most companies in the UK to accelerate their progress through this type of engagement.



Figure 11 Does your company partner with any inclusion and diversity membership organisations or bodies when recruiting Board or leadership team positions?* (see page 6)

KEY FINDINGS

4 WHAT ARE THE BARRIERS – AND OPPORTUNITIES?

As both diverse and non-diverse organisations strive to accelerate their progress on I&D, what hurdles are they encountering along the way? Organisations struggling to recruit diverse leaders overwhelmingly identify the lack of diverse candidates with the right background experience as the single biggest barrier to recruiting diverse talent. Significantly, this view is consistent across all the C-suite members and NEDs in our survey, both from diverse and non-diverse organisations. The other main barriers highlighted by all respondents are unconscious bias among Board members and a lack of targets for increasing underrepresented and diverse talent.

C-SUITE SURVEY RESPONDENTS

1

NOT ENOUGH UNDERREPRESENTED AND DIVERSE CANDIDATES WITH **RELEVANT EXPERIENCE** FOR THE ROLE

2

NO TARGETS FOR INCREASING UNDERREPRESENTED AND DIVERSE TALENT WITHIN THE LEADERSHIP TEAM

3

LEADERSHIP TEAMS' **UNCONSCIOUS BIAS**

NED SURVEY RESPONDENTS

1

NOT ENOUGH UNDERREPRESENTED AND DIVERSE CANDIDATES WITH **RELEVANT EXPERIENCE** FOR THE ROLE

2

THE BOARD BEING **INFLEXIBLE ON PREREQUISITE EXPERIENCE**

3

BOARD MEMBERS' **UNCONSCIOUS BIAS**

Figure 12 If you are facing difficulties in recruiting diverse talent, in your opinion, what are the biggest barriers to recruiting underrepresented and diverse talent to your Boards and leadership teams?

BREAKING THROUGH THE BARRIERS

One easily accessible and proven way to start to overcome these barriers is to engage and partner with relevant I&D membership organisations in the Board and C-suite recruitment processes. However, as we have already seen, most respondents in our study are not yet undertaking this type of partnership. Our view is that they should consider doing so. Setting diversity targets can also help accelerate progress on I&D: this is already a trait of diverse companies, as shown in Figure 2 in the executive summary on page 5.

A further opportunity to accelerate progress is by improving communication with employees around I&D initiatives. Although most respondents across our sample say they do have measures in place to reduce bias when recruiting for the Board (64%) and leadership team (70%), only 13% agree that all the employees at their organisations are aware of these measures (see Figure 13).

This is not enough. In fact, this failure to ensure all staff are fully aware of the anti-bias measures in leadership recruitment is a serious shortcoming that should be addressed as a matter of urgency. Today's employees want to work for organisations that reflect their own values and priorities. So awareness of measures to reduce bias is important for retaining staff, who might otherwise be tempted to go elsewhere in search of a working environment that's more supportive of I&D. The large amounts of time and money that must be expended in replacing staff who leave mean the communication effort around I&D would likely pay for itself many times over.

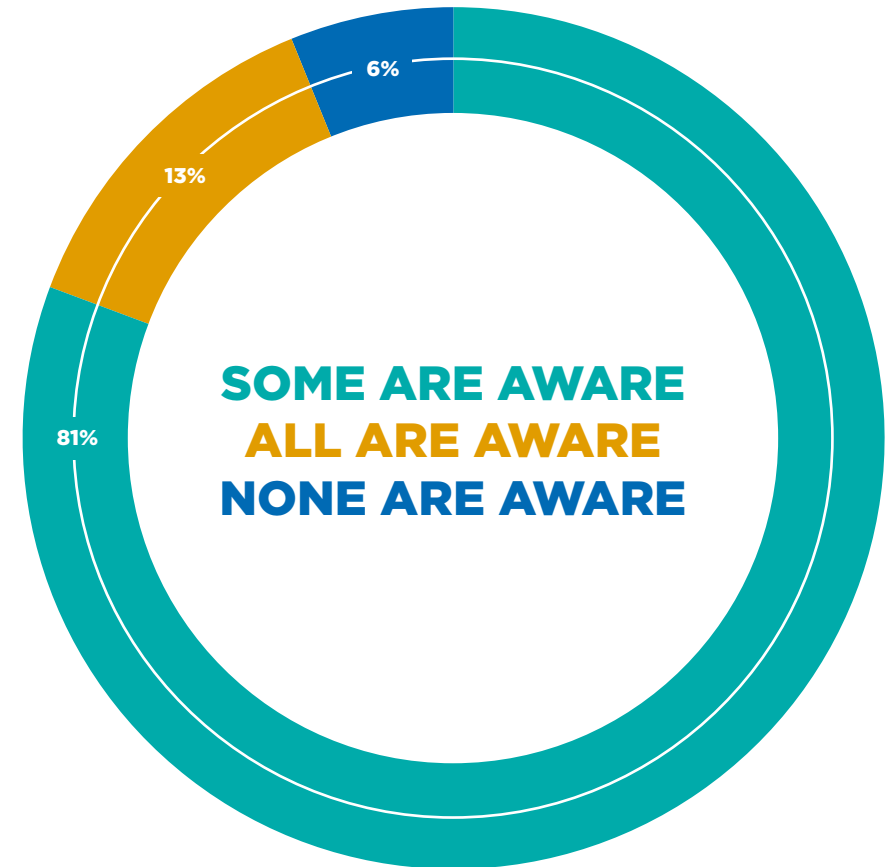


Figure 13 If your organisation does have measures in place to reduce bias when recruiting for either Board or leadership team positions, do you think employees in the organisations are aware of these measures?

KEY FINDINGS

5 WHAT ARE ORGANISATIONS THAT ALREADY HAVE BOARD AND LEADERSHIP TEAM DIVERSITY DOING RIGHT?

Our research highlights several things that diverse organisations are doing right – presenting valuable lessons for those that are less well advanced along their I&D journey. Perhaps most notably, as we've already highlighted, respondents from firms that have diverse representation on their Board are three times more likely to partner with I&D membership organisations in their recruitment processes than are their non-diverse counterparts (See Figure 1, shown in the executive summary on page 5).

Something else that diverse organisations are getting right is being willing to broaden the requirements for background experience in order to attract more diverse talent. However, in this area our research reveals there's very little difference between diverse and non-diverse companies. When it comes to recruiting for the leadership team, respondents from non-diverse organisations are actually slightly more willing to broaden the criteria than those from diverse businesses (see Figure 14). The implication is that the people in non-diverse organisations are eager to advance I&D, and broadening their recruitment requirements is one of the few options open to them for achieving this. Meanwhile, diverse businesses have probably broadened their standard criteria already.

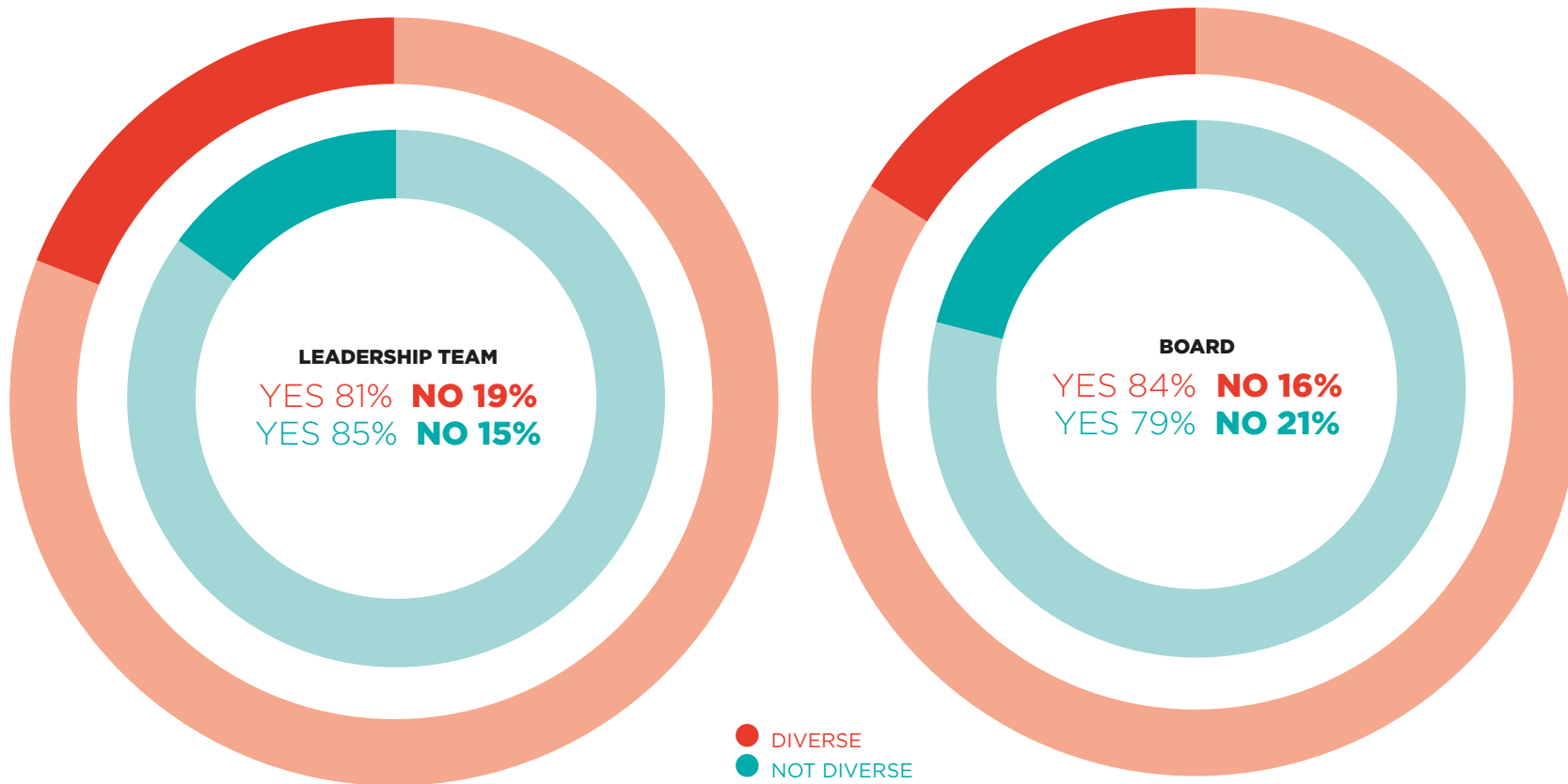
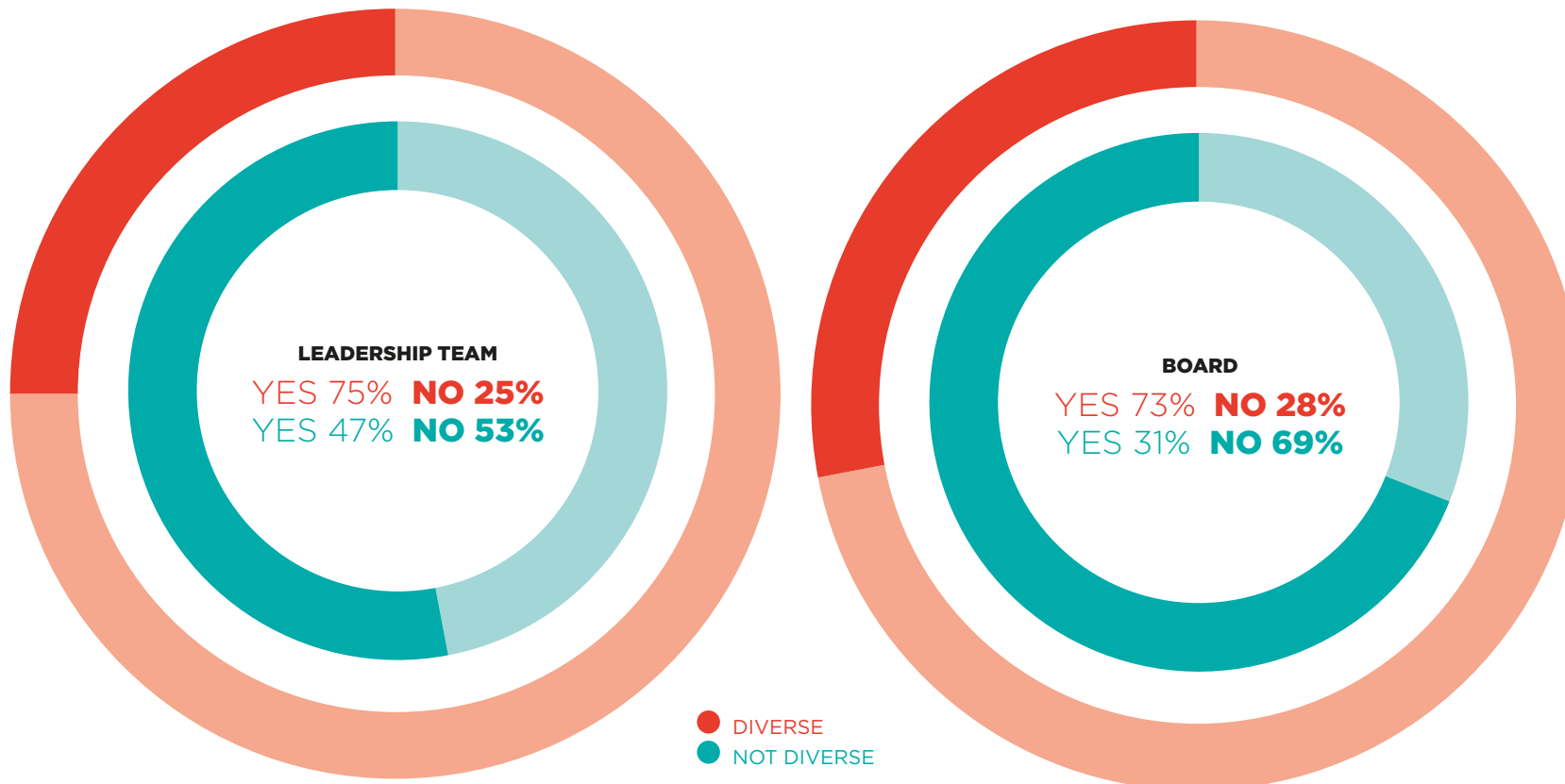


Figure 14 In job descriptions, would you broaden the required background experience for Board or Leadership Team positions in order to attract more diverse candidates?

Having procedures in place to help reduce bias in recruiting is another positive attribute of organisations with diversity on their Boards. Here there's a stark difference between diverse and non-diverse organisations, with diverse businesses being more than twice as likely as non-diverse firms to have implemented these procedures for Board-level recruitment, and more than half again as likely for leadership team recruitment (see Figure 15).

Finally, our research suggests that setting targets around hiring diverse leaders can help improve senior-level I&D. It's no coincidence that a lack of targets emerges as one of the top challenges that firms face in recruiting diverse talent. And, as we've already seen, companies with diversity on their Board are twice as likely to set targets for diversity for both the Board and leadership team (See Figure 2, shown in the executive summary on page 5).

Figure 15
Does your organisation have measures in place to reduce bias when recruiting for Board or leadership team positions?* (see page 6)



The business and ethical case for inclusion and diversity is unequivocal. Targets are powerful in measuring success and progress. They also demonstrate an organisations' long-term commitment to attracting and retaining more diverse talent. Depending on the rate of employee turnover, it takes organisations time to redress imbalances. The focus of an organisations' leadership must be sustained over time and supported by specific initiatives, to embed change deep into the culture of an organisation. If the leadership and heart of the organisation isn't genuinely committed, then diverse candidates won't want to work there.

Clare Glackin,
Partner, Board Practice and Head of Industrial Practice,
Odgers Berndtson



KEY FINDINGS

6 HOW ARE ORGANISATIONS THAT CURRENTLY LACK DIVERSITY FALLING SHORT?

As well as revealing several things that the UK leaders in I&D are doing right, it also highlights a number of areas where the laggards are going wrong. One of the most glaring is their failure to engage and work with I&D membership organisations when recruiting senior people. An overwhelming 90% of respondents from organisations with no diverse members on their Board or as part of the leadership team say they do not partner with I&D membership organisations. (See Figure 1, shown in the executive summary on page 5).

THE ATTRIBUTES OF DIVERSITY

Organisations could also be engaging and partnering more widely in search of diverse recruits. Looking across all respondents, those that do partner with I&D membership organisations mostly focus on female and ethnic minority candidates, with other diversity attributes such as sexual orientation and disability lagging well behind (see Figure 16).

There is a similar opportunity to widen the scope of diversity targets. Our findings show that NEDs working with diverse organisations are split 50/50 in terms of their companies having set targets for diverse candidates beyond gender and ethnicity. Among NEDs working for less diverse organisations, only 27% have similar targets.

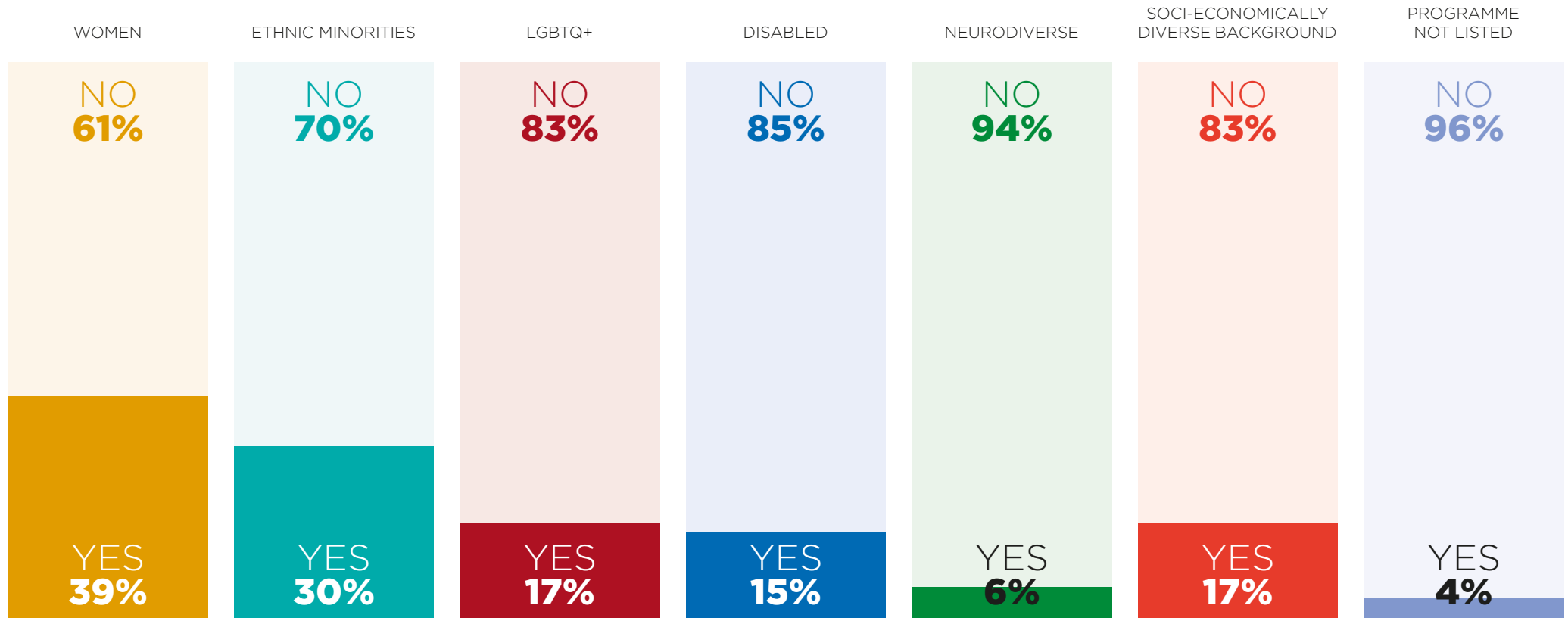


Figure 16 Do you have an outreach programme to recruit leadership team members from these groups?

KEY FINDINGS

7 THE ROLE OF THE CHIEF DIVERSITY OFFICER

For any organisation looking to improve I&D across its Board and leadership teams, a key issue is who takes responsibility for I&D and acts as its advocate across the business a whole. Our research shows that most companies do not currently have a chief diversity officer (CDO), with 59% of NEDs saying none of their Boards have a dedicated member responsible for this role.

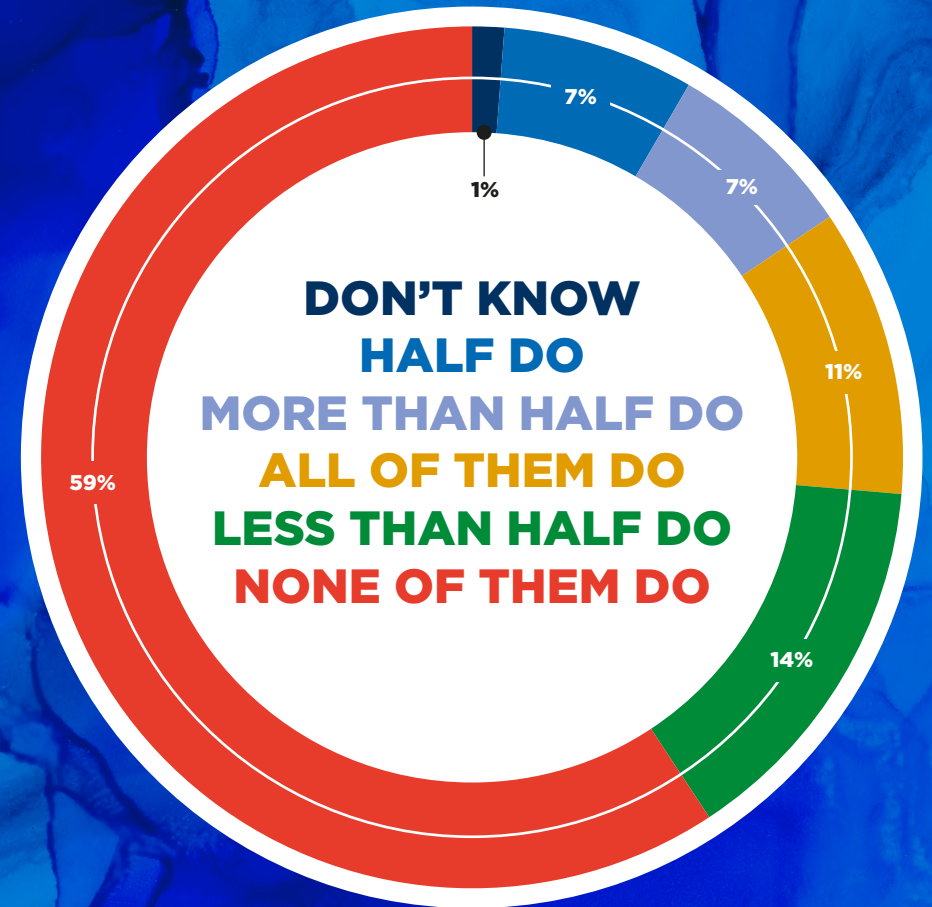


Figure 17 Do any of your Boards have a dedicated Board member responsible for the organisation's inclusion and diversity agenda?* (see page 6)

CDO RECRUITMENT

Also, 72% of NEDs say none of their organisations have recruited a CDO, whether at Board or leadership level. And this finding is mirrored among C-suite respondents, 76% of whom say their own organisation does not have a CDO (see Figure 18).

Figure 18 Does your organisation have a chief diversity officer? (C-suite)

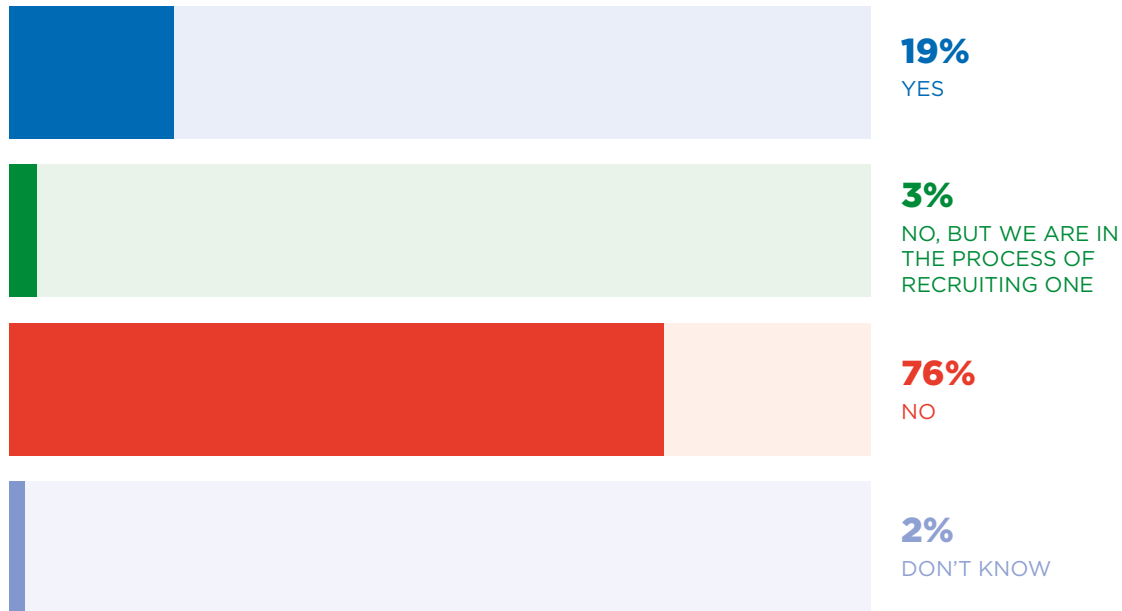
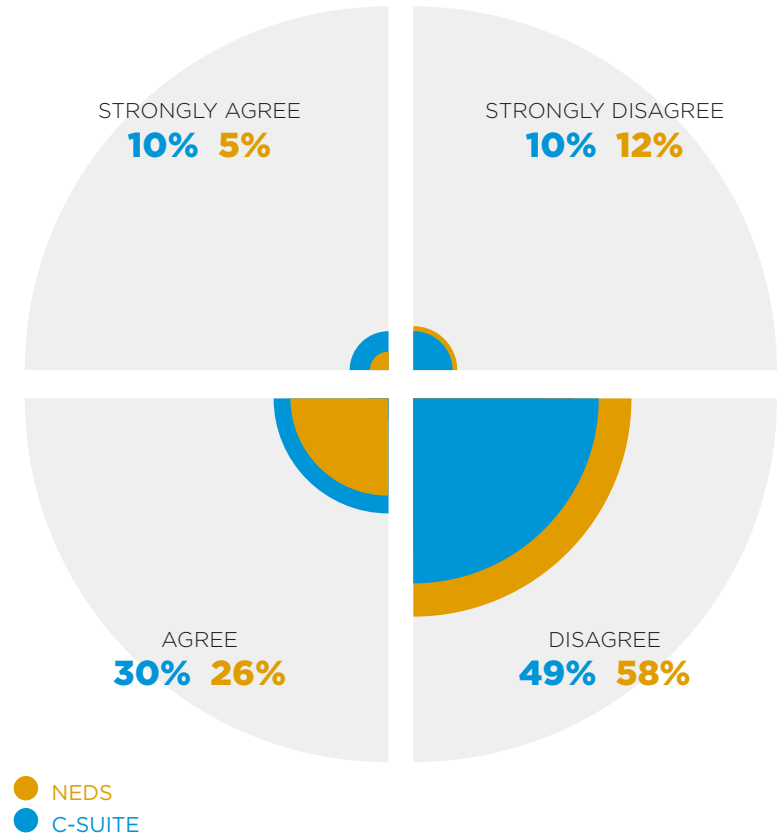


Figure 19 To what extent do you believe all organisations above 500 employees should have a standalone chief diversity officer position?* (see page 6)



Among those NEDs with no CDO on any of their Boards, 64% do not think there should be such a role. And across all NEDs in our sample, over two-thirds disagree that organisations with more than 500 employees should have a standalone CDO position – a view also held by almost four-fifths of C-suite respondents (see Figure 19).

ADAPTING EXISTING POSITIONS

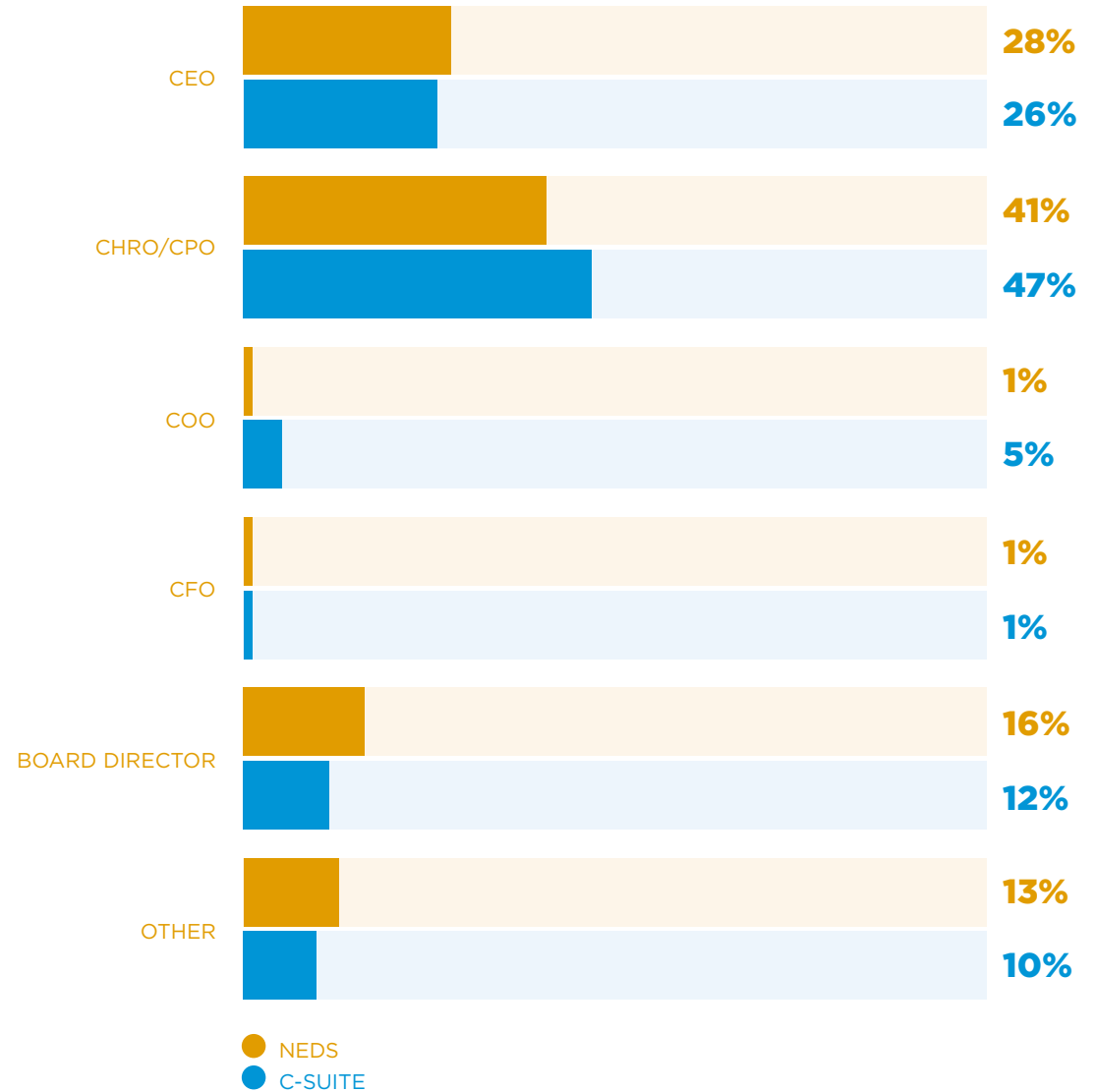
However, when both the NEDs and C-suite respondents in the ‘disagree’ camp on the question above are asked whether they think the CDO responsibilities should be incorporated into a Board or C-suite role, 77% of NEDs and 86% of C-suite say yes. And on the question of which role should include responsibility for I&D, the top choice by a wide margin for both NEDs and the C-suite is the CHRO, followed by the CEO (see Figure 20). This seems to suggest that both NEDs and the C-suite currently regard I&D as something that should be led by HR rather than any other business function.



While the chief diversity officer is growing in importance, the role on its own is not enough to drive inclusion and diversity in an organisation. More commonly, the CDO will sit within the HR function and act as a critical component in the CHRO’s arsenal. To bring about real change, the CEO must provide a vision of the I&D agenda for the CHRO, who has the tools and framework to embed that vision in the organisation. It is this partnership that makes any I&D strategy a reality.

Áine Hurley, Partner, Board Practice and Head of People & Culture Practice, Odgers Berndtson

Figure 20 Which role should the CDO role be incorporated into?* (see page 6)



KEY FINDINGS

8 HOW WILL COVID-19 IMPACT I&D?

Given the pervasive impacts of COVID-19, it's unsurprising that the question of how the global pandemic might impact Board diversity is currently a focus of debate at Board level. Looking across the responses from all NEDs, more than half think the pandemic will have no effect on Board diversity, though a significant minority – almost one third – think COVID-19 will actually help to increase it (see Figure 21)

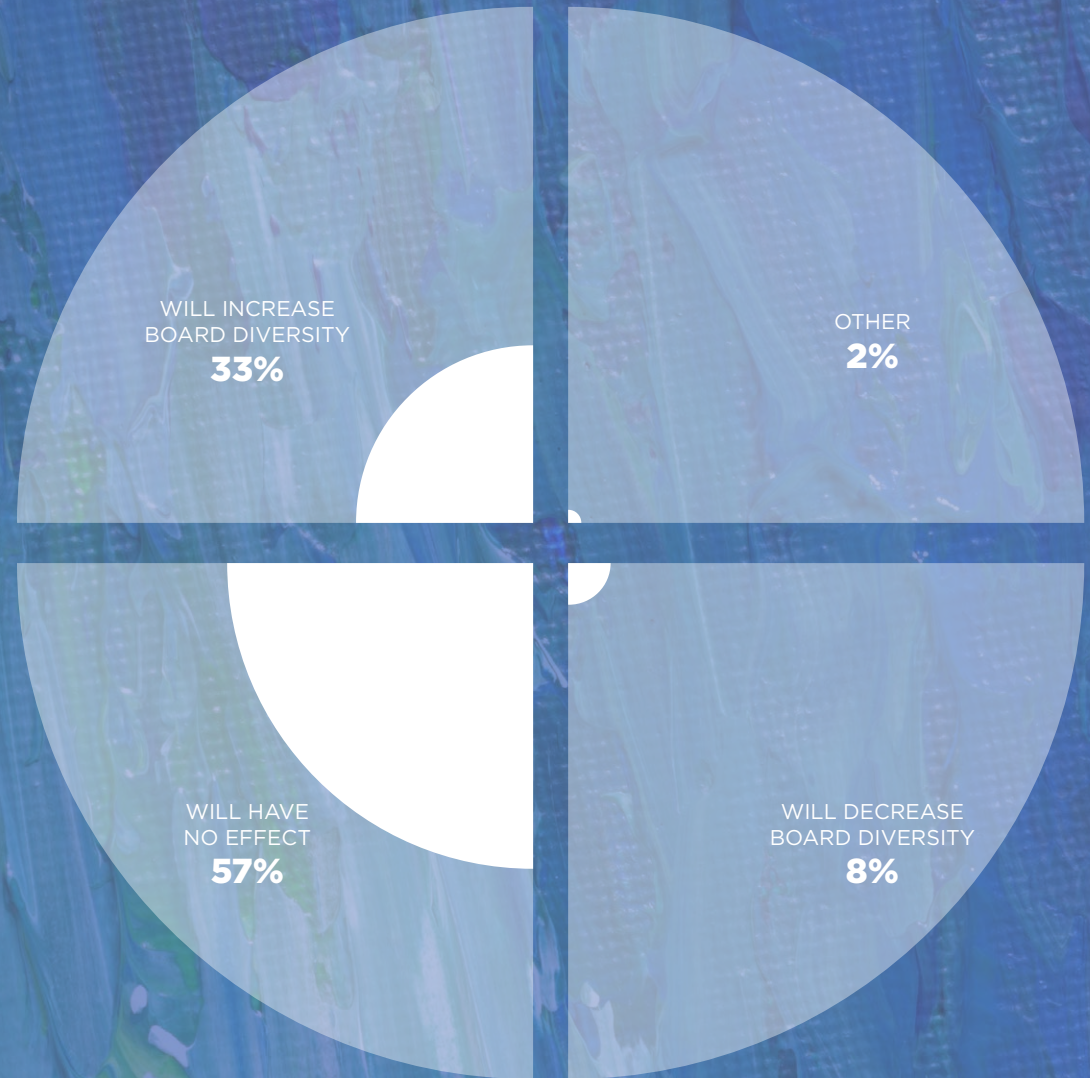


Figure 21 How do you believe the global pandemic will affect Board diversity?

AN OPPORTUNITY TO INCREASE BOARD DIVERSITY

Here a breakdown into the responses from NEDs from diverse and non-diverse businesses reveals some interesting insights. As Figure 22 shows, those from diverse organisations are three times as likely to say there will be an increase in Board diversity due to the pandemic. This suggests that diverse organisations see the COVID-19 disruption as presenting a potential opportunity to increase I&D still further.

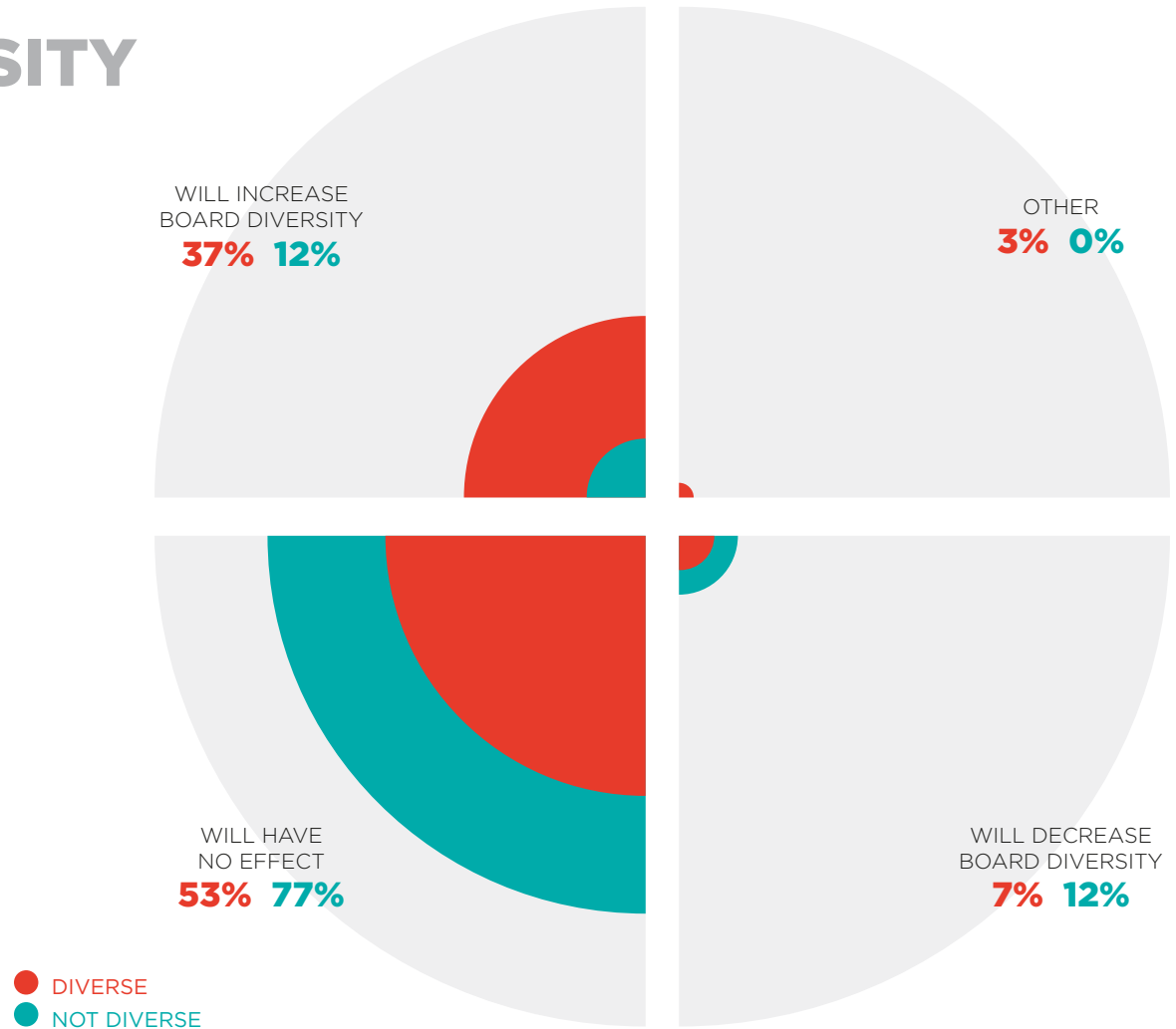


Figure 22 How do you believe the global pandemic will affect Board diversity?* (see page 6)

THE WAY FORWARD

Taking all of our findings together, the overarching message from our research among UK NEDs and C-suite members comes across loud and clear. Companies who are not diverse have to break the cycle – and addressing the lack of diversity through the talent pipeline will require more than a quick fix.

BASED ON OUR STUDY, HERE ARE FIVE RECOMMENDATIONS OF STEPS FOR BUSINESSES TO TAKE TO ACCELERATE THEIR PROGRESS ON LEADERSHIP I&D:

1. Undertake an in-depth measurement of your internal diversity statistics and of external disclosures in the marketplace, both to understand the diversity ratio of your Board and leadership team and also to benchmark these against your competitors.
2. Identify and engage with relevant diversity organisations, and invest in partnering with them strategically to connect with – and stay connected with – diverse talent. Partnering with executive search firms who are connected to I&D membership organisations can also help. While gender and ethnicity are a good place to start, you should then look to go further in terms of diversity attributes.
3. Set leadership diversity targets – but be careful to ensure that these are properly applied and managed.
4. Make sure all your employees know about your I&D efforts and the work you do around addressing bias. As you compete for diverse talent you want that commitment to show, not least to your own people.
5. More generally, integrate awareness and commitment to I&D into the culture and business practices across your organisation, and measure the impacts on an ongoing basis. To become truly diverse, there needs to be a genuine appetite within your organisation to find candidates who have diverse experiences.

Today, Board and leadership diversity is not an option: it's a business imperative, and an increasingly key competitive differentiator with potential and existing talent as well as customers and clients. As our research underlines, this reality is now getting across to NEDs and C-suites. Much progress has been made – but there's still a lot further to go. BoardEx and Odgers Berndtson can support you on the journey.

HOW BOARDEx CAN HELP

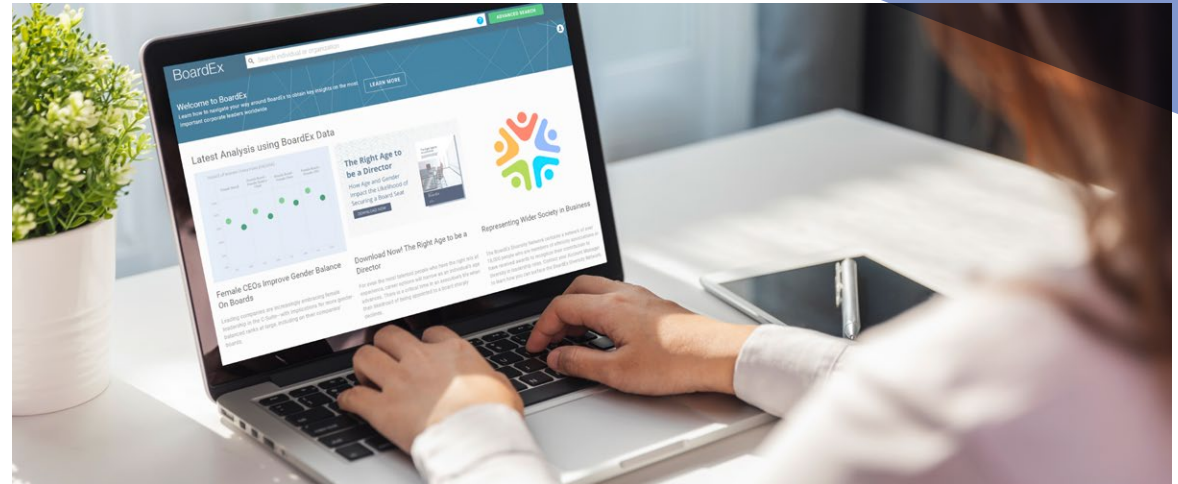
In order to stand out in the market and maximise their ability to attract and retain the best talent, all organisations should prioritise inclusion & diversity at all levels.

People intelligence is critical to understanding who is and who could be leading your organisation. Having insight on an individual's diversity network, including the people and companies they are connected to, can help identify leaders with the access that can make progress happen.

Partnering with the right organisations focused on empowering and supporting the advancement of individuals from

different backgrounds is a clear opportunity highlighted by our survey. It is also one of the elements that stands out based on the feedback that came in from the diverse organisations that took part in this study.

Recently, BoardEx has increased its ability to support market-leading I&D strategies still further, through the addition of a new layer of intelligence with the creation of The BoardEx Diversity



Network. This new layer includes more than 18,000 executives, Board members and senior managers with memberships across more than 2,600 I&D membership organisations that actively champion ethnic diversity.

BoardEx, for more than 20 years has helped organisations uncover new ways of connecting with the people and companies they want to reach. A data base of more than 1.5 million business leaders and

decision makers leading 2 million companies across the globe includes detailed profiles and network intelligence.

Finding the right path to top talent and organisations that will help reach Inclusion and Diversity goals is more critical than ever.

HOW ODGERS BERNDTSON CAN HELP

Odgers Berndtson is an established global executive search firm with extensive networks of diverse leadership talent spanning multiple sectors and functions. By working with Odgers Berndtson, organisations gain access to these networks in their search for diverse leaders.

Odgers Berndtson has a proven track record of providing diverse long and short lists. Not only does this mean organisations are in a better position to appoint a diverse leadership candidate, but it also provides them with statistical evidence of carrying out placements of diverse talent from wholly inclusive short/long lists.

We offer psychometric testing and assessment during search processes which helps in reducing bias in the recruitment process.

We understand how to adapt the search process to make roles more attractive to

a wider pool of candidates. For example, by changing the language used in job descriptions and by adapting the parameters of the roles themselves to attract candidates with caring responsibilities/family commitments.

Mentoring and coaching programmes are an effective way of helping diverse talent progress to the leadership team. Odgers Berndtson's sector and function specialists can advise organisations about how to implement and carry these out. Odgers Berndtson itself is part of the Rebus programme, a nationwide mentoring initiative to fast-track senior women to Board roles.



Odgers Berndtson covers every level of the leadership spectrum. Our Berwick Partners division provides senior management and director level roles, while Odgers Interim provides senior interim executives to fill critical leadership gaps and deliver business transformation expertise. Our ability to meet every requirement in the leadership structure means we work with a range of organisations globally. The relationships we have with leading organisations at the forefront of tackling inclusion and diversity means we have access to knowledge and expertise that can be shared with those who work with us.



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