



Diversity & Inclusion Initiative

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"At Clarity we are proud of our track record on gender diverse shortlists and our contribution to increasing the number of women in senior roles, both exec and non-exec."

However, along with much of the search community, we have been less successful on ethnicity and need to find a way to address that."

Fran Minogue, Managing Partner

Clarity is an executive search firm focused on retail, consumer, hospitality & leisure.

Clarity has an unrivalled track record of success in identifying and attracting senior-level talent for both public and PE backed clients, frequently on a cross border basis.

We consistently deliver outstanding leaders of today and tomorrow throughout the UK and internationally.

Diversity & Inclusion Initiative

Partnering with senior executives gives us the ability to advise on the talent agenda and directly impact talent decisions

At Clarity we partner with clients to deliver the following:

- Influencing the Development of Inclusive Organisations
- Parallel Shortlists and Networks
- Emerging Talent Pipeline
- Future Board



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Influencing the Development of Inclusive Organisations

Promoting the change agenda

The move to diverse leadership requires company wide acknowledgment, commitment and implementation of policies towards an inclusive environment, driven by the CEO and Board.

As a search firm Clarity's role is to question, challenge and promote diversity within client organisations. Our exposure to senior leaders makes us well placed to share best practice and encourage change.

Across all engagements we can advise and direct clients to pursue diverse shortlists.

Senior executives recognise this is a nonnegotiable which requires an external influence to drive the step change required.



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Parallel Shortlists and Networks

Increase exposure to diverse candidates during the search process

Experience with gender diversity informs that it is not always possible to deliver balanced shortlists and, as a search partner, we are always committed to delivering the very best and most qualified candidates for the role.

Therefore, we will present - in parallel - high potential, emerging diverse talent from the same discipline, for clients to engage in dialogue for the future. This leads to new networks, mentoring opportunities, and in most cases, lessons flowing in both directions.

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Emerging Talent Pipeline

Cross-sector identification of high potential, diverse talent to proactively engage and expand representation

Sector focus often means clients are not plugged into outstanding talent in other industries. Equally, candidates in nonaligned sectors may never have considered a career in retail, consumer or hospitality.

This programme aims to bridge that gap.

Clarity creates a pipeline of diverse talent that can be engaged by senior executives on an ongoing basis. Reciprocal learning opportunities, cultural exchange, “safe” discussion for CEOs and HRDs.

Client organisations commit to meeting a minimum of 2 diverse candidates per month from within and beyond their sector.

Annual event bringing together executives and emerging talent and celebrating successes.

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Future Board

Bringing diverse executive talent into the boardroom to develop future NEDs

Data on ethnicity across organisations is limited. At FTSE level it is available: 98 out of 868 directors across the FTSE 100 who disclosed their ethnicity had ethnic minority backgrounds. In the FTSE 250, just 80 out of 1,503 (Source: Parker Review Feb 2020).

Clarity partners with clients to invite senior diverse executives (who are likely to be suitable NED candidates within 5 years) to attend part of a firm's board meetings for 12 months.

This will develop future diverse board talent and there will be an element of informal mentoring.

This programme will be limited to 6 organisations and the selected executives will attend at least one board session at each firm.

Each organisation will nominate 2 participants and invite all the programme members to attend at least part of a board meeting.

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Your participation....?

We are seeking to partner with a few, select clients and would value your thoughts on this initiative and whether you feel you could be a participant.

Search firms have played their part in increasing gender balance at senior levels, we now hope have a similar effect on ethnic representation.

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