



Clarity Future Board Initiative

Clarity is an International Board Advisory and Executive Search firm specialising in the Retail, Consumer, Hospitality and Leisure sectors. As a female founder led business Clarity has partnered with its clients in the past to address the requirements raised by the Hampton Alexander review with respect to gender diversity. In the last three years, 44% of Clarity's placements have been female.

Diversity and Inclusion in all its forms is firmly on the board agenda with the need for increased representation finally being accepted. Investment firms including Blackrock, Vanguard Inc, Legal & General, Aviva and Blackstone now require investee Boards to show diversity across their leadership teams or risk being voted off.

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STRATEGY - STRUCTURE - PEOPLE

FutureBoard: Overview

What: The Clarity Future Board programme partners with clients to identify board ready, ethnically diverse executives and bring them together with a cadre of prominent FTSE Chairs, SIDs and NEDs to accelerate their progression towards a board appointment.

Why: There is a shortage of diverse representation at board level in the UK. As with the gender debate ten years ago, most firms are evolving ESG/D&I initiatives to address this gap. The March 2021 Parker review showed almost 20% of FTSE 100 businesses have no ethnic diversity, and where there is representation, less than 3% is black.

In speaking with diverse executives, we were left in little doubt that there is a viable pipeline. Their feedback suggests there is a lack of transparency regarding how to move into a board role. There is a view that the recruitment process is a closed-loop and while current schemes are addressing the broader D&I shortage, this is not reflected at the highest levels.

Future Board will facilitate the connection between FTSE Board members and diverse talent, preparing these executives to be eligible for board roles and give Chairs, SIDs and NEDs exposure to a candidate population rarely seen at the top table.

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FutureBoard: Overview



How: Future Board aims to be accessible and immediate. It does not seek to replace a company's D&I strategy, but to enhance it.

The inaugural programme is be open to diverse candidates in senior leadership roles, defined as Exco and Exco minus 1 or 2.

Pilot Scheme: Circa 20 participants, in 8 sessions, "led" by FTSE Chairs and NEDs over 6 months.

The Future Board programme starts in October 2021 and will be completed before the end of Q1 2022.

Outcomes: The Future Board programme will accelerate the progress of diverse executives towards securing a board position. In addition, it will facilitate the flow of information regarding the challenges ethnic minority candidates face, in securing a board role. We aim to complement, not replace D&I strategies and rather than talking about the issue, mentors and companies can take direct action.

Future Board is a no charge programme, that is proactive and relevant, promoting dialogue in both directions.

FutureBoard: Schedule

	Title	Date	Time	Speaker
Session 1	Intro to Board & its Responsibilities	14th Oct 2021	16:30-18:00	John Allan
Session 2	Setting Strategy	28th Oct 2021	16:30-18:00	Ian Powell
Session 3	Understanding Financial Statements	16th Nov 2021	16:30-18:00	Imran Nawaz
Session 4	Audit and Risk	25th Nov 2021	16:30-18:00	Jock Lennox
Session 5	Succession Planning	9th Dec 2021	16:30-18:00	Irene Dorner
Session 6	Making the Leap	13th Jan 2022	16:30-18:00	Caroline Silver & Ric Lewis
Session 7	Remuneration	27th Jan 2022	16:30-18:00	Andy Duff
Session 8	ESG	17th Feb 2022	16:30-18:00	John Allan & Bukky Bird
Session 9	Event to Discuss Feedback & Outcomes	Late Feb/Early March	TBC	Clarity

FutureBoard: Speakers



JOHN ALLAN

Chairman: Tesco Plc,
Barratt Developments Plc
and Chairman of the
Council at Imperial
College



IAN POWELL

Chairman: Capita Plc,
former Chairman/Senior
Partner PwC



IMRAN NAWAZ

Group CFO and Board
Director: Tesco Plc



JOCK LENNOX

Chairman: Johnson
Service Group Plc, NED
and Chair of Audit
Committee: Barratt
Developments Plc and
Audit Committee Chair of
the Independent Forum

FutureBoard: Speakers



IRENE DÖRNER

Chairman: Taylor Wimpey Plc and Control Risks Group Ltd; Non-Executive Director: Axa S.A. and Rolls Royce Holdings Plc



CAROLINE SILVER

Chairman PZ Cussons Plc; Managing Director Moelis & Co; Non-Executive Director BUPA and Meggitt Plc



RIC LEWIS

Executive Chairman & CIO Tristan Capital Partners; Non-Executive Director Legal & General Group plc



ANDY DUFF

Chairman: Elementis Plc, Chair Designate Sage Group Plc



BUKKY BIRD

Group Sustainability Director: Barratt Developments Plc

FutureBoard: Participating Companies

ASDA

joules

N BROWN

ICEC

Independent
Commission for
Equity in Cricket

Hilton

Arla

Aēsop.

WAITROSE
& PARTNERS

JOHN
LEWIS
& PARTNERS

MARS

AVON

MARKS &
SPENCER

PANDÖRA

Kimberly-Clark

cpiw

WHITBREAD

The
Restaurant
Group plc

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