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# THE GREEN PARK LEADERSHIP 10,000

## Spring 2015



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# EXECUTIVE SUMMARY

## Overall Highlights

- This is our second annual survey of Britain's 10,000 top business leaders. In addition to examining changes from last year's results in the number of women and minority leaders, we have added a gender analysis of the small numbers of minority leaders in the FTSE 100. This new analysis shows that whilst in the FTSE 100 executive levels, as a whole, men are predominant - amongst minority executives, women lead the way.
- Whilst there are more women in the FTSE 100 leadership this year, the position of minority leaders has, disappointingly, declined. In 2014, 61 companies in the index had all White Main and Operating boards; in 2015 the picture is marginally worse with 62 main boards showing no minority presence.
- The decline in minority presence is most alarming amongst the "pipeline" Top 100 leaders; in the overall sample the index has lost the equivalent of nearly 40 of its Non-White leaders in the past twelve months.

## The C-Suite

- The most senior leadership of the FTSE 100 has seen little change at Chair, CEO and CFO level with only a small increase in the number of women in these positions.
- The number of visible minority CEOs has dropped. This is largely due to a small group of companies with most of their operations in Africa and Asia falling out of the FTSE 100.

## Top 20 Leaders

- At Top 20 levels there has been a slow but 'steady' increase in female participation.
- At Top 20 levels, though the numbers remain tiny, there has been a small rise in minority participation overall, but a decline in the number of Main Board Executive Directors from minority backgrounds.
- There are still no senior East Asian or Chinese heritage Main Board Executive Directors in our Top 20, and Black leaders tend to come from companies whose operations are based in Africa.

## Top 100 Leaders (the "pipeline")

- Our gender "pipeline" measure, the Top 100, shows little prospect of increased Main Board and Operating Board female participation in future years.
- Our ethno-cultural pipeline measure, the Top 100 shows a disturbing decline in the numbers of minority executives, suggesting that the prospects for minority leadership at Main Board and Operating Board level are decreasing rather than increasing.
- Our analysis by industrial sector shows slow improvement in most sectors; as in 2014 the most significant gender result lies in the most female friendly sector, media, where whilst more than three out of ten Top 100 level are female, that proportion falls to just two out of ten at Top 20 levels.
- Our analysis by industrial sector shows that ethno-cultural success is sharply concentrated by ethnic groups and by sector, with black leaders relatively prominent in Natural Resources and South Asian leaders in Banking and Finance.



*Tulsiani*

Raj Tulsiani  
CEO, Green Park Group

# INTRODUCTION

Our second Green Park Leadership 10,000 report takes place against a background of growing concern about the levels of diversity in major companies.

The case for diversity has been made repeatedly, both by business and political leaders over recent years. As the global economy recovers and competition increases, the importance of talent in leadership has become greater than ever. Many companies have declared their intention to promote diverse talent.

Two key government supported initiatives have crystallised these concerns. The 25% target set by Lord Davies for gender diversity is being closely monitored; the aim was to meet the target by the end of this year. In addition, the 2020 campaign to ensure that no FTSE 100 board is monocultural by the year 2020 was launched in December 2014 by the then Secretary of State.

Our report provides a picture of the current situation. It offers some encouragement in the case of gender, but show that there is something of a mountain to climb when it comes to ethnicity, where if anything, we are heading backwards.

At Green Park, we are committed to greater transparency, and these reports are aimed at providing robust benchmarks for businesses. However, we intend to do more than to paint the picture - we are acting to change it, by providing intelligence and insight, strategic advice and recruitment support to leading companies.

We believe that business wants to change; our latest report provides another reminder of the urgent need to act.



A handwritten signature in black ink, appearing to read 'Trevor Phillips'.

**Trevor Phillips OBE**  
Green Park Diversity Analytics

## The Scope of the Review

This year's review covers the same ground as that in 2014, focusing on the leadership of the UK's largest quoted companies. We analyse the cohort at three levels:

**Top 3:** Chair, CEO and CFO

**Top 20:** Main Board, including NEDs and Operating Board

**Top 100:** Most senior leaders including all reports to Main Board Directors

Our analysis concentrates on the gender and ethno-cultural backgrounds of the senior leaders in these companies. We do not make any distinction by nationality, given that almost all of these companies trade globally and draw their workforce from all over the world.

# METHODOLOGY

We have examined the backgrounds of 9,534 individuals<sup>1</sup> in total. Our cross-method data is derived from several sources, many of which are publicly available including: annual reports, London Stock Exchange listing information and company websites.

The analysis by gender and ethno-cultural background is derived from unique software designed by Professor Richard Webber, best known as the lead developer of two of the most commonly used consumer classification systems in the world, Mosaic and Acorn.

This software employs a database of 1.2 billion individual records globally. It uses 2.5 million family names and 0.8 million personal names to generate algorithms that can associate individual names with their gender, ethnic or cultural identity. We have tested this against several samples where the ethnic and/or gender composition is known through other methods and achieved accuracy in excess of 95 percent. For example, against a file of 40 million British adults, the software we use produces a population breakdown directly comparable to that of the 2011 census.

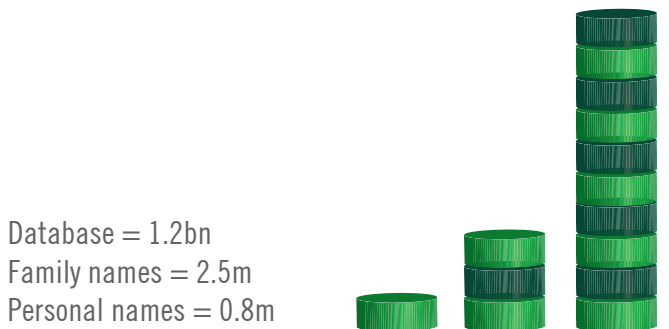
Narrative analysis is produced by Green Park Diversity Analytics, chaired by former Chair of the Equality and Human Rights Commission, Trevor Phillips and led by Green Park's CEO, Raj Tulsiani.



9,534 individuals



Software



<sup>1</sup> This study treats one individual, holding (e.g.) two Non-Executive Director positions as equal to two individuals. An individual who is both Chair and Chief Executive Officer at the same company is treated as one individual.

# TERMINOLOGY

In analysing the ethno-cultural diversity of the FTSE 100, we have looked at statistics for over 200 different classifications. To make the picture meaningful, and to approximate to common usage, we have aggregated these into five categories – three ethnic categories (White, Black, Chinese & Other Asian) and two cultural/religious (Muslim and Hindu & Sikh) categories. Therefore, we use the term “ethno-cultural”.

For ease of reference, this is how our categories correspond to those used by the Office for National Statistics (ONS)<sup>2</sup>.

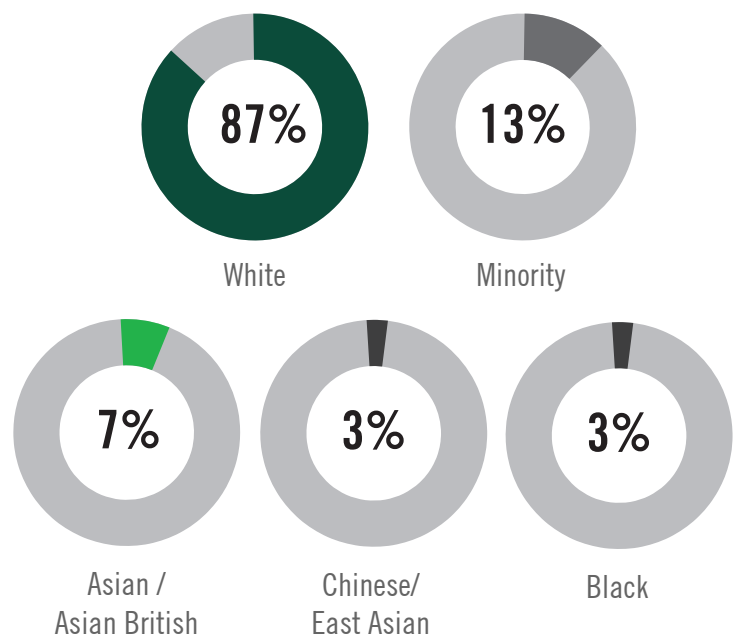
Our Category	ONS Category
White European	White
Black	Black/African/Caribbean/Black British
Muslim	Pakistani/Bangladeshi/Arab
Hindu & Sikh	Indian
Chinese & Other Asian	Chinese/any other Asian

# THE UK POPULATION

In the most recent census (2011), the majority of the UK population described themselves as belonging to the “White” ethnic group (87 percent, or 55 million). The remaining 13 percent (8.1 million) belonged to an ethnic minority, representing one person in eight of the UK population. The Asian/Asian British (including Chinese) ethnic group accounted for seven percent of the UK population (4.4 million). The Black ethnic group comprised a further three percent. The remaining three percent was composed of a variety of smaller groups.

Our database classifications – for both the overall and the working population – are consistent with those derived from the census.

## 2012



<sup>2</sup> <http://www.ons.gov.uk/ons/guide-method/measuring-equality/equality/ethnic-nat-identity-religion/ethnic-group/index.html#1>

# RESULTS & ANALYSIS

This recent analysis is correct to 7 April 2015 (hereafter referred to as Spring 2015). The previous analysis (used in The Green Park Leadership 10,000) is correct to 1 February 2014 (hereafter referred to as Spring 2014). This paper will provide the most recent Spring 2015 results whilst examining the change which has occurred over the past year. Broadly speaking, the movement in gender balance and ethno-cultural diversity since Spring 2014 has been caused by two factors:

1. Companies moving into and outside of the FTSE 100
2. Change within companies which have stayed within the FTSE 100



## THE TOP 3

The Top 3 is our shorthand for an analysis which looks at the Chairs, Chief Executive Officers (CEO) and Chief Financial Officers (CFO) of the FTSE 100 companies. We have plotted the change in the gender balance and ethno-cultural diversity of these top three positions over the past year.





## CHAIR

### Table 1: FTSE 100 Chairs: Ethno-cultural Diversity

FTSE 100 Chairs	Spring 2015	Spring 2014
White	98	99
Non-White	3	2

There has been an increase of one Non-White Chair since Spring 2014, as Jac Nasser and Fred Phaswana remain the Chairs of BHP Billiton and Mondi respectively and Said Darwazah, Chairman and Chief Executive Officer of Hikma Pharmaceuticals, joins the FTSE 100. Fred Phaswana holds a Joint-Chairman position.

However, we are counting him as a full Chairman and taking 101 Chairs as the total throughout our analyses. Similarly, Said Darwazah, who holds a Chairman and Chief Executive Officer title, is counted in both Table 1 and Table 3.

### Table 2: FTSE 100 Chairs: Gender Diversity

FTSE 100 Chairs	Spring 2015	Spring 2014
Male	98	100
Female	3	1

There has been an increase in the number of female Chairs in the FTSE 100 from one (Spring 2014) to three (Spring 2015). Alison Carnwath has remained the Chair of Land Securities Group throughout our period of study. Susan Kilsby joined Shire on 29 April 2014 and the movement of St James's Place into the FTSE 100 brings the Chair, Sarah Bates, into our analysis.

## CHIEF EXECUTIVE OFFICER

### Table 3: FTSE 100 Chief Executive Officers: Ethno-cultural Diversity

FTSE 100 Chief Executive Officers	Spring 2015	Spring 2014
White	96	93
Non-White	4 <sup>3</sup>	7

There has been a decrease in the number of Non-White CEOs from seven (Spring 2014) to the current number of four. This has been due to AMEC, Petrofac and Tate & Lyle falling out of the FTSE 100 into the FTSE 250. Hikma Pharmaceuticals and their CEO, Said Darwazah, joined the FTSE 100 in March 2015.

### Table 4: FTSE 100 Chief Executive Officers: Gender Diversity

FTSE 100 Chief Executive Officers	Spring 2015	Spring 2014
Male	95	96
Female	5	4

There has been an increase from four to five in the number of female CEOs within the FTSE 100 between our first study in Spring 2014. This is due to the movement of Angela Ahrendts (leaving her position at Burberry to join Apple) and the appointments of Liv Garfield as the Chief Executive of Severn Trent and Véronique Laury as Chief Executive of Kingfisher.

## CHIEF FINANCIAL OFFICER

**Table 5: FTSE 100 Chief Financial Officers: Ethno-cultural Diversity**

FTSE 100 Chief Financial Officers	Spring 2015	Spring 2014
White	95	96
Non-White	4	3
Position not filled	1	1

The three ethnic minority CFOs in the FTSE 100 (Tushar Morzaria at Barclays; Tony Chanmugam at BT; Himanshu Raja at G4S) have remained in post since our first study in Spring 2014. This year they are joined by Khalid Nabils, CFO of Hikma Pharmaceuticals, which joined the FTSE 100 in March 2015.

**Table 6: FTSE 100 Chief Financial Officers: Gender Diversity**

FTSE 100 Chief Financial Officers	Spring 2015	Spring 2014
Male	87	91
Female	12	8
Position not filled	1	1

As shown in Table 6, there has been an increase of four in the number of female CFOs in the FTSE 100 since Spring 2014, from eight (out of a total of 99) to 12 (out of a total of 99). This increase occurred primarily due to new hires (Ingrid Johnson at Old Mutual, Helen Weir at Marks & Spencer and Carole Cran at Aggreko) and a new company entering the FTSE 100 (accounting for Julia Wilson at 3i Group).

## THE TOP 20

The Top 20 is an analysis which looks at the Main Board and Operating Board of the FTSE 100 companies within the same tables and figures. We have looked at 1,812 individuals in this analysis.

This large sample allows us to set out the differences between Executive Director and Non-Executive Director cohorts (the two groups which make up a Main Board), the pipeline to Main Boards; and uniquely to examine the combined effect of ethnicity and gender.

This analysis of the Top 20 broadly comprises Main Board Directors, including Non-Executive Directors and Operating Board Directors.

In order to remove ambiguity in our results, we have counted one person who holds two posts at two different companies as two separate individuals.

### Table 7: FTSE 100 Top 20 Level: Ethno-cultural Diversity

Study	Top 20 Level, Non-White % (Total) n = 1812	Non-Executive Director, Non-White % n = 847	Executive Director, Non White (Main Board) % n = 301	Operating Board, Non-White % n = 664
Spring 2015	6.6	6.8	4.0	7.4
Spring 2014	5.9	5.8	5.2	6.5

<sup>4</sup> The Top 20 Level in results tables is equivalent to the total of our analysis within a particular section

<sup>5</sup> n refers to the number of roles in that particular field which have been filled. In other words, one individual who holds two Non-Executive Director roles will increase n by 2 in the Non-Executive Director and Top 20 Level fields.

## Figure 1: Movement of ethno-cultural diversity within FTSE 100 Top 20 Level

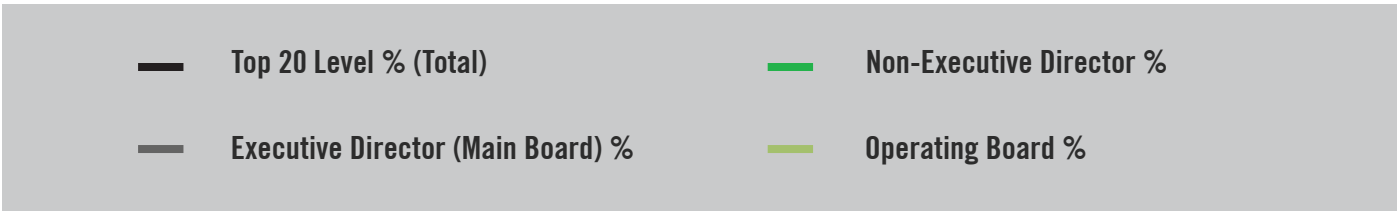
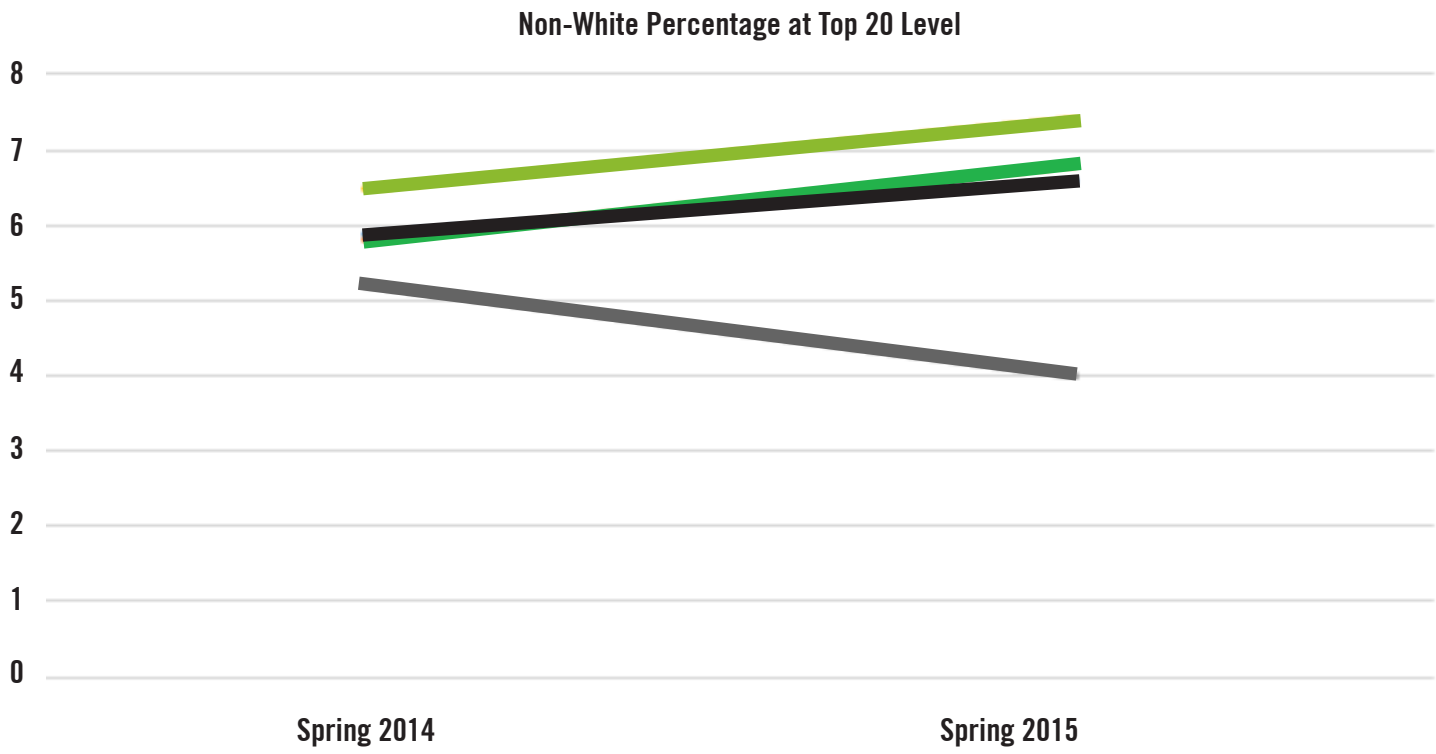


Table 7 and Figure 1 show a most disappointing result. The numbers of Non-White senior leaders remain small. Positive movement can mostly be attributed to firms either entering or leaving the FTSE 100. Unlike the figures for gender diversity we have found little movement at Non-Executive Director level.

Worse still, the Executive Director (Main Board) Non-White percentage shows a decline. Given the tiny numbers, every change leads to a significant percentage change.

For example, if we factor out the recent entry of Hikma Pharmaceuticals to the FTSE 100, the 6.6 percent figure in Table 7 drops to 6.0 percent, just a 0.1 percent increase on the previous year.

As with previous Green Park Diversity Analytics publications, we have examined the differences between the broad ethno-cultural origin groups which make up the Non-White percentage in our most recent research.

## Table 8: FTSE 100 Top 20 Level: Ethno-cultural Diversity 2015

Origin	Top 20 Level % (Total) n = 1812	Non-Executive Director % n = 847	Executive Director (Main Board) % n = 301	Operating Board % n = 664
White	93.4	93.2	96.0	92.6
Black	1.8	2.1	1.0	1.7
Muslim	1.5	0.9	1.3	2.4
Hindu & Sikh	1.9	1.4	1.7	2.6
Chinese & Other Asian	1.4	2.4	0.0	0.8

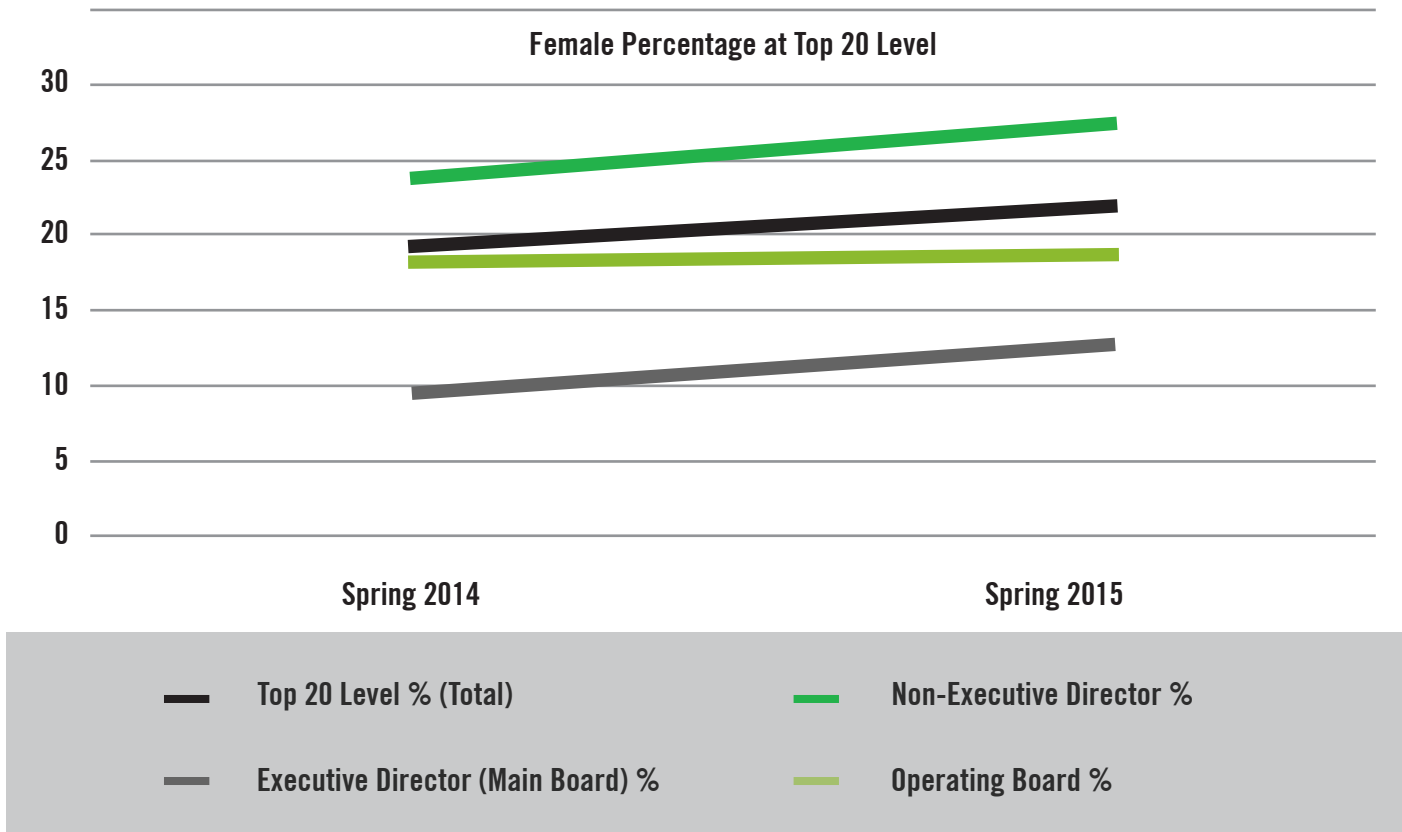
As with our initial Green Park Leadership 10,000 report, the only individuals of Chinese & East Asian origin on Main Boards are present as Non-Executive Directors. Most of the Black directors come from a small number of firms with significant African operations.

As with gender balance below, we see nothing approaching a promising pipeline on the Operating Boards.

## Table 9: FTSE 100 Top 20 Level: Gender Diversity

Study	Top 20 Level (Total) Female % <sup>4</sup> n = 1812 <sup>5</sup>	Non-Executive Director Female % n = 847	Executive Director (Main Board) Female % n = 301	Operating Board Female % n = 664
Spring 2015	22.0	27.9	12.6	18.7
Spring 2014	19.0	23.9	9.6	18.2

## Figure 2: Movement of gender balance within FTSE 100 Top 20 Level



Overall there is an increase in women’s participation in the Top 20. In particular, we can see from Table 9 and Figure 2 that the efforts from FTSE 100 companies to increase their number of female Non-Executive Directors is continuing to show noticeable results. There is also an increase in the number of female Executive Directors. However, the prospects for the future remain weak.

The percentages of women at Operating Board level remains low relative to the Non-Executive Director percentages and are not increasing, as evidenced by the shallow slope of the lime green (third) line in Figure 2. This is a most disappointing result.

Recent research<sup>6</sup> suggests that Non-Executive Directors tend to require Executive Director experience for consideration for appointment. The evidence suggests that over the last several years the balance of Non-Executive Directors to Executive Directors on Main Boards is becoming skewed towards the former. Whilst our research implies that the targets set by Lord Davies are likely to be met this year, the above trend suggests that progress beyond these targets is likely to remain slow, even in the Non-Executive Director cohort.

<sup>6</sup> <http://www.ft.com/cms/s/0/02c122ec-c8d8-11e4-b43b-00144feab7de.html#axzz3d8gVh5ZU>

## TOP 100 LEVEL

Are there more female and minority senior leaders waiting to compete for Top 20 places than last year?

We turn now to the Top 100 Leaders in each FTSE 100 company.

This dataset totals 7,772 individuals. Our analysis includes only UK-based employees, ranking from “Head” level to “Executive Vice President”, with a range of Director and Vice-President related job titles making up the numerical majority.

For clarity of exposition, we look at these records in isolation from the Top 3 and Top 20 (which have personnel overlap with one another, but not with the Top 100 analysis).

### TABLE 10: FTSE 100 Top 100 Level: Ethno-cultural Diversity

Study	White %	Non-White %
Spring 2015	94.3	5.7
Spring 2014	93.8	6.2

Table 10 shows an extremely disappointing result, possibly the most significant of our study: a decline in levels of Non-White representation at the Top 100 level. In effect, the FTSE 100 has lost effectively almost 40 of about 480 Non-White leaders.

### Table 11: FTSE 100 Top 100 Level: Ethno-cultural Diversity by Ethno-cultural Group

Origin	Spring 2015 Top 100 Level %	Spring 2014 Top 100 Level %
White	94.3	93.8
Black	0.4	0.3
Muslim	1.8	2.2
Hindu & Sikh	3.0	3.1
Chinese & Other Asian	0.4	0.6
Unknown & Other	0.1	0.0

Delving deeper into the ethno-cultural origin categories, we can see small changes across the ethno-cultural fields with no one field accounting for a large increase or decrease in the overall statistic.



## Table 12: FTSE 100 Top 100 Level: Gender Diversity

Study	Male %	Female %
Spring 2015	73.9	26.1
Spring 2014	76.2	23.8

This table shows a moderate increase in the proportion of female executives at the Top 100 level. The numbers do not, however suggest the kind of surge that will increase the low proportion of women at Operating Board level and above.

## SECTOR ANALYSIS

As with the first The Green Park Leadership 10,000, we have examined the differences between the industrial sectors<sup>7</sup> within the FTSE 100 at the Top 20 Level. Furthermore, we can spot and analyse any movement within industrial sectors between our Spring 2014 and Spring 2015 research.

**Table 13: Ethno-cultural diversity within industrial sectors in FTSE 100 (Top 20 Level)**

Sector	Number of Companies (Spring 2015)	Spring 2015 Non-White %	Spring 2014 Non-White %	Change %
<b>Total</b>	<b>100</b>	<b>6.6</b>	<b>5.9</b>	<b>+0.7</b>
Banking and Finance	19	8.3	8.1	+0.2
Construction and Property	10	2.2	1.6	+0.6
Consumer Goods	8	6.9	7.4	-0.5
Engineering	6	2.4	2.0	+0.4
Health	6	15.9	9.0	6.9
Industrials	2	8.3	9.5	-1.2
Leisure	5	3.8	3.4	+0.4
Media	5	3.9	4.5	-0.6
Natural Resources	10	11.7	11.2	0.5
Professional and Support Services	10	3.4	3.4	0.0
Retailing	8	2.5	3.4	-0.8
Technology	3	9.1	3.0	+6.1
Telecoms	2	7.7	6.1	+1.6
Transport	2	0.0	3.1	-3.1
Utilities	4	0.0	0.0	0.0

Table 13 shows that there has been a minimal movement in most sectors, with only Health, Technology and Transport showing large changes, probably due to small sample sets in their sectors combined with significant company movement (into and out of the FTSE 100) in these sectors. The sectors where there has been little change in the composition of the FTSE 100 such as Natural Resources, Retailing, Construction and Property and Banking and Finance, are showing only incremental movements.

Looking deeper into the different ethno-cultural origins within Top 20 level, two sectors account for most of the visible minority presence amongst FTSE leaders, and each has a significant contribution from a single ethnic group. Black employees are far more likely to be found in Natural Resources than they are in any other sector. Natural Resources employees make up just 12.1 percent of the employees within our study. However, the Natural Resources sector within our study contains 45.4 percent of the Black employees within our study. We see a moderate version of this trend when looking at Hindu & Sikh employees within the Banking and Finance sector.

## Table 14: Ethno-cultural diversity within industrial sectors in FTSE 100 (Top 100 Level)

Sector	Number of Companies (Spring 2015)	Spring 2015 Non-White %	Spring 2014 Non-White %	Change %
<b>Total</b>	<b>100</b>	<b>5.7</b>	<b>6.2</b>	<b>-0.5</b>
Banking and Finance	19	8.1	6.5	+1.6
Construction and Property	10	3.1	1.6	+1.5
Consumer Goods	8	6.4	6.2	+0.2
Engineering	6	2.6	1.0	+1.6
Health	6	10.3	8	2.3
Industrials	2	6.3	9.5	-3.2
Leisure	5	5.3	2.3	+3.0
Media	5	3.2	4.5	-1.3
Natural Resources	10	6.1	10.4	-4.3
Professional and Support Services	10	5.3	3.4	+1.9
Retailing	8	3.9	1.7	+2.2
Technology	3	4.9	3.0	+1.9
Telecoms	2	6.0	6.1	-0.1
Transport	2	3.3	3.1	+0.2
Utilities	4	1.8	0.0	+1.8

The Top 100 level of Natural Resources has shown a considerable negative movement of ethno-cultural diversity at Top 100 level. The other sectors with a significantly large sample size (10 companies or more) show positive increases, suggesting a small movement in the right direction within these sectors. Once again Engineering, Utilities and Transport perform poorly, although also seem to be generally moving in the right direction.

## Table 15: Gender diversity within industrial sectors in FTSE 100 (Top 20 Level)

Sector	Number of Companies (Spring 2015)	Spring 2015 Female %	Spring 2014 Female %	Change %
<b>Total</b>	<b>100</b>	<b>22.0</b>	<b>19.0</b>	<b>+3.0</b>
Banking and Finance	19	23.2	20.6	+2.6
Construction and Property	10	20.1	14.8	+5.3
Consumer Goods	8	20.6	20.4	+0.2
Engineering	6	21.2	18.6	+2.6
Health	6	24.2	25.5	-0.8
Industrials	2	20.8	28.6	-7.8
Leisure	5	26.6	20.5	+6.1
Media	5	20.8	19.4	+1.4
Natural Resources	10	14.1	12.4	+1.7
Professional and Support Services	10	24.6	19.0	+5.6
Retailing	8	26.3	22.0	+3.6
Technology	3	15.9	18.2	-2.3
Telecoms	2	23.1	21.2	+1.9
Transport	2	22.5	15.6	+6.9
Utilities	4	29.7	24.0	+5.7

At this level, Health and utilities remain the most female friendly sectors with significant numbers of companies in the index. Construction and Property, Leisure, Utilities, Transport and Professional Services are all sectors that have shown significant improvements.

## Table 16: Gender diversity within industrial sectors in FTSE 100 (Top 100 Level)

Sector	Number of Companies (Spring 2015)	Spring 2015 Female %	Spring 2014 Female %	Change %
<b>Total</b>	<b>100</b>	<b>26.1</b>	<b>23.8</b>	<b>+2.3</b>
Banking and Finance	19	26.7	22.9	+3.8
Construction and Property	10	22.3	13.4	+8.9
Consumer Goods	8	29.6	31.5	-1.9
Engineering	6	8.8	11.1	-2.3
Health	6	30.5	27.0	+3.5
Industrials	2	17.5	18.4	-0.9
Leisure	5	32.2	31.5	+0.7
Media	5	35.7	34.5	+1.2
Natural Resources	10	21.9	18.1	+3.8
Professional and Support Services	10	20.4	19.6	+0.8
Retailing	8	34.2	30.1	+4.1
Technology	3	22.8	32.3	-9.5
Telecoms	2	27.3	16.0	+11.3
Transport	2	31.2	25.7	+5.5
Utilities	4	25.9	24.7	+1.2

Media remains the most female friendly sector at this level, unsurprisingly followed by retail and health. As in 2014, one of the most striking figures is the large difference in the Top 100 and Top 20 figures for media companies - 35.7 percent female at the former level, but just 20.8 percent female at latter levels.

There are also significant positive improvements in the female percentages in Banking and Finance, Construction and Property, Natural Resources and Professional and Support Services.

# COMBINED ANALYSIS

Are minority men and women equally likely to be FTSE 100 leaders?

Minorities show a marked contrast to the general picture, which is dominated by men. We find that ethnic minority leaders are more likely to be female than male at both Top 20 and Top 100 levels.

## Table 17: Combined analysis of gender and ethno-cultural diversity in FTSE 100 Top 20 Level

Gender	Non-White %
Male	5.6
Female	7.6

## Table 18: Combined analysis of gender and ethno-cultural diversity in FTSE 100 Top 100 Level

Gender	Non-White %
Male	4.4
Female	4.9

Table 17 and Table 18 provide a significant and arguably unique result; we see that the set of females in our analysis (top level FTSE 100 employees) is more than two percent more likely to contain an ethnic minority at Top 20 level and 0.5 percent more likely at Top 100 level than our set of males; -this is especially remarkable when you consider the heavy skew towards male numerical dominance throughout the rest of the study.

# CONCLUSION

Our results for 2015 show that whilst the prospects for meeting the Davies Review targets are good, the ethno-cultural balance is in serious danger of becoming even less favourable. The case for action could not be clearer.

We hope that this report serves as an opportunity for every board, every recruiter and every leading political party to consider what they can do to effect immediate change.

## ABOUT GREEN PARK

Green Park is a multi-award winning supplier of Executive Search, Interim Management, Diversity Analytics and Business Advisory solutions, operating from the UK across 52 countries.

Green Park has consistently featured in the top four of the HOT 100 industry league tables, and has been rated as top 5 for Interim Management, and top 20 for Executive Search, in the report on the top 250 major recruitment companies by Recruitment International.

The accolade we take the most pride in is that, during our seven years of continuous growth, the customer satisfaction rate among our top 300 clients has never fallen below 97 per cent.

At Green Park we are all passionate advocates of the powers of cognitive, inherited and acquired diversity as a sustainable source of competitive advantage. Our technological innovation and commitment to consistently attract diverse groups of appointable candidates benchmarked against the usual suspects means we financially guarantee shortlist diversity. In 2012 Green Park became a founding member of the National Equality Standard – the only recruitment firm on the founding board.

In 2014, Green Park founded Green Park Diversity Analytics, a research and advisory body, chaired by Trevor Phillips, that uses unique quantitative modelling to analyse the executive labour market by specific dimensions of diversity. It is the latest addition to Green Park's range of resources and services, designed in partnership with our valued customers to ensure they are in propriety information streams.



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