



Board Diversity and Effectiveness in FTSE 350 companies

21 July 2021

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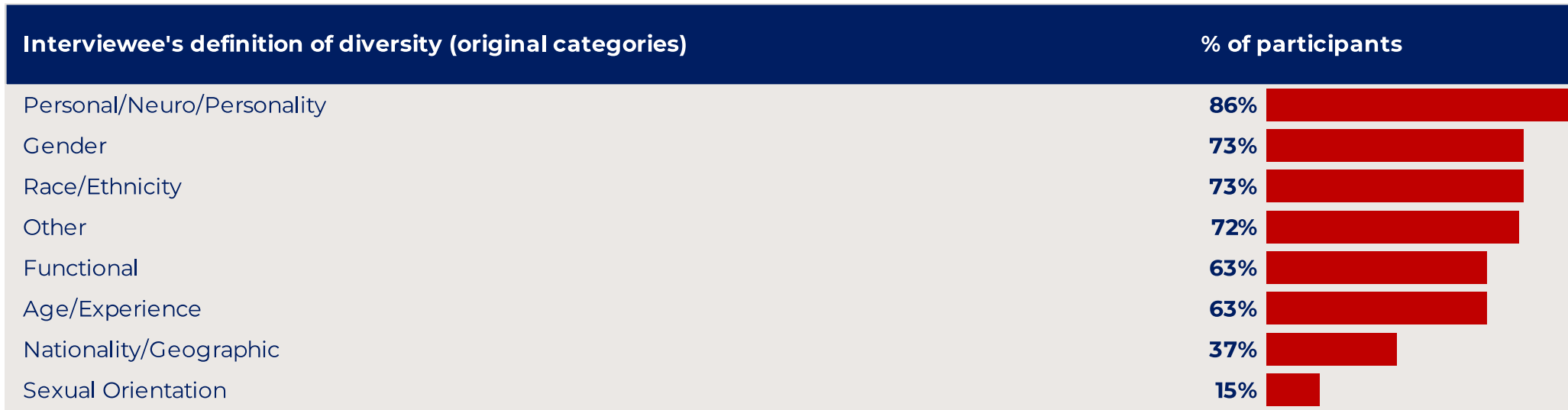
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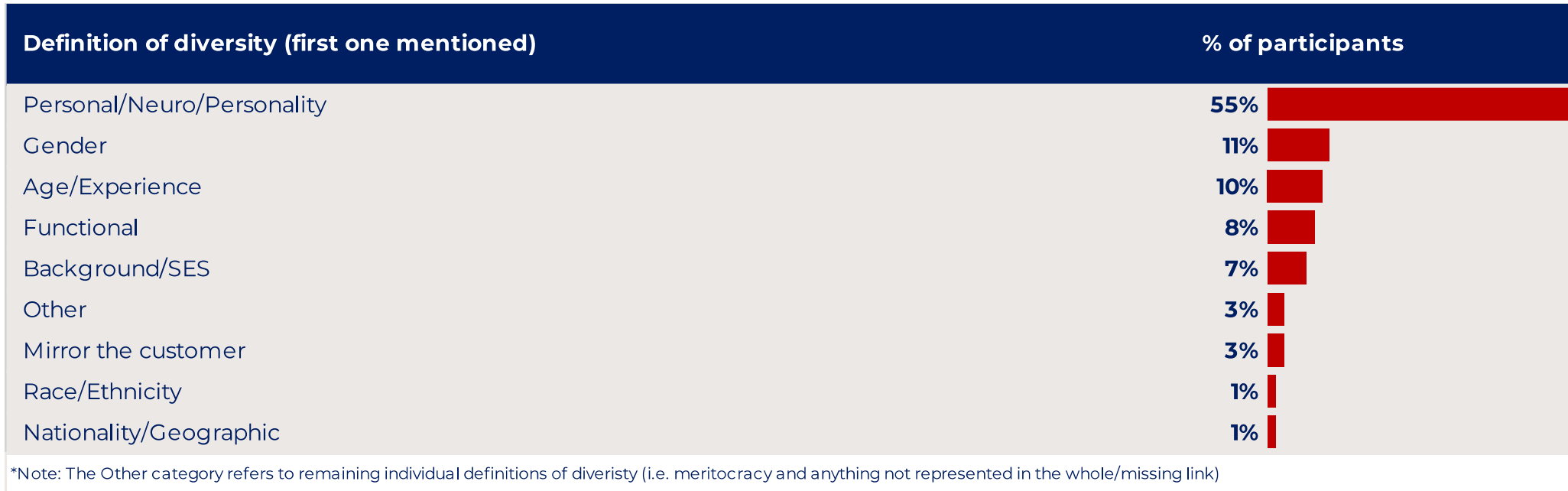


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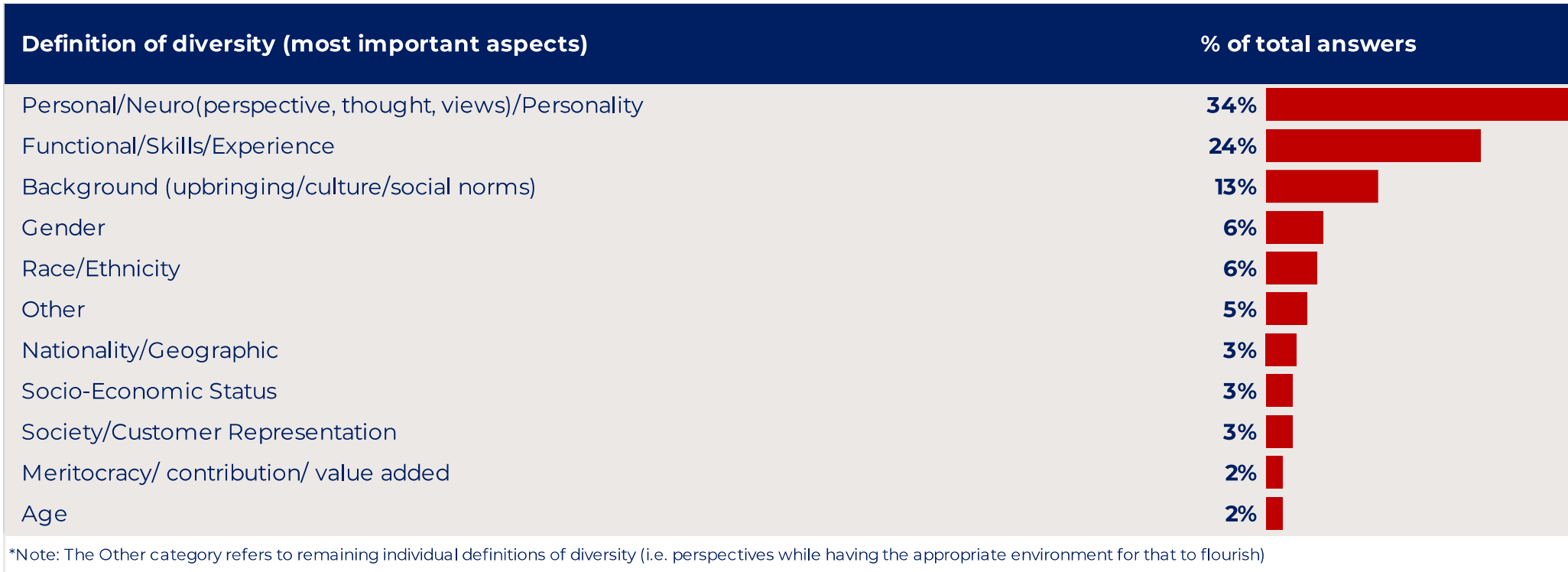
How Directors Think About Diversity







Definition of Diversity (Most Important Aspects)



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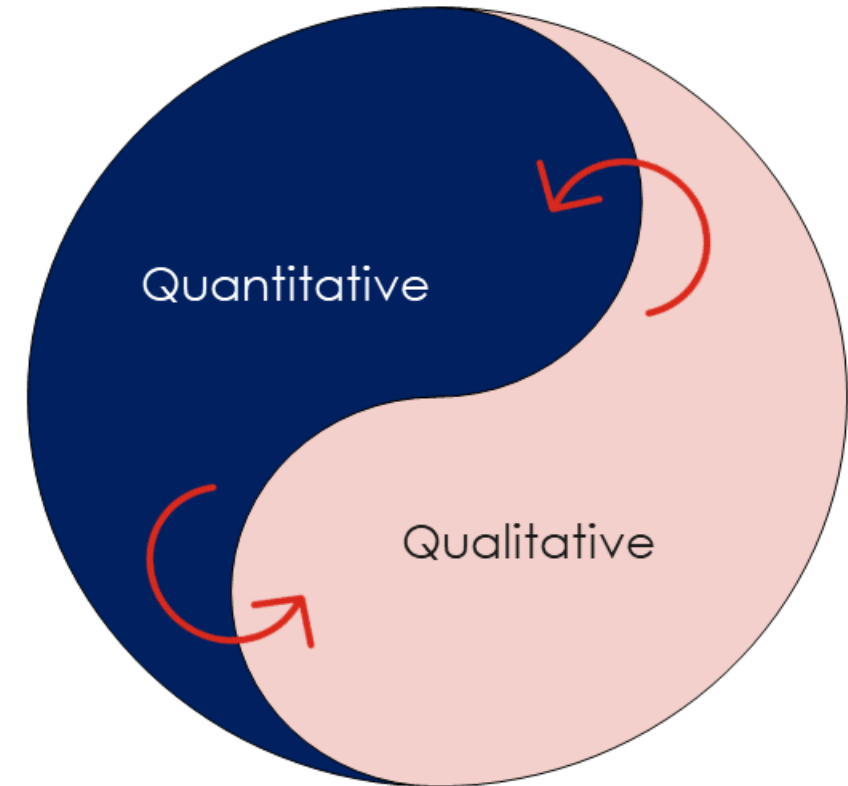


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Research Approach and Methods

- Literature review
- Statistical analysis
- In-depth interviews with board members
- Board Effectiveness Profile (BEP) / Q-sort

Board Diversity and Effectiveness



Management style

Are either of these statements characteristic of your group? Select the option you most agree with.

Board believes in a top-down, hierarchical, control-oriented style (i.e., lots of rules, checks, and oversight).

Highly

Somewhat

Neither statement is characteristic

Board believes in a bottom-up style (i.e., few formal rules, strong committees and encourages director initiative and self-control).

Highly

Somewhat

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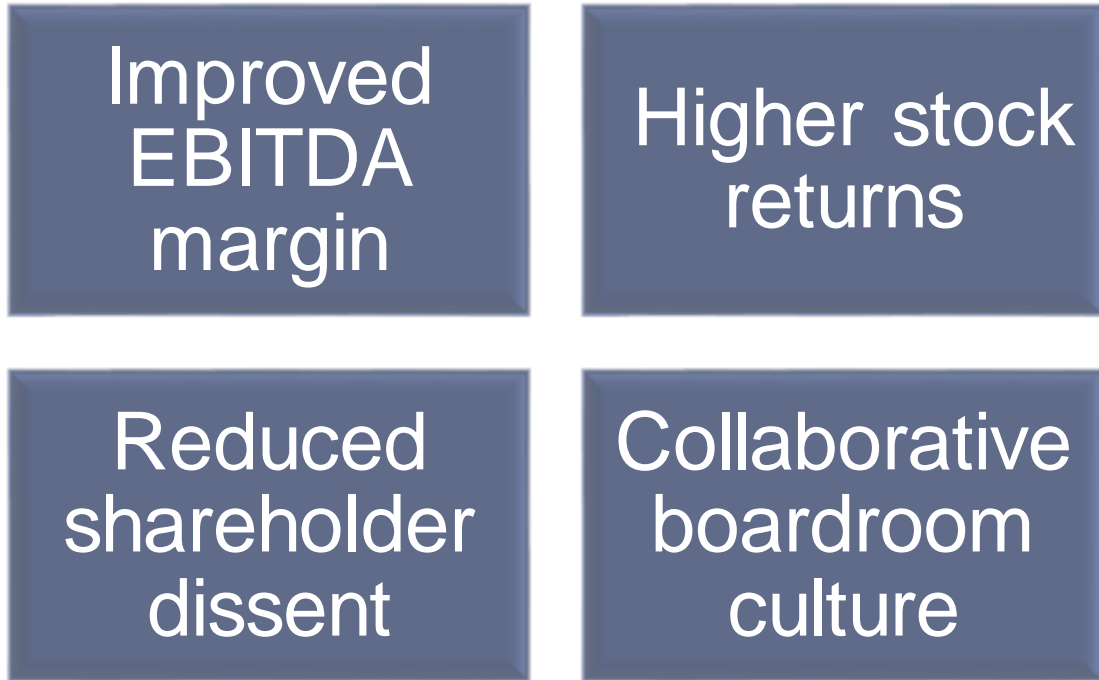


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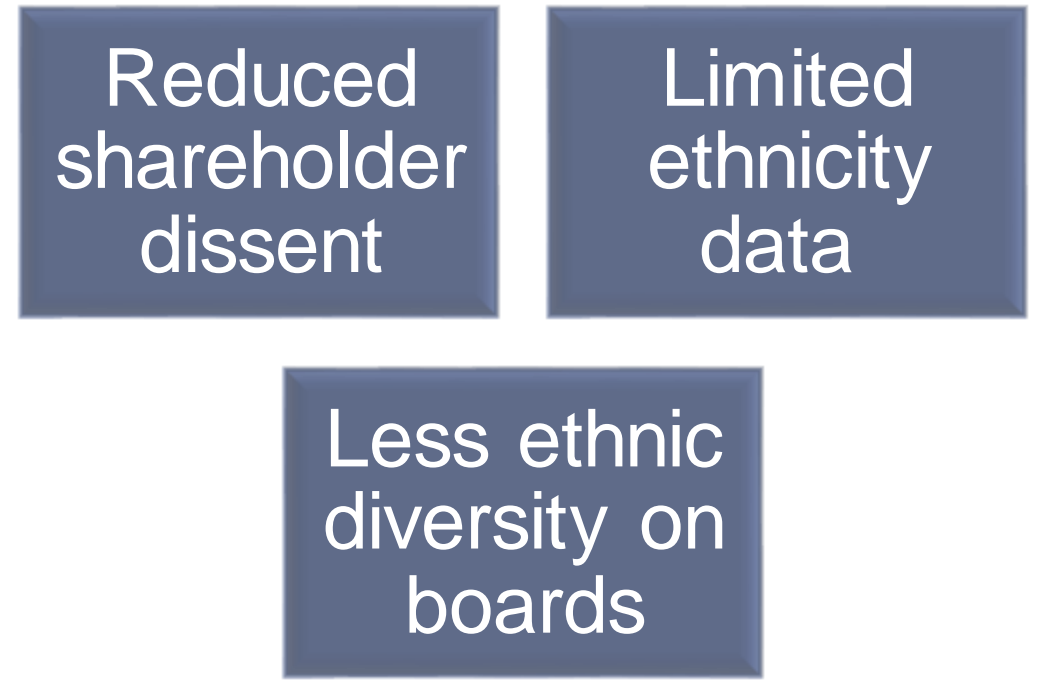
Research Questions

1. How have board effectiveness and dynamics been affected by the gender and ethnic diversity of board membership?

Gender Diversity



Ethnic Diversity

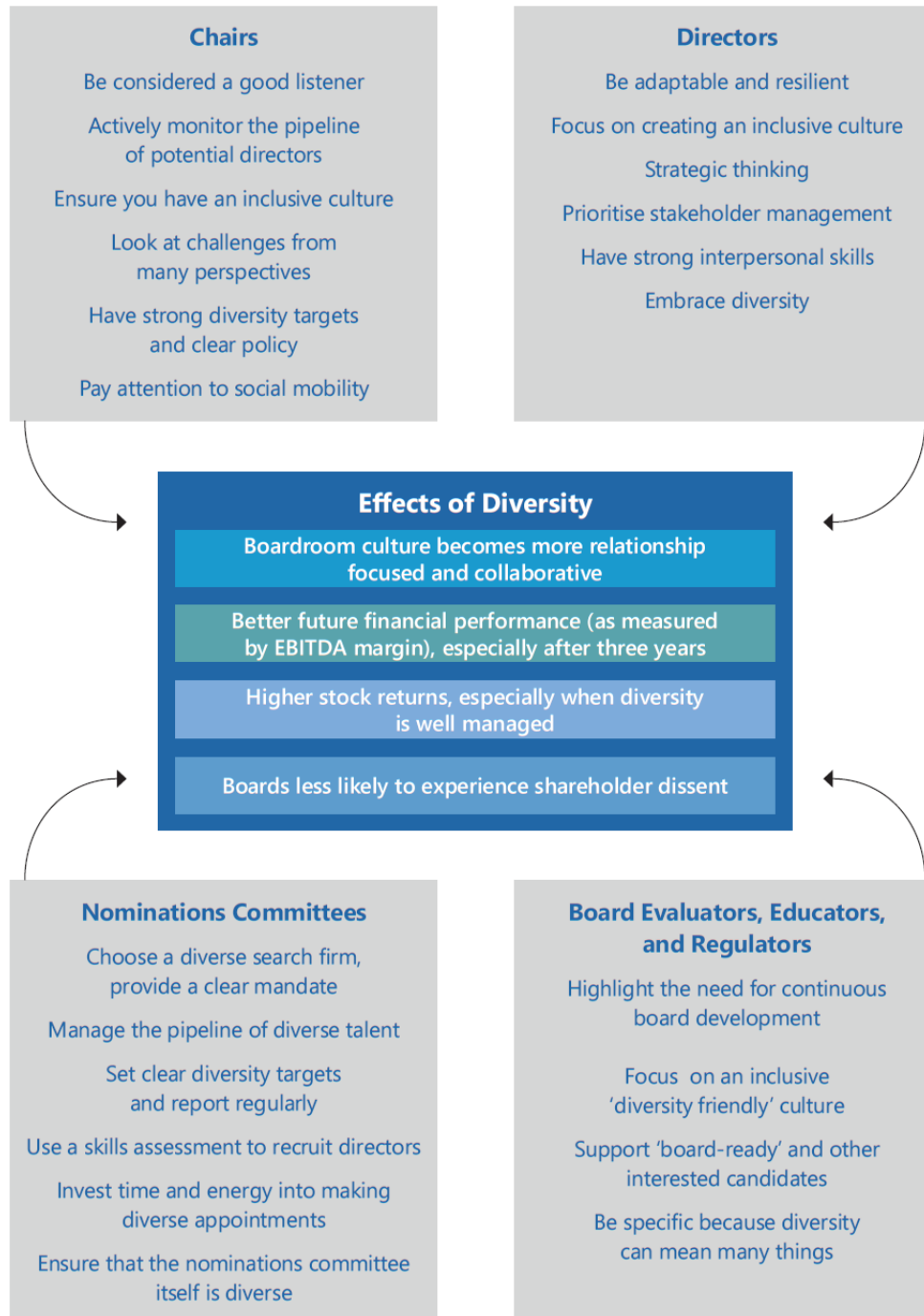


2. What attributes, skills and experience do today's board members expect to be needed in boardrooms of the future?



3. How can nomination committees be helped to take a more objective and diversity-friendly approach to recruitment?





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Chair comment

Danuta Gray, Chair, Direct Line



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Q & A