

THE RETAIL LEADERSHIP 700

A REVIEW OF THE DIVERSITY COMPOSITION
OF LEADING RETAIL BOARDS ACROSS
THE UK, US & EUROPE





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FOREWORD

BY TREVOR PHILLIPS

No-one quite knows who said it first, but everybody who's paying attention to the retail world knows it to be true: if you don't have a strategy for diversity you don't have a strategy for growth. Omnichannel growth means that customers may come from any background, anywhere. And the rate of migration, particularly into cities, where retail is likely to be the biggest provider of jobs, has seen a growing requirement for staff from a variety of cultures to connect with that increasingly diverse customer base.

Retailers also know that customers, with a wealth of choice before them, and markets characterised by fierce discounting, can afford to discriminate on grounds more subjective than price. Obviously, convenience matters, but so too does identity: for example, does the company to which I am giving my custom share my values?

For the consumer, one way of answering that question is to look through the shop window, whether that's physical or virtual. Who does the company trust to sell its wares? And what does its leadership look like? With increasing global scrutiny on rewards, performance and conduct, it is more crucial than ever that both employees and customers believe in what a retailer stands for – so it's not surprising that the canniest investors are demanding that corporate leaders look and feel more like those who work for them, as well as those who pay for their products.

It is now commonplace that leadership diversity is associated with leadership performance. What is only now becoming apparent is that these factors also have a profound impact on productivity and profit; in essence, the very survival of businesses. What has not been clear until now is how well the retail sector is responding to the demands of this hurricane of change. The signs, so far, suggest that the sector is not doing as well as shareholders, employees and customers have a right to expect.

Our analysis shows that in all three of the global jurisdictions we studied - Europe, the US and the UK - leadership is nowhere near as diverse as it could be, with consequent risks for reputation and delivery.

The future looks bleaker still. In all three markets, young people are far more diverse than the population as a whole - for example in the UK the school population is nearer 25% BAME, and in the US the young child population is already over 50% BAME. By the middle of the century,

“ If you don't have a strategy for diversity you don't have a strategy for growth. Omnichannel growth means that customers may come from any background, anywhere.

retail leadership could find itself totally at odds with its consumer base. Without radical change, UK Boards will be just 15% as diverse as their customers; US leaders will do better, at 35% as diverse as their customers, but will still be a universe away from where they need to be.

There isn't a moment to waste. It takes 25 years to create a retail leader; to avoid this future, firms need to start creating the new leadership today. Sadly, even those companies who are evidently trying to change seem to be focusing on 'window-dressing'. Much effort has been expended on the appointment of non-executive women and minorities to the Main Board whilst leaving the Executive Committee, at the level below, largely white and male. It won't work. Smart young people will see the tactic and diverse talent will exit to other sectors where they are more likely to rise - for example, Fintech, Health and Entertainment/Media. There needs to be far more attention paid to filling the pipeline to the top with greater diversity and changing the culture of corporate leadership to be less alienating to talented women and minorities. These things can be done, but they need professional and dedicated expertise.

Boards need to pull every lever in what is turning into an existential struggle. Yet, far too few are treating this agenda as the crucial business challenge it is. There are some exceptions amongst retailers - but they are rare. As traditional retailers, in particular, continue their battle for relevance with customers, they need to act now, and widen the diversity of the leadership teams that shape their strategic direction - or lose the fight completely.

TREVOR PHILLIPS OBE

Chairman

green  park



A VIEW FROM DLA PIPER

DLA Piper is delighted to partner with Green Park on this report into the gender and ethnocultural composition of the retail sector's Main Boards and Executive Committees across the UK, mainland Europe and US.

As one of the world's largest law firms, we understand the importance of promoting a culture which fosters diversity and is inclusive of everyone, no matter what their ethnic background or gender. After all, a diverse workforce is what helps organisations to deliver the best possible service for their customers, whilst ensuring everyone has the opportunity to grow their career and become effective contributors to the organisations they work for.

The legal sector itself is not immune to criticism for its record on diversity and inclusion, especially at senior level. However, while there is still a long way to go, we're pleased to be playing our part in helping to turn the tide.

The promotion of diversity and inclusion is core to the values that we live and breathe at DLA Piper and, given that we act for many of the top retailers in each of the jurisdictions covered by this research, we felt it was important to cast the spotlight on the current gender and ethnocultural landscape in the sector. Why? Well, in a world where the concept of brand loyalty is dying and where customer expectations are higher than ever, the bar is being set increasingly high for retailers to attract and retain customers.

Add to this greater regulation and social and activist led campaigns, particularly amongst the next generation of potential senior management teams, it has to be in retailers' best interests to ensure that they remain mindful and respectful of the diversity and ethnocultural expectations placed on them if they are to avoid becoming the subject of any campaigns which have the potential to damage brand.

“ In a world where the concept of brand loyalty is dying and where customer expectations are higher than ever, the bar is being set increasingly high for retailers to attract and retain customers.

The US retail industry leads the way in this regard, where companies have more diverse executive teams and Boards of Directors than in the UK and Europe - but this is still not representative of the population as a whole.

In our experience, efforts to embrace, value and incorporate diversity and gender-balance must be woven into an organisation's culture if they are to address this lack of diversity. This requires a strategic approach which acknowledges not only recruitment and retention of a diverse and gender-balanced workforce, but also the creation of an inclusive and supportive cultural environment – one which opens doors to advancement, promotion and leadership at a senior level.

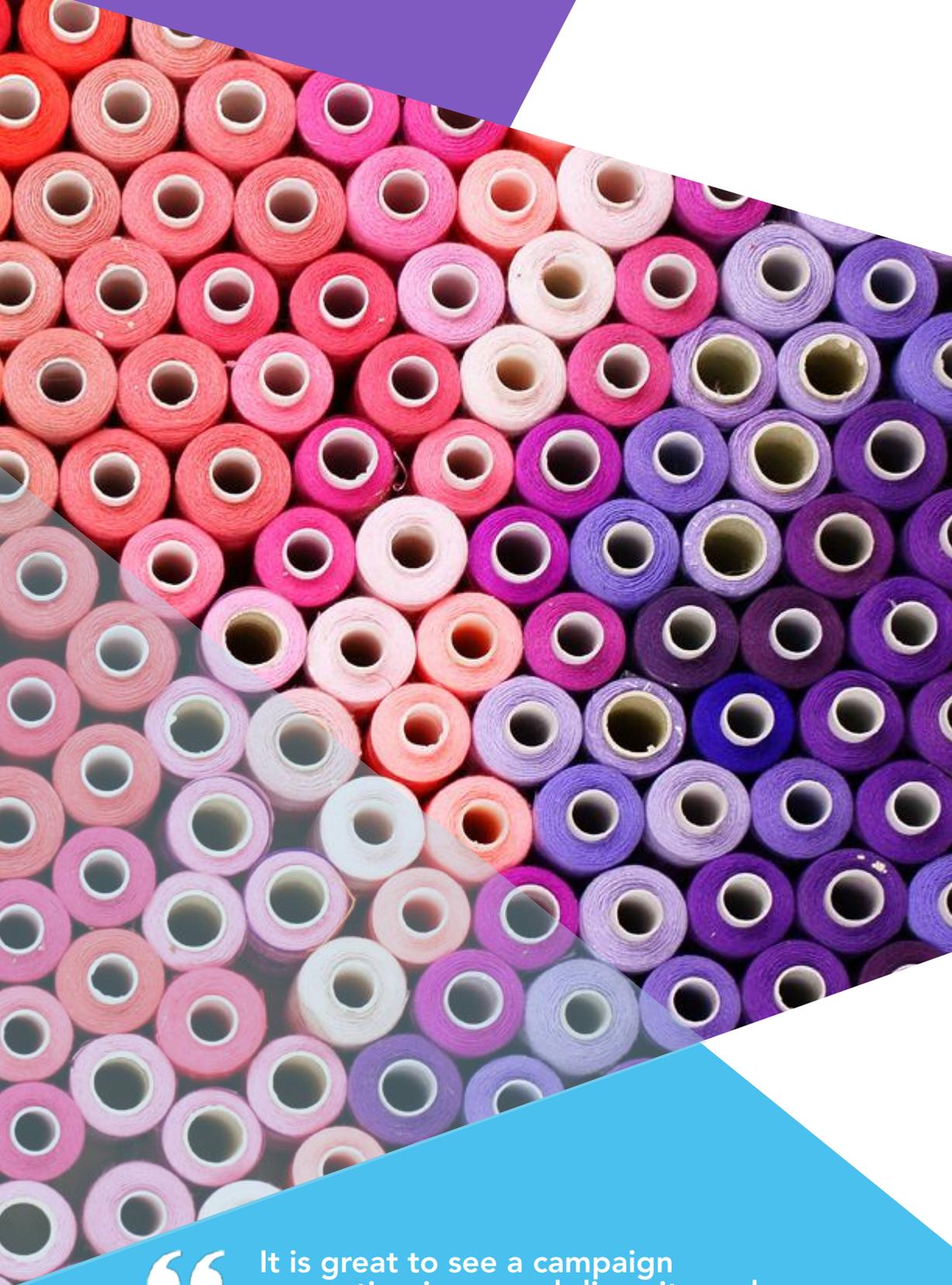
At the core of this must be grassroots education - not only to ensure better gender and ethnocultural diversity, but also to safeguard the future pipeline of senior professionals willing to invest in their organisations and smash through the diversity glass ceiling. Failure to do so risks not only the talent that makes up your organisation, but also the customers keeping your brand alive.

We hope you find this report both informative and thought-provoking.

SANDRA WALLACE

Joint Managing Director, UK & Europe





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It is great to see a campaign promoting improved diversity and inclusion within the retail sector. Having a diverse pool of talent is necessary but it is not sufficient, it is critical to create a culture which fosters inclusion so that employees are comfortable being their true selves and get the opportunity to grow and develop based on their skills and competencies.

Sandrine Besnard-Corblet
Chief European Counsel | Levi Strauss & Co.

INTRODUCTION

The changing ethnic, cultural and religious mix within Western societies is having a profound impact on consumer lifestyles, shopping behaviour and company strategies.

As the retail consumer landscape evolves, diverse communities represent a larger and more important part of total buying power. There is huge competition for customers and market share, which means the leadership teams that set direction and strategy for retail brands need to understand the widest possible patterns of buying behaviours and motivations.

A changing consumer and retail environment combined with greater regulation and activism in matters of social and political importance proves there is a strong business, moral and regulatory case for greater diversity at senior leadership. There is also a body of literature and commentary relating to the benefits of diversity. For example, a recent study¹ published in the Harvard Business Review, which looked at product innovation and revenues in 1700 companies across the world, found 'a statistically significant relationship between diversity and innovation outcomes in all countries examined'. Gartner says 75 per cent of organisations with inclusive decision-making teams exceed their financial targets. Studies like these and McKinsey's influential 'Why Diversity Matters' and 'Delivering Through Diversity' have helped to fuel shareholder activism. As we have written before² shareholders and fund managers impatient for organisations to reap the diversity dividend are calling for change - and voting with their feet when companies fail to act.

Another driver is the need for cultural sensitivity when developing and launching new products, which is a full-time occupation for retailers, especially in fashion and consumer packaged goods. Having a diverse leadership team doesn't just mean being culturally sensitive and avoiding negative impact through new product launches, but also - more positively - allows them to tap into a wider consumer base and increase sales. Finally, the growth in government demands for gender and ethnicity reporting on equal pay and representation, particularly in the US and the UK, is an additional pressure for change. Transparent reporting, which exposes inequalities between employee groups, has a significant impact on organisations' reputations, bringing more pressure to bear from stakeholder groups such as investors.

In order to understand how the biggest retailers have responded to these cultural and business imperatives, Green Park, DLA Piper and the World Retail Congress have come together to analyse the gender and ethnocultural composition of the world's leading retailers' Main Boards and Executive Committees.

¹ <https://hbr.org/2018/01/how-and-where-diversity-drives-financial-performance>

² <https://green-park.co.uk/2018/06/20/shareholder-activism-a-force-for-diversity>

THE FINDINGS

This report looks at two levels of leadership: the Executive Committees - that typically include the most senior roles reporting to the CEO; and secondly the Main Boards (including Chairs).

Our analysis of the leadership teams within 30 leading global retailers, broken down into the Top 10 publicly listed retailers in the US, UK and mainland Europe, shows three major trends, each of which we examine in more detail in this report:

1 SENIOR LEADERSHIP ACROSS ALL THREE REGIONS IS DOMINATED BY WHITE MALES

Our survey of senior leaders in the biggest retail brands across the UK, US and mainland Europe shows a remarkably narrow representation of their populations. Across Main Boards and the Executive Committees, white males represent 67% of the total leadership studied in the US and 72% in both the UK and Europe.

2 MAIN BOARDS OF DIRECTORS ARE MORE DIVERSE THAN EXECUTIVE COMMITTEES

For the retailers under review, we found that the vast majority of Main Boards are more diverse than their Executive Committees. Just five of the 30 companies in this report have better representation of BAME leaders at Executive Committee level than Main Boards, while only seven show companies with higher numbers of women on the Executive Committee than the Main Board. Therefore, we can say that Chairs have more diverse teams than CEOs. This research finds that although both Chairs and CEOs tend to be white males, Chairs are more likely to appoint diverse teams.

3 THE US RETAIL INDUSTRY LEADS THE WAY

US companies have more ethnically diverse Executive Committees and Main Boards than both the UK and Europe.

One UK company and three European companies have failed to include women at their top table...

...in contrast to 10 out of 10 US retail companies who have each appointed at least one woman to their Executive Committees.

FINDING 1

SENIOR LEADERSHIP ACROSS ALL THREE REGIONS ARE DOMINATED BY WHITE MALES

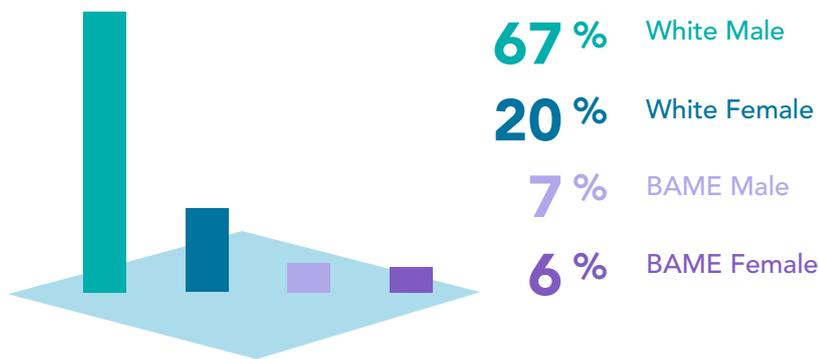
THE EXECUTIVE COMMITTEE

Overall, the most represented group in the Executive Committees of the top 30 publicly listed retailers are white males followed by white females. The total population (all regions) analysed for this report shows white male representation at Executive Committee level to be at 76%. In the US, the Executive Committee representation of white males is 72%, whereas in the UK it is 77% and in mainland Europe it is 82%.

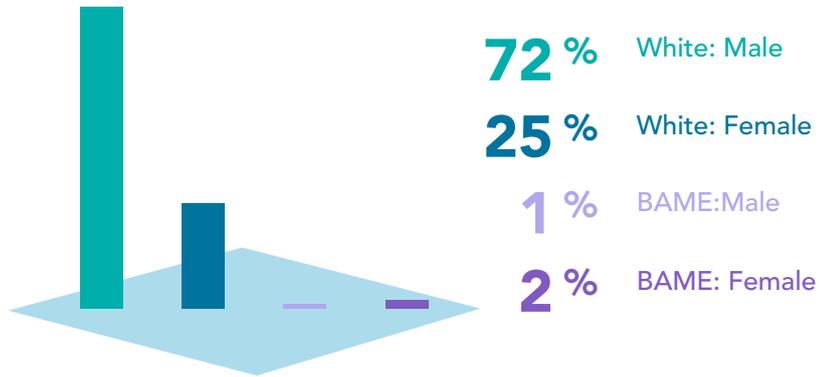
THE MAIN BOARD

In the US there are marginally more BAME male than BAME female leaders and white male representation reaches 60%. In the UK, white male representation is 68% at Main Board level, while in Europe there is an equally low representation of BAME men and women, with white male representation at 66%.

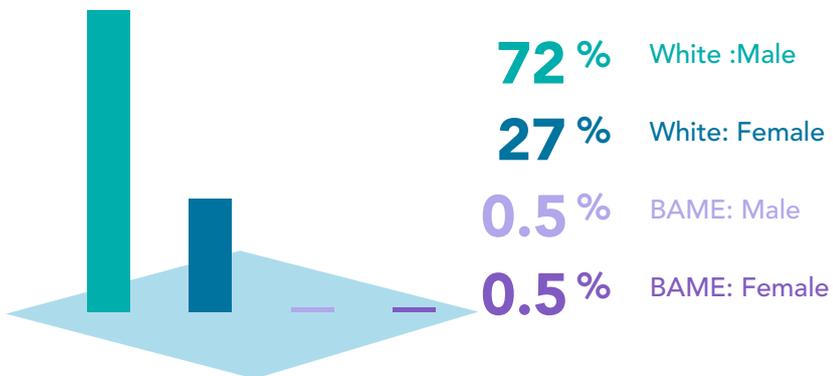
US:
TOTAL LEADERSHIP BY GENDER & ETHNIC COMPOSITION



**UK:
TOTAL LEADERSHIP BY GENDER & ETHNIC COMPOSITION**



**EUROPE:
TOTAL LEADERSHIP BY GENDER & ETHNIC COMPOSITION**



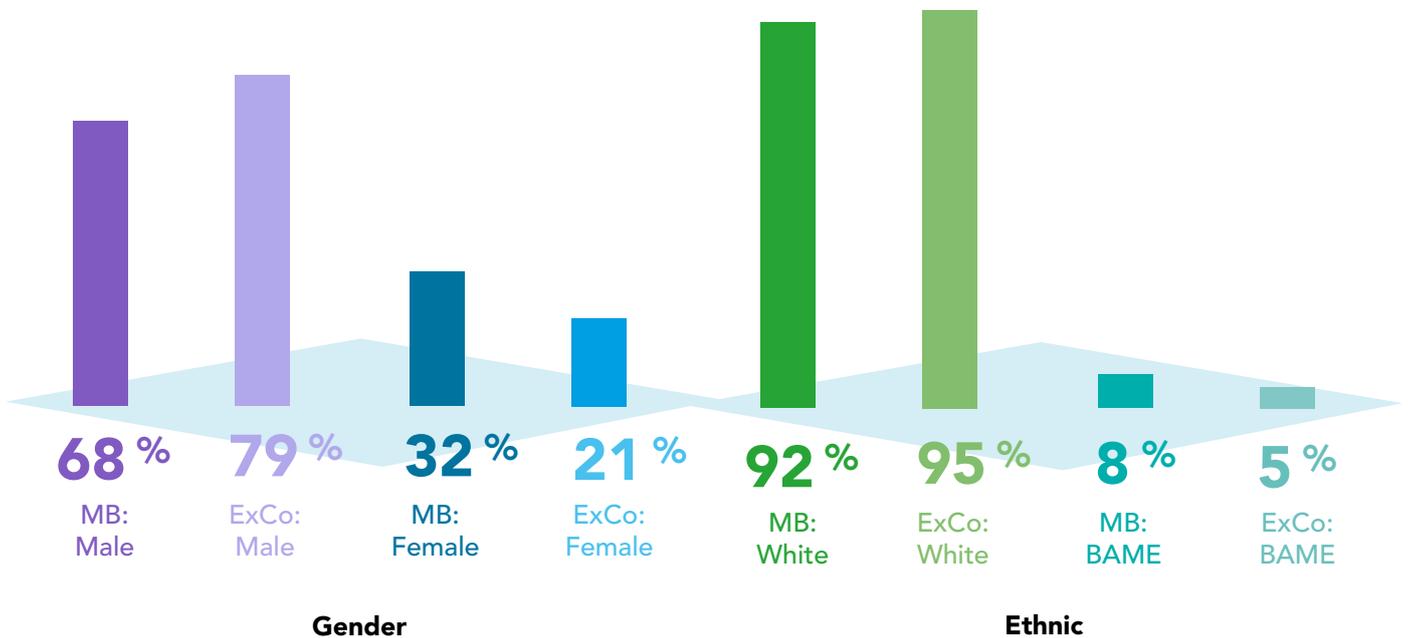
FINDING 2

MAIN BOARDS ARE MORE DIVERSE THAN EXECUTIVE COMMITTEES

Our analysis shows that when taken together across all three regions of the US, UK and mainland Europe, Main Boards are more diverse than the Executive Committees. While the gap is narrower when looking at the ethnic composition of the Executive Committee and Main Board (3%) than gender composition (11%) this is likely to be a result of the low numbers of BAME leaders in general. The trend across the three regions is the representation of female board members hovering at 30%.

With the exception of one white female and one BAME male, the most senior role in all 30 companies analysed, is occupied by white male CEOs. The companies that have appointed a Chair have also chosen white males for, arguably, the most influential Non-Executive role on their Boards.

US, UK & MAINLAND EUROPE:
MAIN BOARD (MB) & EXECUTIVE COMMITTEE (EXCO)

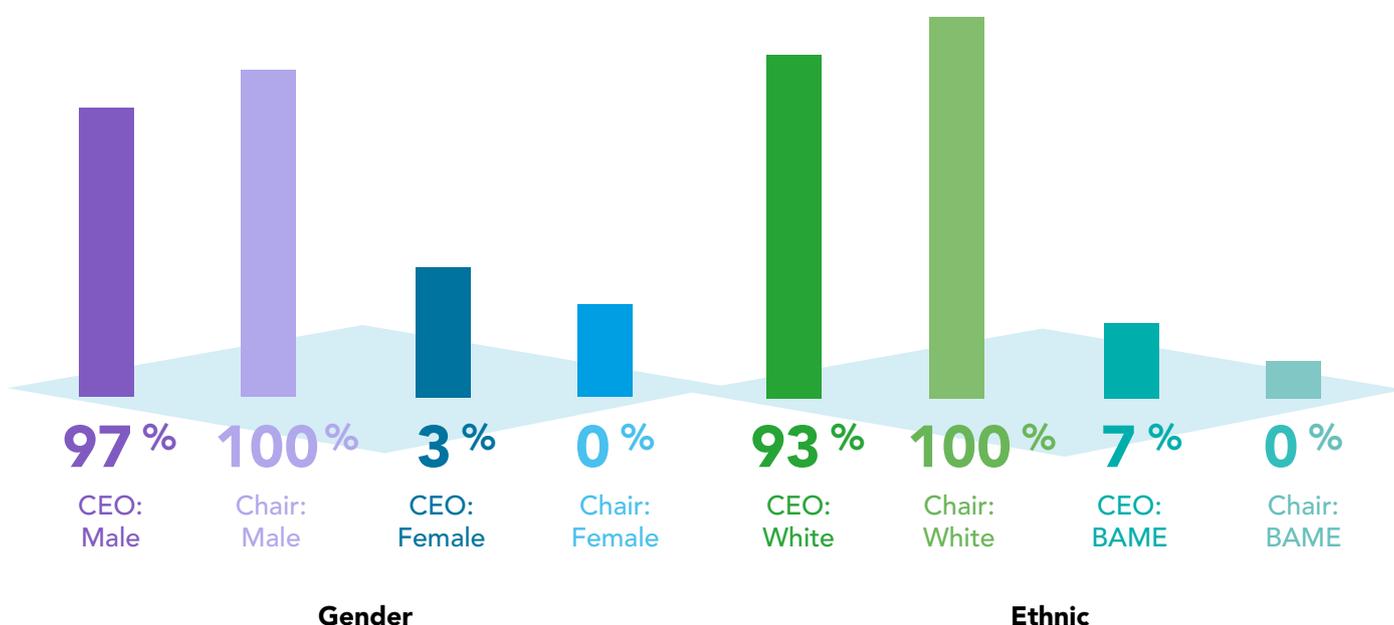


CHAIRS

We can further conclude that Chairs have more diverse teams than CEOs. There is a relatively higher number of ethnic minority and female directors on Main Boards as opposed to the Executive Committees. We can postulate as to why this is the case. One possible reason is that Main Board members are recruited differently, and hiring is overseen by Nominations Committees. We must also consider the possibility of some retailers engaging in 'diversity box ticking' for the benefit of public and internal perception.

In the interest of fairness, it is important to consider that for some businesses, hiring diverse candidates onto the Main Board can be an immediate response and may form part of a wider organisational diversity strategy. If it takes 25 years to create a retail leader, diverse Board appointments can be a signal to the market that the business is committed to diversity at the highest levels and ready to make instant change.

US, UK & MAINLAND EUROPE: CEO'S & CHAIRS



MAIN BOARD (NOT INCLUDING CEO & CHAIR)

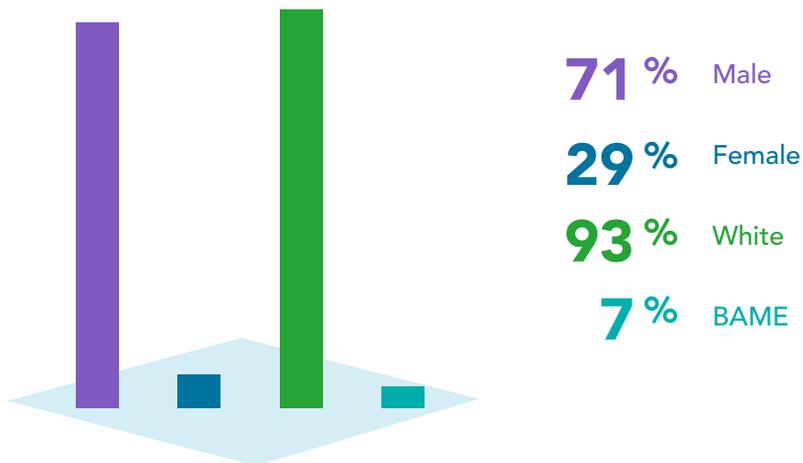
However, while not a diverse group in themselves, Chairs are more likely to surround themselves with diverse teams than CEOs. The most likely explanations for this finding are that:

A) The pool of Non-Executive Directors (NEDs) tends to be both global, and external to the enterprise.

B) The range of skills required of NEDs is wider, thus expanding the range of possible candidates.

C) In terms of process, the choice of Board Directors is probably less strongly influenced by the specific requirement of the CEO.

US, UK & MAINLAND EUROPE: MAIN BOARD (NOT INCLUDING CEO & CHAIR)



“ With the exception of one white female and one BAME male, the most senior role (CEO) in all 30 companies analysed is taken by white males.

FINDING 3

THE US RETAIL INDUSTRY LEADS THE WAY

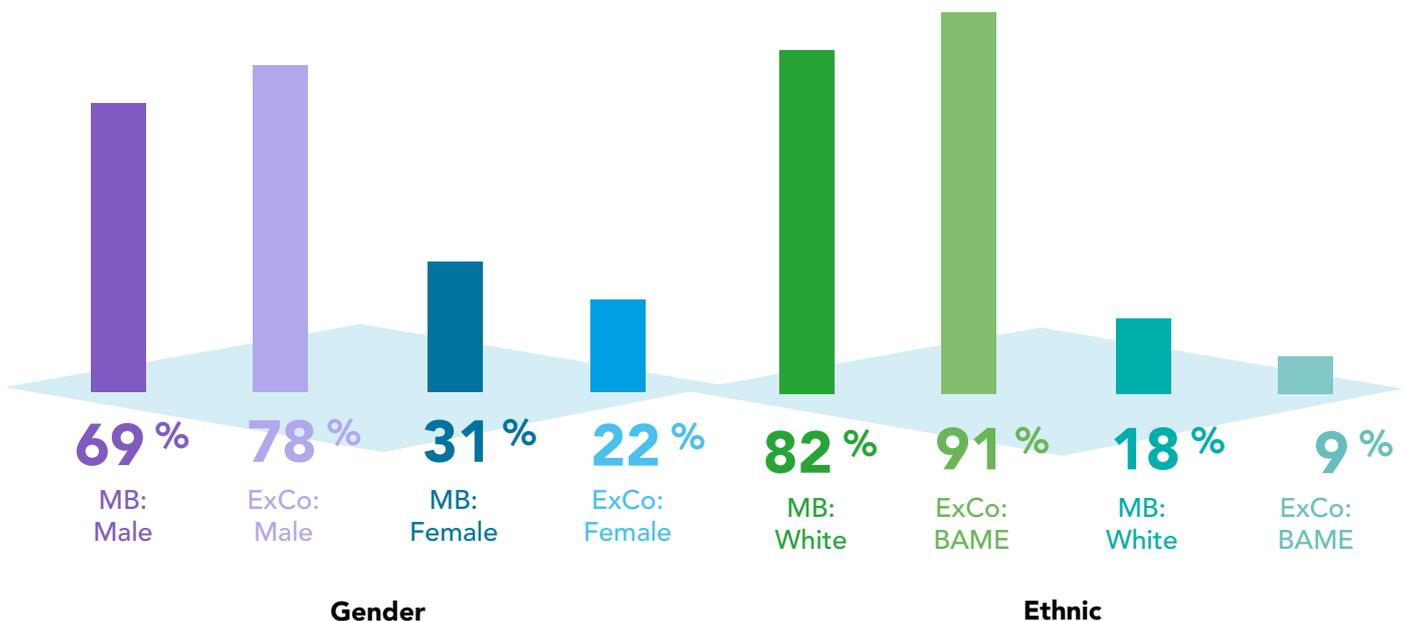
While retailers’ Main Boards and Executive Committees in the US, the UK and mainland Europe are on a par when it comes to gender representation, the US is further ahead in ethnic diversity. The US is the only region that sees the total of all white senior leaders dip below 90% in the case of Boards of Directors.

Although not ideal, US retailers are performing better than those in the UK and Europe. Nine in 10 firms analysed for this report in both the UK and Europe have no BAME representation at Executive Committee level. The same proportion of European firms have no BAME representation at Board level either.

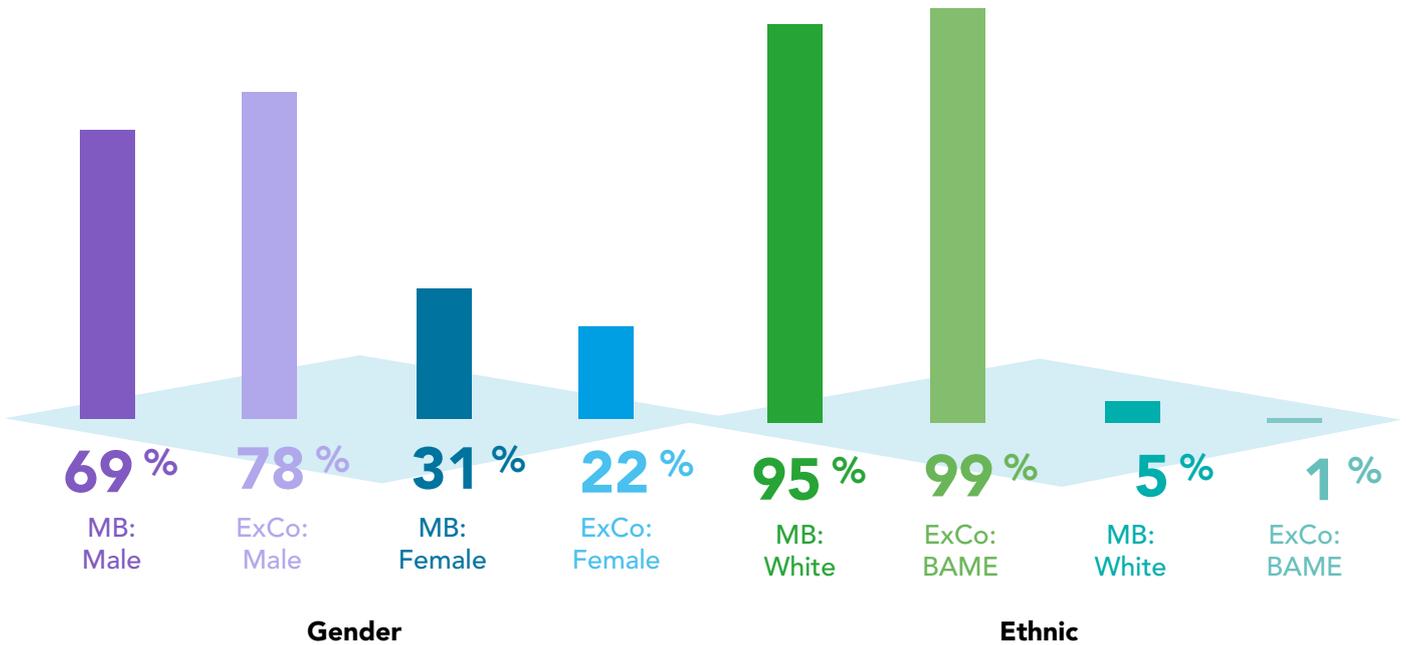
All 10 US retail companies have appointed at least one woman to their Executive Committee, in contrast to one UK company and three European companies that have failed to include women at their top table. Breaking the figures down still further by specific role, the CEOs and CFOs of all leading retailers in Europe are white males, while one US company has a BAME male CEO and four have female CFOs. In the UK, the top retail firms have nine male CEOs and one female CEO along with seven male and two female CFOs, all of whom are white.

While we see the US ahead in this research it is important to note that there is still a lot of room for improvement.

**US
MAIN BOARD (MB) & EXECUTIVE COMMITTEE (EXCO)**

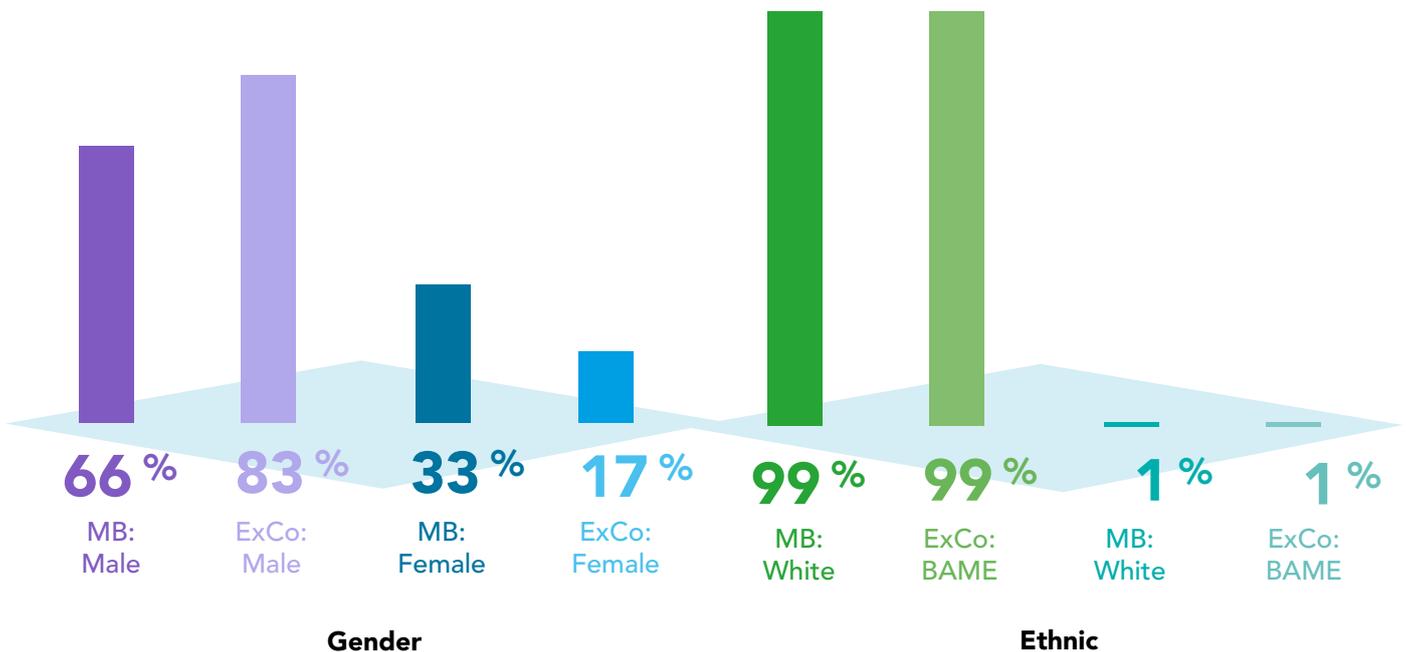


**UK
MAIN BOARD (MB) & EXECUTIVE COMMITTEE (EXCO)**



The retail sector is one of the largest employers in the US and overall retail employment tracks the US population, but barriers remain at Executive Committee level. Numerical gains made by over 50 years of Equal Employment Opportunity law and Affirmative Action have not been translated into executive leadership. In top American retailers, BAME leaders make up just 9% of the total Executive Committees.

**EUROPE
MAIN BOARD (MB) & EXECUTIVE COMMITTEE (EXCO)**





Britain's leading companies will struggle to meet a government-backed target that all FTSE100 boards should have at least one ethnic minority member by 2021.

On current rates of progress - one extra company each year - the top listed companies will not meet the target set by Sir John Parker until 2066.

GREEN PARK'S LEADERSHIP 10,000 (2018)

SPOTLIGHT ON THE UK RETAIL SECTOR

Green Park's Leadership 10,000 - an analysis of the gender and ethnocultural diversity of the 10,000 leadership roles in the FTSE 100 - shows a mixed picture for the largest retail companies publicly quoted on the London Stock Exchange. The findings reflect the general trend for leading companies to improve gender balance at Board level, but fail to address the lack of ethnic diversity.

It also mirrors our analysis for this report, with the percentage of BAME executives in Board positions (Top 20 roles) falling from the previous year by 1.7% to just 3.1%. Additionally, the percentage of BAME professionals who report into the board (Top 100 roles) had also declined.

By contrast, the number of women reaching the Main Boards of retail businesses grew by 4.9% to 33.7% of the Top 20 and by 10.5% to 40.6% of the Top 100, approaching parity with men but still leaving scope for improvement. Retail had the highest number of Top 20 female executives of all sectors analysed for the Green Park Leadership 10,000 report 2018. The pipeline of female leaders in the retail Top 100 is one of the highest, along with media (44.5%).

**FTSE100:
LEADERSHIP GENDER & ETHNIC COMPOSITION BY YEAR***



*Rounded to the nearest 1 decimal point.



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All business leaders who are looking to deliver a compelling customer offering that drives business performance can only do that if they have a leadership team that is as diverse as the customers they are serving. This report illustrates quite starkly in UK retail that we continue to have some way to go. It makes business sense to take ownership of this issue and look for solutions – starting with our own businesses – if we are to continue to be financially successful as a business and an industry.

Karen Hubbard
Chief Executive Officer | Card Factory

CONCLUSION

Globally, organisations are committing to Diversity & Inclusion at higher rates than ever before. Companies with a comprehensive diversity and inclusion strategy, and a visible senior leadership commitment to implementation, know they can enhance their long-term value, mitigate 'group think', reduce legal and reputational risks as well as winning a loyal customer base.

However, to really appeal to the widest numbers of employees, prospective employees and customers, retailers need to operate genuine diversity and inclusion talent pipeline strategies. Board representation without executive progression portrays a cynicism towards diversity - real or perceived - that will harm the retail sector. Talented leaders who cannot see a way forward to the top will be lost to other companies or even alternative industries.

It is clear from our analysis that the most senior people driving strategy in the largest listed retail firms in the US, UK and mainland Europe are not representative of the customer groups they serve or the type of diverse leadership which can give them a proven competitive edge. Retailers cannot afford to alienate customers, especially in today's digital and omnichannel environment. Younger customers in particular shop anywhere from any device and brand loyalty can no longer be taken for granted.

Their approach needs to be systemic and holistic, rather than tackling the issue on a piecemeal basis. Finally, inclusion for all members of the team - at whatever level - is just as important if everyone is to reach their full potential and stars of the future are not lost to the competition.

To start building diverse senior teams for the future, retailers need to take deliberate and proactive action. By building diverse candidate shortlists for all roles, which look beyond the usual subjects, and recruiting from outside the retail industry, retailers can ensure the pipeline is filled with leaders of the future.

AFTERWORD

Fundamentally, the case for Diversity & Inclusion has been made. From improved financial performance to enhanced customer journeys and greater talent retention, D&I is a business imperative; a business imperative that is now a C-suite level issue.

We undertook this research with DLA Piper and the World Retail Congress to garner a true baseline of what D&I in the global retail leadership community looks like. Although we were not surprised by a general lack of diversity, the extent of white male leadership and the gap developing between the Main Board and the leadership team is an area of concern.

Many of the retailers in this report have D&I policies, and some even have dedicated D&I officers at senior levels; however, what matters more is who an organisation recruits and puts into executive leadership positions. Without visible and tangible diversity at senior executive levels within retailers, we will see greater employee attrition, an inability to attract and engage minority ethnic candidates, erosion of the customer base and difficulty succeeding in new markets.

CEOs and their Executive Committees drive the culture of a business, and so the development of a diversity mindset and an organisational climate of inclusion requires a senior leadership supported strategy. Any D&I strategy must also have norms and structures lived at a leadership level, demonstrating commitment to, and placing an organisational value on diversity and inclusion.

Public scrutiny and other external pressures such as shareholder activism, regulatory frameworks and customer social consciousness has seen some improvement in equality on Main Boards. However, the paucity of diversity on Executive Committees, uncovered in this research, proves a dissonance between proven arguments for D&I and leadership implementation. As Trevor Phillips states in this report, 'if a company does not have a diversity strategy then it does not have a strategy for growth.'

The clock is ticking. D&I is not a trend, it is the advantage.

STEVE BAGGI

Co-Founder & Head of Retail

green  park





METHODOLOGY & TERMINOLOGY

This report examines the backgrounds of 697 individual roles⁴ from the Top 10 publicly listed retail companies in the UK, US and mainland Europe.

Data is cross analysed using several sources, many of which are publicly available including annual reports, Stock Exchange listing information, company websites and LinkedIn. The aggregate analysis of the cohort by gender and ethnocultural background is derived from a unique programme called Origins, 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.

The software uses 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 to key protected characteristics, namely gender, and ethnic or national (ethnocultural) origins.

The software is tested annually against multiple samples where the ethnic and/or gender composition is known through other methods and has achieved accuracy of more than 95%. For example, against a file of 40 million British adults, the software produces a population breakdown materially similar to that of the 2011 census.

In some respects, the breakdown differs slightly from other published reports. This is because both the census and most published surveys rely on a process of self-declaration which, in the case of ethnocultural origin, suffer from several defects including partial or incorrect returns and differential rates of return by various ethnic groupings. In the case of the census in both the US and the UK, research shows that many individuals change their classification over time, for example, from "mixed" to "white British" making comparisons over time unreliable. In the US recent research from Pew suggests that one in seven young Americans of Hispanic background do not self-identify as Hispanic at all, though in practice they would be treated as part of the ethnic group by others.

The database used in this report is unaffected by any of these difficulties. In the case of the leadership level employees considered in this report, virtually all names are published on the relevant organisation's website or annual report. Additionally, all programme results have been validated through observable methods.

KEY TERMS

BAME

Black, Asian and minority ethnic (BAME) is the terminology used to describe people of non-white descent.

ETHNOCULTURAL

Relating to or denoting a particular ethnic group.

DIVERSITY AND INCLUSION (D&I)

A term used to describe programmes, policies, cultures and mindsets that encourage representation and participation of diverse groups of people, including people of different genders, races and ethnicities, abilities and disabilities, religions, cultures, ages, and sexual orientations. Diversity is the who and the what, inclusion is the how.

MAIN BOARD

The Main Board is made up of two types of representatives. The first type involves inside directors chosen from within the company e.g. CEO, CFO, manager or any other person who works for the company daily. The other type of representatives are outside directors, which are chosen externally and are considered to be independent from the company.

EXECUTIVE COMMITTEE

As the other tier of the company, the management team is directly responsible for the company's day-to-day operations and profitability.

C-SUITE

The group of the most high level managers in a company, those whose titles begin with the letter C, usually for 'Chief;' Chief Executive Officer, for example.

DLA PIPER

DLA Piper is a global law firm with lawyers located in more than 40 countries throughout the Americas, Europe, the Middle East, Africa and Asia Pacific, positioning us to help clients with their legal needs around the world.

DLA Piper strives to be the leading global business law firm by delivering quality and value to our clients. This is achieved through delivering practical and innovative legal solutions across platforms, practices and sectors helping clients to succeed.

The Consumer Goods and Retail Sector is one of the firm's largest and most diverse sectors with over 300 lawyers representing clients across the world. The sector is experiencing significant change as consumers evolve the way in which they choose to shop and how they choose to spend their money. Never has the consumer had more say in the battle for customer centricity. Besides huge global agenda items such as wellness, sustainability, product and supply chain integrity, waste and accountability, the rise of technology, the use and ownership of customer data and the trend towards hyper-connectivity all continue to impact and shape the sector. Products now need to mean something to the consumer. Brand power is no longer a proxy for customer loyalty. Consumers want more interaction and more connection with their buying power and product choices. All of this is taking place against a backdrop of stringent and evolving regulatory change, providing both challenges and opportunities for retailers.

To find out more about DLA Piper, please visit www.dlapiper.com or contact Sally Johnson, Marketing Manager at sally.johnson@dlapiper.com.



GREEN PARK RETAIL PRACTICE

Green Park is an award-winning consultancy that offers Executive Search, Interim Management, Board Advisory, Diversity & Inclusion and People solutions across the private, public and third sectors.

Championing diversity and inclusion, Green Park is changing the face of leadership by helping organisations think differently about talent in the UK's top boardrooms. In 2018, Green Park placed a new diverse leader on a board every 14 days!

Our aim is to help organisations to attract, identify, develop and retain trusted, inclusive, authentic and, most of all, highly effective leaders that leverage the power of collective difference.

Green Park's Retail & Consumer team operates at the forefront of the consumer revolution. Through our global research, we continue to identify and define the requirements for future consumer leadership, organisational design and effectiveness. Services offered by our Retail & Consumer team span executive & interim recruitment, leadership consulting & development, organisational design and Diversity & Inclusion consulting. Our Retail & Consumer clients include fashion, lifestyle & luxury, grocery, general merchandise, speciality retail, department stores, and pure-play brands, both in the UK and internationally.

Our commitment to develop and nurture diverse talent, both internally and externally, forms an integral part of who we are and what we do. D&I is core to our Retail & Consumer practice and the Retail team are proud that 66% of the people we placed over the past 12 months were diverse candidates. Companywide, in 2018, Green Park placed a new diverse leader on a board every 14 days.

To discuss this data, our methodology or how Green Park can help your organisation improve executive diversity and talent sustainability, please get in touch.

STEVE BAGGI

Co-Founder and Head of Retail

green  park

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WORLD RETAIL CONGRESS

The World Retail Congress brings together the leaders of today's global retail industry – from domestic and international powerhouses to game-changing start-ups and disruptors. They are united in their focus on understanding and serving today's consumers and ensuring that their businesses change and innovate at the break neck speed necessary to survive and thrive. The Congress provides an unrivalled high-level forum for senior retailers to learn, share insight, form powerful connections and shape the retail future.

In enabling this, the Congress works closely with retail leaders and industry advisors to build a programme that goes to the heart of key issues. This brings together over 170 of some of the brightest minds inside retail and out, including those from economics, academia, politics and NGOs.



**WORLD RETAIL
CONGRESS**



THE DNA OF FUTURE RETAIL LEADERSHIP

Our latest report from Green Park and the World Retail Congress, "The DNA of Future Retail Leadership", provides a thought-provoking and comprehensive insight into retail leadership and the skills, attributes and behaviours necessary to survive, and thrive in the changing future retail landscape.

KEY FINDINGS

- Only 36% of respondents feel their company's leadership team is moving fast enough to keep up with changing consumer behaviour
- Just 27% believe their leadership team has the digital expertise necessary for success in the future
- Just 26% feel their leadership team has the necessary expertise in data and analytics for success in future
- 56% believe their leadership team is not diverse enough to properly reflect their customers

The strength of this report lies in its reflection of views from around the world. You will read, based on hundreds of interviews and our comprehensive survey of senior global retailers, about the consequences of tumultuous, technology driven-change for leadership teams everywhere.



**DOWNLOAD THE FULL REPORT AT:
WWW.GREEN-PARK.CO.UK/THE-DNA-OF-FUTURE-RETAIL-LEADERSHIP**



**WORLD RETAIL
CONGRESS**

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