

BUSINESS LEADERSHIP: THE CATALYST FOR ACCELERATING CHANGE

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Gender balance on teams achieves better outcomes. **OUR MINIMUM OBJECTIVES BY 2023:**

Beyond 30% representation of women on all FTSE 350 boards, to include one person of colour We support the Parker Review goals for at least one person of colour on every FTSE 350 board - in addition, we advocate for gender balance with half these seats going to women, creating 175 board seats for women of colour.

Beyond 30% representation of women on all FTSE 350 Executive Committees, to include one person of colour

With half these roles going to women, creating 175 ExCo roles for women of colour.

Beyond 30% of all new FTSE 350 Chair appointments to go to women between 2020 and 2023



True balance is our end goal

We support diversity in its very broadest sense and while gender has been our starting point, we fully realise that considerations of ethnicity, disability, sexual orientation, socioeconomic background and beyond are all part of the journey - and that gender identities are themselves evolving rapidly. We also fully appreciate that 30% is a pivotal point, but it is not the finish line.

WHO WE ARE

LEADERS LEADING BY EXAMPLE

We are a group of Chairs and CEOs taking action to increase gender diversity on UK boards and senior management teams.

The 30% Club campaign was set up by Dame Helena Morrissey in 2010 with the aim of achieving a minimum of 30% female representation on FTSE 100 boards. That original target was reached in September 2018 and good progress has been made since then, but there is still much more work to do to achieve better gender balance at the top of businesses.

Now under Ann Cairns' leadership, our energies remain concentrated on supporting more women into senior roles, both executive and non-executive, and to encouraging organisations to foster truly inclusive cultures - cultures that embrace women who look, act and, importantly, THINK differently - so that they can reach their full potential to positively impact their people, their markets and their communities.



FTSE 100 MEMBERS

Alan Jope Unilever PIc CEO 41.7% 30.8% Alison Brittain CBE Whitbread PIc CEO 30.0% 25.0% Alison Rose NatWest CEO 36.4% 46.2% Amanda Blanc Aviva CEO 40.0% 41.7% Andrew (Andy) Higginson Wm Morrison PIc Chair 30.0% 16.7% Andrew Croft St. James's Place Wealth Management CEO 41.7% 11.1% Andrew Duff Sevem Trent PIc Chair 55.6% 30.0% Andrew Reynolds Smith Smiths Group Plc CEO 40.0% 25.0% Andrew Williams Halma Plc CEO 40.0% 62.5% Andy Briggs The Phoenix Group CEO 30.8% 16.7% Andy Cosslett Kingfisher Plc Chair 40.0% 16.7% Anido Jose Siett Kingfisher Plc Chair 40.0% 16.7% Ante Frew Croda International Plc Chair 40.0% 16.7% Annette Court Admiral Group Plc </th <th>Member</th> <th>Company</th> <th>Role</th> <th>Women on Board</th> <th>Women on ExCo</th>	Member	Company	Role	Women on Board	Women on ExCo
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David Thomas Barratt Developments Plc CEO 37.5% 33.3% Deanna Oppenheimer Hargreaves Lansdown Plc Chair 33.3% 0.0% Dominic Blakemore Compass Group Plc CEO 36.4% 38.5% Don Robert London Stock Exchange Group Plc Chair 44.4% 36.4% Donald Brydon CBE Sage UK Plc Chair 33.3% 31.8% Douglas Flint CBE Standard Life Aberdeen Plc Chair 45.5% 21.4% Emma Walmsley GlaxoSmithKline Plc CEO 41.7% 33.3% Gill Rider Pennon Group Plc Chair 42.9% 28.6% Ian Davis Rolls Royce Plc Chair 30.8% 0.0% Iván Arriagada Antofagasta Plc CEO 20.0% 13.3% Ivan Menezes Diageo Plc CEO 60.0% 38.5% Jes Staley Barclays Bank Plc CEO 25.0% 13.3% John Allan Barratt Developments Plc Chair 37.5% 33.3%	David Sleath	Segro Plc	CEO	33.3%	0.0%
Deanna Oppenheimer Hargreaves Lansdown Plc Chair 33.3% 0.0% Dominic Blakemore Compass Group Plc CEO 36.4% 38.5% Don Robert London Stock Exchange Group Plc Chair 44.4% 36.4% Donald Brydon CBE Sage UK Plc Chair 33.3% 31.8% Douglas Flint CBE Standard Life Aberdeen Plc Chair 45.5% 21.4% Emma Walmsley GlaxoSmithKline Plc CEO 41.7% 33.3% Gill Rider Pennon Group Plc Chair 42.9% 28.6% Ian Davis Rolls Royce Plc Chair 30.8% 0.0% Iván Arriagada Antofagasta Plc CEO 20.0% 13.3% Ivan Menezes Diageo Plc CEO 60.0% 38.5% Jes Staley Barclays Bank Plc CEO 25.0% 13.3% John Allan Barratt Developments Plc Chair 37.5% 33.3%	David Stevens CBE	Admiral Group Plc	CEO	45.5%	40.0%
Dominic Blakemore Compass Group Plc CEO 36.4% 38.5% Don Robert London Stock Exchange Group Plc Chair 44.4% 36.4% Donald Brydon CBE Sage UK Plc Chair 33.3% 31.8% Douglas Flint CBE Standard Life Aberdeen Plc Chair 45.5% 21.4% Emma Walmsley GlaxoSmithKline Plc CEO 41.7% 33.3% Gill Rider Pennon Group Plc Chair 42.9% 28.6% Ian Davis Rolls Royce Plc Chair 30.8% 0.0% Iván Arriagada Antofagasta Plc CEO 20.0% 13.3% Ivan Menezes Diageo Plc CEO 60.0% 38.5% Jes Staley Barclays Bank Plc CEO 25.0% 13.3% John Allan Barratt Developments Plc Chair 37.5% 33.3%	David Thomas	Barratt Developments Plc	CEO	37.5%	33.3%
Don Robert London Stock Exchange Group Plc Chair 44.4% 36.4% Donald Brydon CBE Sage UK Plc Chair 33.3% 31.8% Douglas Flint CBE Standard Life Aberdeen Plc Chair 45.5% 21.4% Emma Walmsley GlaxoSmithKline Plc CEO 41.7% 33.3% Gill Rider Pennon Group Plc Chair 42.9% 28.6% Ian Davis Rolls Royce Plc Chair 30.8% 0.0% Iván Arriagada Antofagasta Plc CEO 20.0% 13.3% Ivan Menezes Diageo Plc CEO 60.0% 38.5% Jes Staley Barclays Bank Plc CEO 25.0% 13.3% John Allan Barratt Developments Plc Chair 37.5% 33.3%	Deanna Oppenheimer	Hargreaves Lansdown Plc	Chair	33.3%	0.0%
Donald Brydon CBE Sage UK Plc Chair 33.3% 31.8% Douglas Flint CBE Standard Life Aberdeen Plc Chair 45.5% 21.4% Emma Walmsley GlaxoSmithKline Plc CEO 41.7% 33.3% Gill Rider Pennon Group Plc Chair 42.9% 28.6% Ian Davis Rolls Royce Plc Chair 30.8% 0.0% Iván Arriagada Antofagasta Plc CEO 20.0% 13.3% Ivan Menezes Diageo Plc CEO 60.0% 38.5% Jes Staley Barclays Bank Plc CEO 25.0% 13.3% John Allan Barratt Developments Plc Chair 37.5% 33.3%	Dominic Blakemore	Compass Group Plc	CEO	36.4%	38.5%
Douglas Flint CBE Standard Life Aberdeen Plc Chair 45.5% 21.4% Emma Walmsley GlaxoSmithKline Plc CEO 41.7% 33.3% Gill Rider Pennon Group Plc Chair 42.9% 28.6% Ian Davis Rolls Royce Plc Chair 30.8% 0.0% Iván Arriagada Antofagasta Plc CEO 20.0% 13.3% Ivan Menezes Diageo Plc CEO 60.0% 38.5% Jes Staley Barclays Bank Plc CEO 25.0% 13.3% John Allan Barratt Developments Plc Chair 37.5% 33.3%	Don Robert	London Stock Exchange Group Plc	Chair	44.4%	36.4%
Emma Walmsley GlaxoSmithKline Plc CEO 41.7% 33.3% Gill Rider Pennon Group Plc Chair 42.9% 28.6% Ian Davis Rolls Royce Plc Chair 30.8% 0.0% Iván Arriagada Antofagasta Plc CEO 20.0% 13.3% Ivan Menezes Diageo Plc CEO 60.0% 38.5% Jes Staley Barclays Bank Plc CEO 25.0% 13.3% John Allan Barratt Developments Plc Chair 37.5% 33.3%	Donald Brydon CBE	Sage UK Plc	Chair	33.3%	31.8%
Gill Rider Pennon Group Plc Chair 42.9% 28.6% Ian Davis Rolls Royce Plc Chair 30.8% 0.0% Iván Arriagada Antofagasta Plc CEO 20.0% 13.3% Ivan Menezes Diageo Plc CEO 60.0% 38.5% Jes Staley Barclays Bank Plc CEO 25.0% 13.3% John Allan Barratt Developments Plc Chair 37.5% 33.3%	Douglas Flint CBE	Standard Life Aberdeen Plc	Chair	45.5%	21.4%
Ian Davis Rolls Royce Plc Chair 30.8% 0.0% Iván Arriagada Antofagasta Plc CEO 20.0% 13.3% Ivan Menezes Diageo Plc CEO 60.0% 38.5% Jes Staley Barclays Bank Plc CEO 25.0% 13.3% John Allan Barratt Developments Plc Chair 37.5% 33.3%	Emma Walmsley	GlaxoSmithKline Plc	CEO	41.7%	33.3%
Iván Arriagada Antofagasta Plc CEO 20.0% 13.3% Ivan Menezes Diageo Plc CEO 60.0% 38.5% Jes Staley Barclays Bank Plc CEO 25.0% 13.3% John Allan Barratt Developments Plc Chair 37.5% 33.3%	Gill Rider	Pennon Group Plc	Chair	42.9%	28.6%
Ivan Menezes Diageo Plc CEO 60.0% 38.5% Jes Staley Barclays Bank Plc CEO 25.0% 13.3% John Allan Barratt Developments Plc Chair 37.5% 33.3%	Ian Davis	Rolls Royce Pic	Chair	30.8%	0.0%
Jes Staley Barclays Bank Plc CEO 25.0% 13.3% John Allan Barratt Developments Plc Chair 37.5% 33.3%	Iván Arriagada	Antofagasta Plc	CEO	20.0%	13.3%
John Allan Barratt Developments Plc Chair 37.5% 33.3%	Ivan Menezes	Diageo Plc	CEO	60.0%	38.5%
	Jes Staley	Barclays Bank Plc	CEO	25.0%	13.3%
John Allan Tesco Plc Chair 30.8% 28.6%	John Allan	Barratt Developments Plc	Chair	37.5%	33.3%
	John Allan	Tesco Pic	Chair	30.8%	28.6%

FTSE 100 MEMBERS (CONT'D)

Member	Company	Role	Women on Board	Women on ExCo
John Fallon	Pearson Plc	CEO	45.5%	27.3%
John Kingman	Legal & General Group Plc	Chair	30.0%	33.3%
José Viñals	Standard Chartered Bank Plc	Chair	35.7%	25.0%
Keith Barr	InterContinental Hotels Group Plc	CEO	38.5%	30.0%
Keith Skeoch	Standard Life Aberdeen Plc	CEO	45.5%	21.4%
Ken MacKenzie	BHP Plc	Chair	33.3%	55.6%
Liv Garfield	Severn Trent Plc	CEO	55.6%	30.0%
Mark Allan	Landsec Plc	CEO	44.4%	12.5%
Mark Cutifani	Anglo American Plc	CEO	30.0%	20.0%
Mark Read	WPP	CEO	46.2%	27.8%
Mervyn Davies	Intermediate Capital Group	Chair	40.0%	10.0%
Mike Evans	M&G & Just Eat	Chair	50.0%	22.2%
Mike Henry	BHP Plc	CEO	33.3%	55.6%
Nathan Coe	Auto Trader UK	CEO	50.0%	38.5%
Nick Read	Vodafone Group Plc	CEO	45.5%	26.7%
Nigel Wilson	Legal & General Group Plc	CEO	30.0%	33.3%
Noel Quinn	HSBC Holdings Plc	CEO	35.7%	11.1%
Paul Walsh	Compass Group Plc	Chair	36.4%	38.5%
Peter Gershon	National Grid Plc	Chair	38.5%	37.5%
Philip Jansen	BTPlc	CEO	33.3%	30.8%
Roger Carr	BAE Systems Plc	Chair	27.3%	9.1%
Roger Devlin	Persimmon	Chair	33.3%	0.0%
Sidney Taurel	Pearson Plc	Chair	45.5%	27.3%
Simon Roberts	Sainsbury's Plc	CEO	33.3%	22.2%
Stephen Carter	Informa Group Plc	CEO	30.0%	16.7%
Stephen Hester	RSA Insurance Group Plc	CEO	40.0%	30.0%
Steve Hare	Sage UK Plc	CEO	33.3%	31.8%
Steve Mogford	United Utilities Group Plc	CEO	30.0%	40.0%
Stuart Chambers	Anglo American Plc	Chair	30.0%	20.0%
Susan Davey	Pennon Group Plc	CEO	42.9%	28.6%
Thierry Garnier	Kingfisher Plc	CEO	40.0%	16.7%

FTSE 250 MEMBERS

Alan Aubrey IP Group Pic CEO 30.0% 0.0% Andrew Duff Elementis Pic Chair 37.5% 8.3% Andrew Horton Beazley Pic CEO 33.3% 33.3% Andrew Rashbass Euromoney Institutional Investor Pic CEO 50.0% 30.0% Ben Loomes John Laing Group Pic CEO 44.4% 14.3% Brian Bickell Shaftesbury Pic CEO 30.0% 33.33 Charles Berry Centrica Pic Chair 44.4% 25.0% Charles Berry The Weir Group Pic Chair 33.3% 25.0% Charles Dunstone TalkTalk Pic Chair 33.3% 25.0% Charles Dunstone TalkTalk Pic Chair 30.0% 37.5% David Tyler Hammerson Pic Chair 36.4% 25.0% Charles Dunstone TalkTalk Pic Chair 30.0% 0.0% Fani Titi Investee Pic CEO 21.4% 0.0% Fani Titi Investee Pic CEO </th <th>Member</th> <th>Company</th> <th>Role</th> <th>Women on Board</th> <th>Women on ExCo</th>	Member	Company	Role	Women on Board	Women on ExCo
Andrew Horton Beazley PIc CEO 33.3% 33.3% Andrew Rashbass Euromoney Institutional Investor PIc CEO 50.0% 30.0% Ben Loomes John Laing Group PIc CEO 44.4% 14.3% Brian Bickell Shaftesbury PIc CEO 30.0% 33.3% Charles Berry Centrica PIc Chair 44.4% 25.0% Charles Berry The Weir Group PIc Chair 33.3% 25.0% Charles Berry The Weir Group PIc Chair 20.0% 37.5% Charles Berry The Weir Group PIc Chair 30.0% 37.5% David Tyler Hammerson PIc Chair 30.0% 37.5% David Tyler Hammerson PIc Chair 30.0% 0.0% Fani Titi Investe PIc Chair 30.0% 0.0% Ian Durant Greggs PIc Chair 42.9% 0.0% Ian Powell Capita PIc CEO 33.3% 33.3% John Caryan Man Group PIc CEO </td <td>Alan Aubrey</td> <td>IP Group Plc</td> <td>CEO</td> <td>30.0%</td> <td>0.0%</td>	Alan Aubrey	IP Group Plc	CEO	30.0%	0.0%
Andrew Rashbass Euromoney Institutional Investor PIc CEO 50.0% 30.0% Ben Loomes John Laing Group PIc CEO 44.4% 14.3% Brian Bickell Shaftesbury PIc CEO 30.0% 33.3% Charles Berry Centrica PIc Chair 44.4% 25.0% Charles Dunstone TalkTalk PIc Chair 33.3% 25.0% Charles Dunstone TalkTalk PIc Chair 30.0% 37.5% David Tyler Hammerson PIc Chair 30.0% 0.0% Fani Titi Investec PIc CEO 21.4% 0.0% Ian Durant Greggs PIc Chair 30.3% 28.6% Ian Powell Capita PIc Chair 42.9% 0.0% Ian Powell Capita PIc CEO 33.3% 28.6% John Cryan Man Group PIc CEO 33.3% 33.3% John Cryan Man Group PIc CEO 25.0% 20.0% Jonathan Lewis Capita PIc CEO 33.3%<	Andrew Duff	Elementis Plc	Chair	37.5%	8.3%
Ben Loomes John Laing Group PIc CEO 44.4% 14.3% Brian Bickell Shaftesbury PIc CEO 30.0% 33.3% Charles Berry Centrica PIc Chair 44.4% 25.0% Charles Berry The Weir Group PIc Chair 33.3% 25.0% Charles Dunstone TalkTalk PIc Chair 20.0% 37.5% David Tyler Hammerson PIc Chair 36.4% 25.0% Douglas Flint CBE IP Group Chair 30.0% 0.0% Fani Titi Investec PIc CEO 21.4% 0.0% Ian Durant Gregs PIc Chair 42.9% 0.0% Ian Powell Capita PIc Chair 42.9% 0.0% Ian Powell Easyjet PIc CEO 33.3% 33.3% John Cryan Man Group PIc CEO 33.3% 33.3% John Cryan Man Group PIc CEO 25.0% 20.0% Jonathan Lewis Capita PIc CEO 33.3% 28.6%	Andrew Horton	Beazley Plc	CEO	33.3%	33.3%
Brian Bickell Shaftesbury PIc CEO 30.0% 33.3% Charles Berry Centrica PIc Chair 44.4% 25.0% Charles Berry The Weir Group PIc Chair 33.3% 25.0% Charles Dunstone TalkTalk PIc Chair 20.0% 37.5% David Tyler Hammerson PIc Chair 36.4% 25.0% Douglas Flint CBE IP Group Chair 36.4% 25.0% Pouglas Flint CBE IP Group Chair 36.4% 25.0% Fani Titi Investec PIc CEO 21.4% 0.0% Ian Durant Greggs PIc Chair 42.9% 0.0% Ian Durant Greggs PIc Chair 42.9% 0.0% Johan Lundgren Easyjet PIc CEO 33.3% 28.6% John Cryan Man Group PIc CEO 33.3% 33.3% John Cryan Man Group PIc CEO 25.0% 20.0% Jonathan Lewis Capita PIc CEO 33.3% 28	Andrew Rashbass	Euromoney Institutional Investor Plc	CEO	50.0%	30.0%
Charles Berry Centrica Pic Chair 44.4% 25.0% Charles Berry The Weir Group Plc Chair 33.3% 25.0% Charles Dunstone TalKTalk Plc Chair 20.0% 37.5% David Tyler Hammerson Plc Chair 36.4% 25.0% Douglas Flint CBE IP Group Chair 30.0% 0.0% Fani Titi Investec Plc CEO 21.4% 0.0% Ian Durant Greggs Plc Chair 42.9% 0.0% Ian Durant Greggs Plc Chair 33.3% 28.6% Johan Lundgren Easyjet Plc CEO 33.3% 33.3% Johan Lundgren Easyjet Plc CEO 33.3% 33.3% John Cryan Man Group Plc CEO 33.3% 33.3% John Cryan Man Group Plc CEO 25.0% 20.0% Jonathan Lewis Capita Plc CEO 25.0% 20.0% Jonathan Stanton The Weir Group Plc CEO 33.3% <t< td=""><td>Ben Loomes</td><td>John Laing Group Plc</td><td>CEO</td><td>44.4%</td><td>14.3%</td></t<>	Ben Loomes	John Laing Group Plc	CEO	44.4%	14.3%
Charles Berry The Weir Group Plc Chair 33.3% 25.0% Charles Dunstone TalkTalk Plc Chair 20.0% 37.5% David Tyler Hammerson Plc Chair 36.4% 25.0% Douglas Flint CBE IP Group Chair 30.0% 0.0% Fani Titi Investec Plc CEO 21.4% 0.0% Ian Durant Greggs Plc Chair 42.9% 0.0% Ian Durant Greggs Plc Chair 42.9% 0.0% Ian Powell Capita Plc Chair 33.3% 28.6% Johan Lundgren Easyjet Plc CEO 33.3% 25.0% 20.0% 25.0% 20.0% 25.0% 20.0% 25.0% 20.0% </td <td>Brian Bickell</td> <td>Shaftesbury PIc</td> <td>CEO</td> <td>30.0%</td> <td>33.3%</td>	Brian Bickell	Shaftesbury PIc	CEO	30.0%	33.3%
Charles Dunstone TalkTalk Plc Chair 20.0% 37.5% David Tyler Hammerson Plc Chair 36.4% 25.0% Douglas Flint CBE IP Group Chair 30.0% 0.0% Fani Titi Investec Plc CEO 21.4% 0.0% Ian Durant Greggs Plc Chair 42.9% 0.0% Ian Powell Capita Plc Chair 33.3% 28.6% Johan Lundgren Easyjet Plc CEO 33.3% 33.3% 33.3% John Barton Easyjet Plc Chair 33.3% 33.3% 33.3% John Cryan Man Group Plc Chair 50.0% 25.0% John C'Reilly Rank Group Plc CEO 25.0% 20.0% Jonathan Lewis Capita Plc CEO 33.3% 28.6% Jonathan Myers PZ Cussons Plc CEO 33.3% 28.6% Jonathan Myers PZ Cussons Plc CEO 33.3% 25.0% Kevin Hostelte Rotork Plc CEO </td <td>Charles Berry</td> <td>Centrica Plc</td> <td>Chair</td> <td>44.4%</td> <td>25.0%</td>	Charles Berry	Centrica Plc	Chair	44.4%	25.0%
David Tyler Hammerson Plc Chair 36.4% 25.0% Douglas Flint CBE IP Group Chair 30.0% 0.0% Fani Titi Investec Plc CEO 21.4% 0.0% Ian Durant Greggs Plc Chair 42.9% 0.0% Ian Powell Capita Plc Chair 33.3% 28.6% Johan Lundgren Easyjet Plc CEO 33.3% 33.3% John Barton EasyJet Plc Chair 33.3% 33.3% John Barton EasyJet Plc Chair 30.0% 25.0% John Cryan Man Group Plc Chair 50.0% 25.0% John Cryan Man Group Plc CEO 25.0% 20.0% John O'Reilly Rank Group Plc CEO 25.0% 20.0% Jonathan Stanton The Weir Group Plc CEO 33.3% 28.6% Jonathan Stanton The Weir Group Plc CEO 37.5% 22.2% Kevin Hostetler Rotork Plc CEO 37.5% 2	Charles Berry	The Weir Group PIc	Chair	33.3%	25.0%
Douglas Flint CBE IP Group Chair 30.0% 0.0% Fani Titi Investec Plc CEO 21.4% 0.0% Ian Durant Greggs Plc Chair 42.9% 0.0% Ian Powell Capita Plc Chair 33.3% 28.6% Johan Lundgren Easyjet Plc CEO 33.3% 33.3% John Drama Man Group Plc CEO 33.3% 33.3% John Cryan Man Group Plc CEO 25.0% 20.0% Jonathan Lewis Capita Plc CEO 25.0% 20.0% Jonathan Lewis Capita Plc CEO 33.3% 28.6% Jonathan Myers PZ Cussons Plc CEO 33.3% 28.6% Jonathan Stanton The Weir Group Plc CEO 33.3% 25.0% Kevin Hostetler Rotork Plc CEO 37.5% 22.2% Kevin Hostetler Rotork Plc CEO 37.5% 22.2% Luke Ellis Man Group Plc CEO 37.5% 22.2%	Charles Dunstone	TalkTalk Plc	Chair	20.0%	37.5%
Fani Titi Investec PIc CEO 21.4% 0.0% Ian Durant Greggs PIc Chair 42.9% 0.0% Ian Powell Capita PIc Chair 33.3% 28.6% Johan Lundgren Easyjet PIc CEO 33.3% 33.3% John Barton Easyjet PIc CEO 33.3% 33.3% John Cryan Man Group PIc Chair 50.0% 25.0% John Cryan Man Group PIc CEO 25.0% 20.0% Jonathan Lewis Capita PIc CEO 33.3% 28.6% Jonathan Lewis Capita PIc CEO 33.3% 28.6% Jonathan Myers PZ Cussons PIc CEO 33.3% 28.6% Jonathan Stanton The Weir Group PIc CEO 33.3% 25.0% Kevin Hostetler Rotork PIc CEO 37.5% 22.2% Luke Ellis Man Group PIc CEO 37.5% 22.2% Martin Lamb Rotork PIc Chair 37.5% 22.2% <td>David Tyler</td> <td>Hammerson Plc</td> <td>Chair</td> <td>36.4%</td> <td>25.0%</td>	David Tyler	Hammerson Plc	Chair	36.4%	25.0%
Ian Durant Greggs Plc Chair 42.9% 0.0% Ian Powell Capita Plc Chair 33.3% 28.6% Johan Lundgren Easyjet Plc CEO 33.3% 33.3% John Barton EasyJet Plc Chair 33.3% 33.3% John Cryan Man Group Plc Chair 50.0% 25.0% John O'Reilly Rank Group Plc CEO 25.0% 20.0% Jonathan Lewis Capita Plc CEO 33.3% 28.6% Jonathan Lewis Capita Plc CEO 33.3% 28.6% Jonathan Myers PZ Cussons Plc CEO 33.3% 28.6% Jonathan Stanton The Weir Group Plc CEO 33.3% 25.0% Kevin Hostetler Rotork Plc CEO 37.5% 22.2% Luke Ellis Man Group Plc CEO 37.5% 22.2% Martin Lamb Rotork Plc Chair 37.5% 22.2% Nigel Rudd Meggitt Plc Chair 44.4% 20.0% <td>Douglas Flint CBE</td> <td>IP Group</td> <td>Chair</td> <td>30.0%</td> <td>0.0%</td>	Douglas Flint CBE	IP Group	Chair	30.0%	0.0%
Ian Powell Capita Plc Chair 33.3% 28.6% Johan Lundgren Easyjet Plc CEO 33.3% 33.3% John Barton EasyJet Plc Chair 33.3% 33.3% John Cryan Man Group Plc Chair 50.0% 25.0% John O'Reilly Rank Group Plc CEO 25.0% 20.0% Jonathan Lewis Capita Plc CEO 33.3% 28.6% Jonathan Lewis Capita Plc CEO 33.3% 28.6% Jonathan Myers PZ Cussons Plc CEO 33.3% 28.6% Jonathan Stanton The Weir Group Plc CEO 33.3% 25.0% Kevin Hostetler Roter Flc CEO 37.5% 22.2% Luke Ellis Man Group Plc CEO 37.5% 22.2% Luke Ellis Man Group Plc CEO 50.0% 25.0% Martin Lamb Roter k Plc Chair 37.5% 22.2% Nigel Rudd Meggitt Plc Chair 44.4% 20.0% </td <td>Fani Titi</td> <td>Investec PIc</td> <td>CEO</td> <td>21.4%</td> <td>0.0%</td>	Fani Titi	Investec PIc	CEO	21.4%	0.0%
Johan Lundgren Easyjet Plc CEO 33.3% 33.3% John Barton EasyJet Plc Chair 33.3% 33.3% John Cryan Man Group Plc Chair 50.0% 25.0% John O'Reilly Rank Group Plc CEO 25.0% 20.0% Jonathan Lewis Capita Plc CEO 33.3% 28.6% Jonathan Myers PZ Cussons Plc CEO 42.9% 50.0% Jonathan Myers PZ Cussons Plc CEO 42.9% 50.0% Jonathan Stanton The Weir Group Plc CEO 33.3% 25.0% Kevin Hostetler Rotork Plc CEO 37.5% 22.2% Luke Ellis Man Group Plc CEO 37.5% 22.2% Martin Lamb Rotork Plc Chair 37.5% 22.2% Nigel Rudd Signature Aviation Plc Chair 30.0% 12.5% Nigel Rudd Meggitt Plc Chair 44.4% 20.0% Preben Prebensen Close Brothers Group Plc CEO <	Ian Durant	Greggs Plc	Chair	42.9%	0.0%
John Barton EasyJet Plc Chair 33.3% 33.3% John Cryan Man Group Plc Chair 50.0% 25.0% John O'Reilly Rank Group Plc CEO 25.0% 20.0% Jonathan Lewis Capita Plc CEO 33.3% 28.6% Jonathan Myers PZ Cussons Plc CEO 42.9% 50.0% Jonathan Stanton The Weir Group Plc CEO 33.3% 25.0% Kevin Hostetler Rotork Plc CEO 37.5% 22.2% Luke Ellis Man Group Plc CEO 50.0% 25.0% Martin Lamb Rotork Plc Chair 37.5% 22.2% Nigel Rudd Signature Aviation Plc Chair 30.0% 12.5% Nigel Rudd Meggitt Plc Chair 44.4% 20.0% Paul Lester Essentra Plc / McCarthy & Stone Plc Chair 42.9% 30.0% Preben Prebensen Close Brothers Group Plc CEO 33.3% 25.0% Rod Flavell FDM Group Plc <td< td=""><td>Ian Powell</td><td>Capita Plc</td><td>Chair</td><td>33.3%</td><td>28.6%</td></td<>	Ian Powell	Capita Plc	Chair	33.3%	28.6%
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	Stuart Chambers	Travis Perkins	Chair	22.2%	12.5%
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	Ulrik Bengtsson	William Hill Plc	CEO	25.0%	36.4%

THE BUSINESS CASE FOR DIVERSITY IN SENIOR ROLES IS CLEAR

The business case is clear – a higher standard of corporate governance, improved financial performance and enhanced capacity to attract and retain female talent

Diverse teams make better decisions: McKinsey research continues to show a significant link between diversity and financial performance, with companies in the top quartile for gender diversity 25% more likely to outperform their national industry median EBIT margin than their bottom quartile peers; likewise companies in top quartile for ethnic diversity are 36% more likely to financially outperform their peers (*Diversity Wins, McKinsey & Company, 2020*).

Similarly Credit Suisse found that companies where women made up at least 15% of senior managers had more than 50% higher profitability than those Where female representation was less than 10% (CS Gender 3000: The Reward for Change, Credit Suisse, 2016).

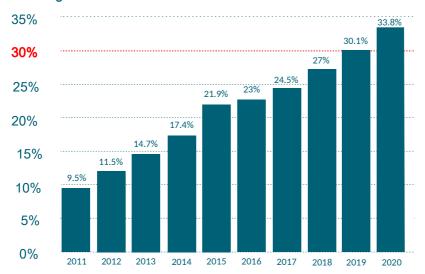
One woman is not enough: 30% is the proportion when the contributions of a member of a minority group are valued in their own right. Research suggests that a critical mass of three or more women can cause a fundamental change in the boardroom and enhance corporate governance.

BEYOND 30% REPRESENTATION OF WOMEN ON ALL FTSE 350 BOARDS BY 2023, AND TO INCLUDE ONE PERSON OF COLOUR

OUR BOARDROOM GOAL

September 2019 saw women's representation on FTSE 350 boards reach an average of 30% for the first time in history. Whilst we celebrate this milestone, this target was a minimum and there is still much work to do, not least of which on ethnic representation – only 178 board positions in the FTSE 350 are held by directors of colour, with just 77 of those positions held by female directors of colour (*Parker Review*, *February 2020*). Furthermore, there are still 106 FTSE 350 companies at less than 30% women on boards, and there remains 1 FTSE 350 company with an all-male board.

Percentage of women on FTSE 350 boards



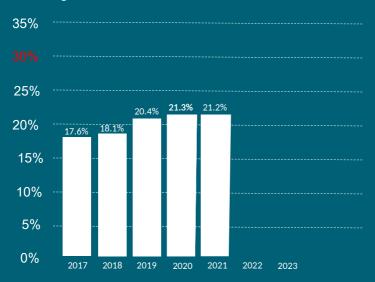
BEYOND 30% REPRESENTATION OF WOMEN ON ALL FTSE 350 EXECUTIVE COMMITTEES BY 2023, AND TO INCLUDE ONE PERSON OF COLOUR

OUR PIPELINE GOAL

With just 21.2% of FTSE 350 Executive Committee roles currently (as of 5 Jan 2021) held by women, achieving at least 30% by 2023 represents a significant challenge.

Driving progress will require ongoing investment from CEOs and leadership teams in developing the pipeline of female directors. It will also require demand by investors, leadership from board chairs, commitment by nominations committees and action from head hunters, and of course it also requires ongoing investment from CEOs and leadership teams in developing the pipeline of female directors.

Percentage of women on FTSE 350 Executive Committees







INVESTOR GROUP

Statement of Intent

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As investors, we support the vision of the 30% Club which is "to achieve a minimum of 31% women on boards."

DISCLOSURE EXPEC

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THE BOARD'S ROLE IN DIVERSITY

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BARRIERS TO PROGRESSION

The reasons Chairs and Non-Executive Directors (NEDs) use as to why they can't or won't appoint female directors to their boards.

This booklet has been confilled from conversations that our 30% confirmation with the confirmation of the

In or all of the reasons reflects be self that women important to be self directors or cartic confliction self-order year based plants, that of enforces the a lack of under tanding of the evidence of the business benefits of total organized when ye and a basis in preferent pie status, or and gendered perceiption around the likits, attributes and expenience sections to be an effective time executive direct the seasons provided have been had on papers it leads to the provided have been had on papers it leads to the provided have been had on papers it leads to the provided have been had on papers it leads to the provided have been had on papers it leads to the provided have been had on papers it leads to the provided have been had on papers it leads to the provided have been had on papers it leads to the provided have been had on papers it leads to the provided have been had on pagers it leads to the provided have been had on pagers it leads to the provided have been had on pagers it leads to the provided have been had on pagers it leads to the provided have been had on pagers it leads to the provided have been had on pagers it leads to the provided have been had on the pagers it leads to the provided have been had on the pagers it leads to the pagers of the pagers of the pagers of the pagers in the pagers of the page

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AUSTRALIAN INSTITUTE

SHAPING THE BOARDS OF THE FUTURE

Succession planning, board evaluations and term limits

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HOW IT WORKS

SHARING RESOURCES AND COLLABORATING

The 30% Club complements and amplifies individual company efforts and existing groups through measurable goals and broad collaboration.

There is no financial commitment; the 30% Club campaign is driven by our Steering Committee and Working Groups that are made up of senior directors and executives who volunteer their time and skills to help direct efforts.

The Working Groups are primarily focused on influencing change by working with investors, the government, the media, as well as Chairs, CEOs, HR Directors and Strategy Directors.

INFLUENCING IN THREE KEY AREAS

Companies

By signing up Chairs and CEOs to set a 30% target at board and senior management levels, as well through our HR Best Practice Group, our Strategy Best Practice Group and our Cross-Company Mentoring scheme.

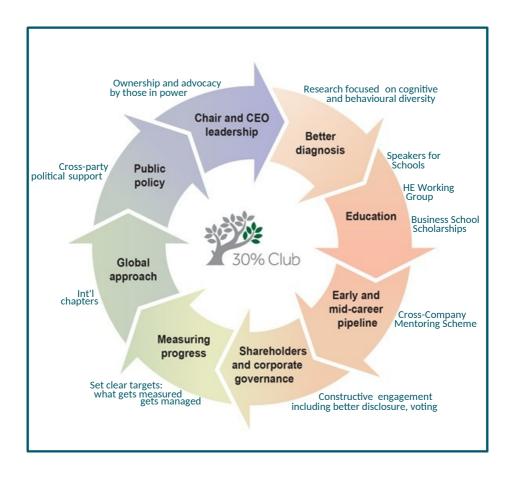
Public Policy

Through interaction with relevant government departments, task forces and regulators.

Investors

Through our UK Investor Group which looks to co-ordinate the investment community's approach to diversity. Made up of asset owner, asset manager and charity members, the Group represents £11 trillion of global assets. It constructively engages with FTSE350 companies to improve gender balance as a strategic and economic imperative.

A COHESIVE APPROACH



OUR GLOBAL CHAPTERS

A FOUNDATION TO BUILD ON

With chapters in 16 countries/regions, the 30% Club is approaching this issue on a global scale. Each chapter believes in diversity as a driver of business growth.

Australia

Brazil

Canada

Colombia

East Africa

GCC

Hong Kong

Ireland

Italy

Japan

Malaysia

Mexico

Southern Africa

Turkey

United Kingdom

United States



WHAT YOU CAN DO

SUPPORTING THE 30% CLUB

We encourage individuals and organisations to support our work and help us in our quest to increase the number of women on company boards and at senior management level.

- Become a Chair or CEO Member (please check UK webpage for criteria)
- Call upon your own organisation to introduce targets for women in leadership
- Share information on the 30% Club with your colleagues and networks
- Encourage lagging companies to improve their diversity efforts
- Host events for the 30% Club
- Join in the conversation by tweeting @30percentclub

CONTACT US

Please email Laura Whitcombe to sign up to the 30% Club or for any general enquiries: laura@30percentclub.org

Please email Laura and the Media team for any press enquiries: media@30percentclub.org

FURTHER INFORMATION

DETAILS ON THE 30% CLUB

Please see www.30percentclub.org/about/chapters/unitedkingdom For further details on our:

Campaign

Members (including non-FTSE members)
Steering Committee
Working Groups
FAQs (including membership criteria)

Please see www.30percentclub.org/resources/research-articles for:

30% Club Research Third Party Research



APPENDIX

Twitter: @30percentclub LinkedIn: 30percentclub-uk Instagram: 30percentclub



KEY STATISTICS (as at 5 January 2021, unless otherwise stated)

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Women on boards:	36.1%
Board Positions Held by Women of Colour	4%*
Companies with <30% women on boards	20
Companies with >30% women on boards	80
Women at Executive Committee Level	23.7%**
Women at Executive Committee & Direct Report Levels	28.6%***
All-male boards	0
All-male Executive Committees	19
Percentage of Female Chairs Appointed 1 Jan 20 – 5 Jan 21	27.8%
Female Chairs	11
Female CEOs	7
Female CFOs	18

FTSE 250

Women on boards:	33.2%
Board Positions Held by Women of Colour	2.2%*
Companies with <30% women on boards	86
Companies with >30% women on boards	164
Women at Executive Committee Level	19.7%**
Women at Executive Committee & Direct Report Levels	27.9%***
All-male boards	1
All-male Executive Committees	85
Percentage of Female Chairs Appointed 1 Jan 20 – 5 Jan 21	22.8%
Female Chairs:	27
Female CEOs	9
Female CFOs	31

FTSE 350

Women on boards:	34.2%
Board Positions Held by Women of Colour	2.9%*
Companies with <30% women on boards	106
Companies with >30% women on boards	244
Women at Executive Committee Level	21.2%**
Women at Executive Committee & Direct Report Levels	28.2%***
All-male boards	1
All-male Executive Committees	104
Percentage of Female Chairs Appointed 1 Jan 20 – 5 Jan 21	24.0%
Female Chairs	38
Female CEOs	16
Female CFOs	49



^{*} Source: Parker Review, Feb 2020

**excludes Investment Trusts

***Source: Hampton-Alexander Review, Nov 2019