

FUNDAÇÃO GETULIO VARGAS  
ESCOLA DE ECONOMIA DE SÃO PAULO

NAVJEET SINGH GILL

**Relationship between diversity on the board of directors' and firm  
financial performance**

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Dissertação apresentada à Escola de Economia de São Paulo da Fundação Getulio Vargas, como requisito para obtenção do título de Mestre Profissional em Economia.

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Orientador Prof. Dr. Joelson Oliveira Sampaio

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## RESUMO

Esta pesquisa empírica examina a relação entre a diversidade do conselho e o desempenho da empresa, fornecendo uma análise quantitativa significativa entre os fatores de diversidade (demográfico - gênero e raça, idade cognitiva, educação, papel e rede) e fatores financeiros (ROA, ROE, ROIC, rotatividade de ativos e liquidez geral) nas empresas que compõem o índice FTSE 100. O conjunto de dados também inclui uma ampla gama de informações sobre 1053 membros do conselho.

Os resultados indicam que um conselho diversificado impacta positivamente no ROA, ROIC, rotatividade de ativos e liquidez geral, mas são insignificantes para ROE. Isto demonstra que a diversidade leva a uma melhor reputação social, performance e desempenho financeiro.

**PALAVRAS CHAVE:** governança corporativa; diversidade de gênero; diversidade racial; Conselho Administrativo; FTSE100; diversidade demográfica; diversidade cognitiva; Reino Unido.

## **ABSTRACT**

This empirical research examines the relationship between board's diversity and firm performance, providing a comprehensive quantitative analysis between diversity factors (demographic - gender and race, cognitive - age, education, role and network) and financial factors (ROA, ROE, ROIC, asset turnover and current ratio) in the component companies of the FTSE 100 index. The dataset also includes a wide array of information about 1053 board members.

The results indicate that a diverse board positively impacts ROA, ROIC, asset turnover and current ratio but were insignificant for ROE. It proves that diversity leads to better social reputation, performance and financial performance.

**Key words:** corporate governance, gender diversity, racial diversity, board of directors, FTSE100, demographic diversity, cognitive diversity, United Kingdom.

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## 1 Introduction and research objective

The general population is diverse demographically and cognitively, involves males and females from all walks of life and levels of education. The workforce for any company is derived from the general population and hence there is an expectation of the workforce to be diverse too. The diversity of the workforce has been increasing over the last few decades, which has impacted the diversity of the candidate pool for senior managers and has further even led to the change in the composition of boards of directors and in corporate governance (Shrader et al. 1997). Since the early 1990s there has been research on the effects of board composition and direct incentives on firm performance (Hermalin, B.E. and M.S. Weisbach, 1991; Watson, E., Kumar, K. and Michaelsen, L., 1993; Bantel, K., 1993; Catalyst, 1993; Maznevski, M. L., 1994; Burke, R., 1995; Catalyst, 1995; Wright, P, S.P. Ferris, J.S. Hiller, and M. Kroll, 1995), which have led to expectations for increase in value and improvements in performance for firms that promoted diversity initiatives. This focus from human resource theorists and academics on board composition has generated more shareholder proposals and the interest of large institutional shareholders on diversity.

Previous research (Lopes, I.T. and Rodrigues, A.M. ,2007; Milliken and Martins, 1996; Pelled, 1996; Watson et al., 1998; Boeker, 1997; Kilduff, et al., 2000; Besharati, E., Kamali, S., Mazhari, H.R. and Soheila, M., 2012; Murray, A., 1989; Timmerman, 2000; Celenza, D. and Rossi, F., 2014; Petersen, 2000; I.T. Lopes and D.P. Ferraz, 2016; Lopes, I.T., Ferraz, D.P., and Martins, M.M., 2016) on diversity typically follows two general distinctions:

- Observable (demographic)  
e.g. gender, age, race and ethnicity.
- Non-observable (cognitive)  
e.g. knowledge, education, values, perception, affection and personality characteristics

This empirical research not only focuses on gender and racial composition of the board members but also considers cognitive factors like age, education level, role and network. It tries to establish if increased diversity is related to better financial performance for the firms by using factors such as return on assets (ROA), return on equity (ROE), return on invested

capital (ROIC), asset turnover and current ratio. With the addition of the cognitive factors, an attempt has been made to create a more complete picture of the diversity on these boards and hence tried to quantify the value of intangibles and invisible resources such as board diversity

## **2 Literature review**

Board diversity has been a focal point of research and media coverage over the last few years largely due to an increase in diversity (gender and racial background) of the labour market but not a similar increase in boardrooms across the world. Shrader et al. (1997) suggests that higher diversity in the boardroom is also usually considered to be an active effort by the organisation to tackle discrimination and promote fairness within the ranks and at all levels. It is only fair to expect that the composition of the leadership and workforce of a company should resemble the composition of the general population or at least the consumer base for the given company.

There are few empirical studies (Wright, Ferris, Hiller, and Kroll, 1995; Richard, 2000; Keys, Ellis, Newsome, and Friday, 2002) that have examined the impact of ethnic diversity on empirical measures of firm performance or shareholder wealth. Wright, Ferris, Hiller, and Kroll (1995) measured the share price reaction to announcements of diversity awards and outcome of discrimination lawsuits for a period from 1986 to 1992. They found significantly-positive excess returns for 34 firms who won diversity related awards and significantly negative excess return for 35 firms found guilty of discrimination on the day of the verdict announcement for the lawsuit. Richard (2000) studied diversity and its effects in the banking industry. He analysed 1996 performance results (including productivity, return on equity, market performance) from 63 banks to examine the relationship between firm performance and diversity. He concluded that cultural diversity added value, enhanced organizational effectiveness and was perceived as relative competitive advantage for the banks. Keys, Ellis, Newsome, and Friday (2002) used data from 1998 to 2002 for an annual ranking of top diversity promoting firms called the Fortune's Diversity Elite and found a small positive but significant market reaction to the announcement of a firm's inclusion to the rankings on the publishing day of the rankings. They found that the companies included in these rankings performed better in terms of return on equity, market share, value added to shareholder wealth in comparison with their peers. They also found a positive correlation between individuals of

various ethnic backgrounds in important decision-making positions and greater value added to shareholder wealth.

I.T. Lopes and D.P. Ferraz (2016) studied the impact of intellectual resources in business organisations and examined how board diversity affects performance using data from 125 businesses listed on an Iberian stock exchange. They found a statistical and positive correlation between the accountability of intangibles, some diversity variables on boards, and the turnover of businesses. They concluded that intangibles such as diversity, lead to an increase in future economic benefits by helping companies in achieving sustainable financial and strategic positioning by contributing to better decision-making. Contrary to the aim of this research, they did not report any statistically significant impact on other financial factors such as return on equity (ROE), return on assets (ROA) and return on sales (ROS). Lopes, I.T., Ferraz, D.P., and Martins, M.M. (2016) analysed a dataset of 124 non-financial companies across various sectors listed in Portugal and Spain for the years 2013 and 2014. They found that certain diversity characteristics of board of directors significantly influences the performance of the companies. However, their findings were not supportive of any statistical relationship between financial performance (ROE, ROA, ROS, and EPS) and diversity related variables (size of board, proportion of female or independent directors). Lopes, I.T., Ferraz, D.P., and Rodrigues, A.M. (2016) tried to identify the drivers of profitability in the top 30 major global airlines and concluded that Turnover was influenced by key intellectual capital drivers such as size of board of directors, intangible assets, employee expenses and benefits, codeshare agreements and passenger traffic.

Daily et al. (1999) conclude that there is an increase in gender diversity, they studied the Fortune 500 companies and found that there has been substantial increase in the number of female board of directors but although not in the number of chief executives. Mattis, 2000 & Bilimoria, 2000 found similar results but concluded that the increase is small and incremental. Bilimoria also reported that there is sex bias, tokenism and stereotyping on boards where women serve and not sufficient efforts were being made to actively recruit more females. While most extant research focuses on observable or demographic diversity, it can be concluded that there is an increase in the diversity across boardrooms along with the workforce in American companies (Burke, 1995). Watson et al., (1993) suggest that diversity turns into a competitive advantage as it leads to a greater innovation, creativity and a bigger knowledge base. After studying the relationship between strategic clarity in retail banks and the demographic nature

of high-level management groups, Bantel (1993) found that diversity in education and functional backgrounds for senior management resulted in better strategic decision-making. Simons and Pelled (1999) also concluded that diversity in the cognitive and educational level was correlated with positive organisational performance whilst diversity in the experience of the top management led to negative effect on the return on investment. Elron (1996) investigated the relationships of member diversity and cultural heterogeneity with regards to group cohesion but could not find any significant relationships but he observed a positive relationship with regards to levels of issue-based conflict and cultural heterogeneity. Team performance was found to be positively related to both cohesion and issue-based conflict, hence it led to better overall organisational performance. Siciliano (1996) was able to demonstrate a relationship between gender diversity and social performance of an organisation. He analysed data from 240 YMCA companies and was able to associate better fundraising and social performance with boards consisting of more diverse occupational backgrounds. Maznevski (1994) suggested that diverse groups may perform better than homogenous groups in decision making if there is improved communication and integration within the groups. She also suggested that diversity led to better decision making under these conditions and hence also resulted in increased organisational performance.

Knight et al. (1999) and Hambrick et al. (1996) found contrasting results to Maznevski (1994). Knight et al. (1999) concluded that demographic diversity and consensus were negatively related. They found that heterogenous teams led to a reduction in team performance because they took more time and needed to make more efforts to make decisions as a group. This led to communication problems and higher rate of group conflicts. Hambrick et al. (1996) studied diversity and its effects on decision making at 32 US airline companies. They compared decision making at the top management levels between homogenous and heterogenous teams and found that the former performed better than the latter. Their rationale for these results was that groups made of distinct individuals were less likely to agree with each other and hence led to lower consensus within the teams whilst the opposite happened within homogenous groups and led to quicker decision making, which led to better response to competitor's actions within the industry. These researchers highlighted the disadvantages of more diverse groups, which were mainly lack of integration and increased friction leading to slower decision making among the teams.

Murray (1989) studied a dataset of 84 food and oil companies from the Fortune 500 list of companies to examine how organisational performance is affected by different group compositions (homogenous vs heterogenous). He measured diversity as a composite of educational degree, occupational history, average tenure and age. His research outcome demonstrated that heterogenous groups were able to deal with organisational changes more effectively whilst homogenous respond at a quicker pace in dynamic markets whilst homogenous groups fared better at dealing with intense market competition. However, he did not take demographic diversity into account which casts doubts on the findings as whilst the measures used for the composite are important cognitive features they are not very effective in the absence of demographic factors. Shrader et al. (1997) analysed the impact of gender diversity within management on the financial performance of companies. They found a positive relation between number of female managers and the financial performance of the companies. They attributed the better performance to a broader talent pool available for recruitment for the roles.

Catalyst studied the inclusion of woman on the boards of directors at top US companies. In 1993, it found that 41 out of 50 most valuable Fortune 500 companies had female representation on the board while in 1995, it found that 97% of the top 100 companies by revenue had a minimum of one female board member. Burke (2000a) studied Canadian companies and found that there was significant correlation between financial and organisational factors (assets, revenue, profit margins and number of employees) and the number of female directors. Boards are highly influential in ascertaining the strategy direction of the companies due to the decision-making powers provided by the corporate governance principles. They are responsible for monitoring the wealth of the organisation, for the hiring and compensation of top management and responding to takeover attempts (Finkelstein and Hambrick, 1996). Fondas (2000) argues that the experience of female board members is usually more aligned with the needs of the company and hence female board members are slightly more helpful than male board members in the execution of the company's strategic needs. Burke (2000b) tries to highlight the lack of talented directors in the market, pointing out the rejection rate for board position invitations. He insists on the added symbolic value if more female representation on the board and highlights the possible increase in size of talent pool for hiring of new board members, if women were given equal consideration with regards to men for joining corporate boards.

### 3 Hypothesis

With the intention to measure the impact of the board of directors' background, network, skill profile and cultural diversity on the performance of their respective firms, the following hypothesis is proposed:

*“Relationship between diversity on the board of directors' and firm financial performance”*

### 4 Data

The data sample for this empirical research was drawn from 99 largest listed companies in the UK, included in the country's main FTSE100 Index. One of the 100 companies is an equity investment holding company hence it was eliminated from the dataset. The starting point for our data gathering was using the 'Thomson Reuters EIKON' software, a list of directors and officers was downloaded from the software and compiled as an excel file. As second step, further information about each board member was collected by using the profile of the respective company and searching databases like Bloomberg, UK Companies House register, LinkedIn and any news articles in respectable publishing organisations or newspapers.

The dataset included a wide array of information (position, age, gender, education level, skill profile and race) collected and verified individually for each of the 1053 board members.

#### 4.1 Demographic diversity

##### 4.1.1 Race

- Caucasian
- Non-Caucasian

It was decided to only include Caucasian and non-Caucasian as factors for racial diversity as it was more convenient compared to trying for more detailed racial identification. A visual identification method was used and the picture of each subject was looked at by 2 reviewers, once they both agreed on the assessment, it was finalised.

#### 4.1.2 Gender

- Male
- Female

A visual identification method was used along with monitoring of the use of pronouns like 'his', 'her' on the company profile.

### 4.2 Cognitive diversity

#### 4.2.1 Age

Age was mostly derived by checking the website of the company in the official profile, Bloomberg, Thomson Reuters or Company House UK. A margin of error of +1 year is possible as the exact date of birth were not verified and the possibility of some information on these websites to be out of date cannot be ruled out.

#### 4.2.2 Educational profile

- Bachelors
- Masters
- Doctorate

The educational profile was derived by checking the website of the company in the official profile, Bloomberg, Thomson Reuters, LinkedIn or articles on reputable media websites. If after checking on all of the above sources, if the educational level could not be identified then it was denoted by 'NA', to reflect for data not available.

#### 4.2.3 Skill profile

- Technical – If the observed individual was an expert/specialist in a field, e.g. Civil Engineers, Doctors, Scientists etc., they were included in the 'Technical' skill profile. 'Financial' experts were excluded from this field as they were one of the other profile criteria.
- Financial – If the observed individual held a finance/economics/accounting related degree or professional qualification and a major part of their career was spent in the financial services industry or in another finance related capacity. More weightage was given to work experience over degree.



- Management – If the observed individual spent a substantial part of their career working as a generalist, or switching between roles/divisions or progressing into the echelons of management at the same company. A business degree was not considered as management profile without the experience stated earlier.

#### 4.2.4 Network

- Sits on one board
- Sits of more than one board

A convenience approach was taken, and it was checked if the board members were on the boards of only one company or more than 1 company. For further work, it is suggested to do a more detailed mapping of inter lap between board members on the boards of different companies and any possible network related benefits.

### 4.3 Excluded factors

#### 4.3.1 Nationality

At the start of the data gathering process, the researchers were very keen to include the nationality of the board members as one of the factors of assessment for diversity but during the data gathering process they realized that nationality related information was very difficult to access, usually it was not declared publicly, is subject to change over time and many of the individuals may hold more than 1 nationalities. Out of the 99 companies covered in this study, 8 companies listed the nationality for their board members on their website.

### 4.4 Measure of firm performance

To measure the financial performance of the firms, 5 of the most commonly used economic and financial performance indicators i.e. Return on Invested Capital (ROIC), Current Ratio, Return on Assets (ROA), Asset Turnover and Return on Equity (ROE) were analysed. These indicators are usually reported in quarterly and annual results. The data was downloaded from online sources such as Bloomberg and Morningstar and then a set of multiple regression tests was performed using various independent variables (predictors) and dependent variables. The board diversity-related variables are the set of independent variables predicting firm financial performance-related variables (dependent variables).

## 5 Results and discussion

### 5.1 Descriptive Statistics

This section of the study presents descriptive statistics for the variables used in the analysis, in the form of frequency/percentage analysis, mean, standard deviation, maximum value, minimum value, and sample size.

Table 1 : Frequency and percentage analysis

<i>Director's Independence</i>			
		Frequency	Percent
Valid	Dependent	518	49.2
	Independent	535	50.8
	Total	1053	100.0
<i>Director's Role</i>			
		Frequency	Percent
Valid	Executive	313	29.7
	Non-Executive	740	70.3
	Total	1053	100.0
<i>Race</i>			
		Frequency	Percent
Valid	Caucasian	977	92.8
	Non-Caucasian	76	7.2
	Total	1053	100.0
<i>Gender</i>			
		Frequency	Percent
Valid	Male	759	72.1
	Female	294	27.9
	Total	1053	100.0

<i>Education</i>			
		Frequency	Percent
Valid	Unknown	91	8.6
	No Degree	18	1.7
	Bachelor's degree	378	35.9
	Professional	62	5.9
	Master's Degree	399	37.9
	Doctorate	105	10.0
	Total	1053	100.0

<i>Skill</i>			
		Frequency	Percent
Valid	Generalist	579	55.0
	Financial	361	34.3
	Technical	113	10.7
	Total	1053	100.0

<i>Network</i>			
		Frequency	Percent
Valid	Single board	187	17.8
	Multiple boards	866	82.2
	Total	1053	100.0

According to above statistics, the proportion of independent and dependent directors are almost equal among the total number of directors in the research population. The number of non-executive directors are significantly higher, which are 70.3% of the sample size. A high majority of the directors are Caucasian (92.8%) and male (72.1%). Moreover, it is found that majority of the directors in the research population have a master's degree (37.9%) and a bachelor's degree (35.9%), having a skill set of Generalist (55%). It is also observed that majority of these directors are part of multiple boards' network that are 82.2% of the total directors.

Table 2: Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	990	36.00	86.00	58.5707	7.40293
ROA	1053	0.00	.27	.0589	.05484
ROE	1053	0.00	3.26	.2397	.40455
ROIC	1053	0.00	.75	.1048	.10855
Asset Turnover	1053	0.00	2.89	.6521	.55002
Current Ratio	1053	0.00	11.89	1.2124	1.45397
Valid N (listwise)	990				

The descriptive statistics of the scale (ratio type variables) show that the average (mean) age of the directors is 58.6 years, with a standard deviation of 7.4 years. The mean ROA of the companies is equal to 5.89%. while the mean ROE is 23.97%. The average ROIC of the companies and asset turnover are also relatively high, reflecting a sound profitability and financial performance of the companies under study.

## 5.2 Regression models

The relationship between board diversity and firm performance was assessed by testing five different regression models.

Table 3: List of variables	
Independent Variables	Director's Age
	Director's Independence
	Director's Role (Executive vs Non-Executive)
	Director's Race
	Director's Gender
	Educational level
	Board Network (Single vs Multiple)
Dependent Variables	Return on Invested Capital (ROIC)
	Current Ratio
	Return on Assets (ROA)
	Asset Turnover
	Return on Equity (ROE)

Table 4 : ROA based regression model

R Square		0.036			
F Statistic		5.557			
Sig.		0.000			
Model		B	Std. Error	t	Sig.
1	(Constant)	.085	.007	11.837	.000
	Age	.000	.000	-2.186	.029
	Director's Independence	-.018	.004	-4.225	.000
	Director's Role	.011	.005	2.325	.020
	Race	-.005	.007	-.740	.459
	Gender	.005	.004	1.224	.221
	Education	-.004	.001	-3.384	.001
	Network	-.001	.005	-.233	.816
Dependent Variable: ROA					

The above multiple regression analysis reveals a statistically significant impact of the model (the set of predictors) on ROA ( $p < 0.05$ ). It shows that Board's diversity is associated with improved financial performance of the firms. Diversity leads to greater creativity, innovation, knowledge base, and quality decision-making that contribute towards firm financial performance (Erhardt, Werbel & Shrader, 2003). Individually, director's age, independence, role, and education are significantly predicting ROA at 0.05 level. Age and Director's Role are negatively associated with firm performance in terms of ROA. It means that younger age and changing role of the directors from executive to non-executive leads to higher ROA. Non-executive directors' inclusion in the board may result in improved financial disclosure quality and better oversight that leads to enhanced performance (Azeez, 2015; Chen & Jaggi, 2000).

Table 5 : ROE based regression model

R Square		0.008		
F Statistic		1.253		
Sig.		0.271		
Model	B	Std. Error	t	Sig.
(Constant)	.230	.054	4.251	.000
Age	.000	.001	.545	.586
Director's Independence	-.065	.032	-2.049	.041
Director's Role	.007	.036	.186	.852
Race	-.022	.049	-.447	.655
Gender	.059	.029	2.031	.042
Education	.003	.009	.301	.764
Network	-.012	.035	-.354	.724

Dependent Variable: ROE

According to the table 5 above, the regression model is statistically insignificant in predicting ROE (firm performance) even at 0.1 level. Individually, the director's independence and gender variable are significant in explaining ROE. The positive sign of gender coefficient suggests a greater contribution of female directors than male in increasing the ROE of their respective companies. A female director is associated with 5.9% of ROE of the firms on average. Previous literature also revealed that three or more female directors in a board significantly impact firm performance (Lie, Wei & Xie, 2014). The women board members' proportion positively impact firm performance; however, it also depends on their qualification (Smith, Smith & Verner, 2006).

Table 6 : ROIC based regression model

R Square		0.033		
F Statistic		5.123		
Sig.		0.000		
Model	B	Std. Error	t	Sig.
(Constant)	.138	.014	9.672	.000
Age	.000	.000	-.697	.486
Director's Independence	-.041	.008	-4.965	.000
3 Director's Role	.020	.010	2.053	.040
Race	-.001	.013	-.100	.920
Gender	.011	.008	1.486	.137
Education	-.006	.002	-2.683	.007
Network	-.003	.009	-.281	.779
Dependent Variable: ROIC				

The above multiple regression shows a statistically significant impact of the overall model (the set of independent variables) on ROIC ( $p < 0.05$ ). Individually, director's independence, director's role (exec vs non-exec) and education level is significant in predicting the ROIC. Director's role is positively, while director's independence and education are negatively associated with ROIC. The relationship between director's role and firm performance is consistent with the ROA-based regression model; however, the negative relationship between director's independence and firm performance suggests that independent directors significantly decrease ROIC.

Table 7 : Asset Turnover based regression model

R Square		0.043		
F Statistic		6.704		
Sig.		0.000		
Model	B	Std. Error	t	Sig.
(Constant)	.832	.072	11.529	.000
Age	-.002	.001	-1.904	.057
Director's Independence	-.182	.042	-4.319	.000
4 Director's Role	.029	.048	.609	.543
Race	-.176	.065	-2.690	.007
Gender	.047	.039	1.223	.222
Education	-.029	.012	-2.455	.014
Network	.118	.047	2.516	.012
Dependent Variable: Asset Turnover				

Asset turnover measures the efficiency of the use of company's assets in generating sales income/revenues. The fourth regression model is overall significant in explaining asset turnover as a performance measure. It explains 4.3% of the variance in the dependent variable. Here age, independence, race, education, and network are the significant predictors of asset turnover at 0.1 level. Similar to the ROA-based model, age and asset turnover are negatively associated, which is also consistent with the previous literature (Peng, Buck & Filatotchev, 2003). The race characteristic also has significant negative relationship with firm performance, suggesting that Caucasian (white race) directors significantly improve firm performance. Education has surprisingly negative association with firm performance. It means that increasing education of board of directors is associated with lower firm performance. Moreover, directors in multiple boards tend to contribute more than single boards.



Table 8 : Current Ratio based regression model

R Square		0.022		
F Statistic		3.418		
Sig.		0.001		
Model	B	Std. Error	t	Sig.
(Constant)	1.447	.193	7.500	.000
Age	-.001	.003	-.169	.866
Director's Independence	-.021	.112	-.185	.854
5 Director's Role	.427	.129	3.303	.001
Race	-.080	.175	-.460	.646
Gender	-.113	.104	-1.086	.278
Education	-.030	.032	-.923	.356
Network	-.452	.125	-3.624	.000
Dependent Variable: Current Ratio				

The current ratio is also a performance measure that evaluates short-term liquidity of a company. Here, the impact of board's diversity is examined on the current ratio of the company. According to the table 8, the overall regression model is statistically significant at 0.05 level. In this case, only director's role and network are significant in predicting current ratio. Similar to the ROA- and ROIC-based regression models, the non-executive directors are associated with the higher firm performance i.e. current ratio in this case. However, contrary to the results of the Asset Turnover based regression model, directors' single board network is related with higher performance in terms of higher current ratio.

## **6 Final remarks**

### **6.1 Conclusions and practical implications**

The results of this empirical research confirm assumptions that diversity in the board room leads to improved financial performance for firms. A statistically significant relationship between the independent (board's diversity-related) variables and firm performance-related variables namely ROA, ROIC, Asset Turnover and current ratio was established.

However, any relationship between board diversity and ROE could not be found even at a 10% significance level. The gender variable is significant in explaining ROE, the positive sign of gender coefficient suggests a greater contribution of female directors than male in increasing the ROE of their respective companies.

To the best of our knowledge, this is the first empirical research paper to study the combined effects of demographic and cognitive diversity on financial performance of companies exclusively focused on the board of directors in the United Kingdom. The dataset included a wide array of information (position, age, gender, education level, skill profile and race) collected and verified individually for each of the 1053 board members for 99 largest listed companies in the United Kingdom.

The research contributes an original and unique dataset to the existing literature and showcases the effects of internal governance mechanisms on firms' financial performance. This confirms the intangible value hidden in the experience, education, network and other capabilities of the members of the board. For practical purpose the results prove that diversity is not only better for good social reputation and organisational performance, but it also results in better financial performance and hence a better value for the shareholders.

### **6.2 Limitations**

The main limitation for this research is that the data sample was taken from the largest 99 UK companies and the results may not generalise to a larger dataset involving smaller corporations. Hence, further research would be needed to assess the impact of board of director level diversity and its impact on financial performance of companies of different sizes. Also, it may be possible that the results differ in magnitude for companies with smaller board size and lesser

organisational complexity due to the larger impact of individual efforts in smaller boards and in lesser complex organisations respectively.

### **6.3 Recommendations for further research**

For further works, one could look at a much larger database of companies, including the S&P 500, Hang Seng 50, Dax 30, Nikkei 225 to include the top 5 economies by GDP and their major companies. For data gathering a questionnaire method could be used and sent to the companies and the board members so they could self-identify on the diversity criteria. It is also suggested to include another factor for the so called 'Ivy League' equivalent universities for each country and a detailed map of all board memberships for each person to analyse network patterns between the board members.

This dataset would include 905 companies and assuming an average board size of 10.6 members (as per the dataset of this study), the target dataset would include 9593 individuals, which could very well be the largest study on board diversity done so far. Given the substantial undertaking needed for such a study, a Doctorate level thesis would be ideal for such further work.

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## 8 Appendix

Table 9 : Companies by sector

Sector	Percentage of companies
Support Services	9%
Mining	7%
Travel & Leisure	7%
Media	6%
Financial Services	5%
Banks	5%
Life Insurance	5%
Household Goods & Home Construction	5%
Gas, Water & Multiutilities	4%
Real Estate Investment Trusts	4%
General Retailers	4%
Nonlife Insurance	3%
Health Care Equipment & Services	3%
Pharmaceuticals & Biotechnology	3%
General Industrials	3%
Food & Drug Retailers	3%
Oil & Gas Producers	2%
Software & Computer Services	2%
Personal Goods	2%
Chemicals	2%
Tobacco	2%
Aerospace & Defense	2%
Beverages	2%
Automobiles & Parts	1%
Retail hospitality	1%
Forestry & Paper	1%
Construction & Materials	1%
Fixed Line Telecommunications	1%
Electricity	1%
Mobile Telecommunications	1%
Food Producers	1%
Equity Investment Instruments	1%
Electronic & Electrical Equipment	1%
Total	100%



Table 10 : Variables used for regression

	Variable value used in regression
<b>Educational level</b>	
Unknown	0
No Degree	1
Bachelor's degree	2
Professional	3
Master's Degree	4
Doctorate	5

<b>Skill profile</b>	
Generalist	1
Financial	2
Technical	3

<b>Race</b>	
Caucasian	0
Non-Caucasian	1

<b>Gender</b>	
Male	0
Female	1

<b>Network</b>	
Single board	0
Multiple boards	1

<b>Indep / Non-Indep director</b>	
Dependent	0
Independent	1

<b>Exec / Non-exec</b>	
Executive	0
Non-Executive	1

<b>Age</b>	Continuous variable
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Table 11 : Financial information for companies

Company ticker	Company name	ROA	ROE	ROIC	Asset Turnover	Current Ratio
III.L	3i Group PLC	18%	21.6%	0.0%	0.21	-
ADML.L	Admiral Group PLC	5%	35.9%	0.0%	0.21	-
AAL.L	Anglo American PLC	7%	20.4%	12.6%	0.46	1.98
ANTO.L	Antofagasta PLC	3%	5.3%	4.2%	0.3	2.5
AHT.L	Ashtead Group PLC	9%	27.6%	13.3%	0.55	1.27
ABF.L	Associated British Foods PLC	10%	15.6%	14.4%	1.27	1.57
AZN.L	AstraZeneca PLC	6%	26.4%	13.6%	0.35	0.94
AV.L	Aviva PLC	0%	4.0%	0.0%	0.13	-
BAB.L	Babcock International Group PLC	5%	12.7%	8.6%	0.78	0.93
BAES.L	BAE Systems PLC	5%	35.2%	17.3%	0.84	0.98
BARC.L	Barclays PLC	0%	-0.6%	0.0%	0.02	-
BDEV.L	Barratt Developments PLC	9%	14.8%	15.4%	0.71	3.25
BKGH.L	Berkeley Group Holdings PLC	18%	35.1%	31.1%	0.68	2.49
BLT.L	BHP Billiton PLC	5%	10.6%	7.3%	0.32	1.85
BP.L	BP PLC	1%	4.1%	2.8%	0.85	1.21
BATS.L	British American Tobacco PLC	11%	61.3%	17.3%	0.42	0.87
BLND.L	British Land Company PLC	5%	6.9%	5.7%	0.05	1.2
BT.L	BT Group PLC	4%	17.6%	8.8%	0.55	0.83
BNZL.L	Bunzl plc	6%	23.4%	11.4%	1.79	1.36
BRBY.L	Burberry Group PLC	14%	20.9%	20.3%	1.3	2.49
CCL.L	Carnival PLC	7%	11.3%	8.7%	0.43	0.21
CNA.L	Centrica PLC	3%	21.9%	9.8%	1.39	1.28
CCH.L	Coca Cola HBC AG	6%	14.8%	9.7%	0.93	1.06
CPG.L	Compass Group PLC	11%	50.5%	20.8%	2.1	0.83
CTEC.L	ConvaTec Group PLC	-6%	-47.9%	-0.5%	0.47	2.94
CRH.L	CRH PLC	4%	10.2%	7.2%	0.87	1.6
CRDA.L	Croda International PLC	14%	35.2%	20.4%	0.87	1.79
DCC.L	DCC PLC	4%	16.5%	8.6%	2.44	1.61
DGE.L	Diageo PLC	9%	28.8%	15.6%	0.42	1.3
DLGD.L	Direct Line Insurance Group PLC	3%	12.0%	0.0%	0.34	-
EZJ.L	easyJet plc	5%	11.1%	8.9%	0.88	1.04
EXP.N	Experian PLC	10%	33.1%	14.8%	0.58	0.7
FERG.L	Ferguson Plc	9%	24.7%	15.3%	1.72	1.45
FRES.L	Fresnillo PLC	13%	21.3%	16.9%	0.47	11.89
GFS.L	G4S PLC	5%	37.3%	11.2%	1.49	1.51
GKN.L	GKN PLC	6%	23.0%	17.8%	1.06	1.51
GSK.L	GlaxoSmithKline PLC	4%	326.1%	14.5%	0.51	0.64
GLEN.L	Glencore PLC	3%	9.7%	7.0%	1.49	1.05
HMSO.L	Hammerson PLC	4%	7.6%	5.8%	0.02	0.79
HRGV.L	Hargreaves Lansdown PLC	27%	75.5%	75.2%	0.48	1.65

HSBA.L	HSBC Holdings PLC	0%	2.9%	0.0%	0.02	-
IMB.L	Imperial Brands PLC	4%	25.6%	9.8%	0.95	0.63
INF.L	Informa PLC	5%	11.5%	7.9%	0.39	0.41
IHG.L	InterContinental Hotels Group PLC	14%	0.0%	0.0%	0.57	0.72
ICAG.L	International Consolidated Airlines Group SA	-	0.0%	0.0%	-	0.95
ITRK.L	Intertek Group PLC	13%	53.6%	20.7%	1.34	1.58
ITV.L	ITV PLC	13%	61.7%	24.4%	0.95	0.92
SBRY.L	J Sainsbury PLC	1%	3.8%	3.9%	1.39	0.7
JMAT.L	Johnson Matthey PLC	8%	18.4%	12.9%	2.89	1.99
KGF.L	Kingfisher PLC	6%	8.8%	8.6%	1.09	1.2
LAND.L	Land Securities Group PLC	1%	1.6%	1.8%	0.05	0.71
LGEN.L	Legal & General Group PLC	0%	22.3%	0.0%	0.12	-
LLOY.L	Lloyds Banking Group PLC	0%	5.8%	0.0%	0.05	-
LSE.L	London Stock Exchange Group PLC	0%	11.7%	9.8%	-	1
MKS.L	Marks and Spencer Group PLC	2%	6.2%	5.4%	1.33	0.69
MDCM.L	Mediclinic International PLC	1%	1.8%	2.0%	0.41	1.76
MERL.L	Merlin Entertainments PLC	6%	16.1%	9.7%	0.47	0.97
MCRO.L	Micro Focus International PLC	3%	9.9%	7.3%	0.3	0.47
MNDI.L	Mondi PLC	9%	19.0%	13.9%	0.99	1.39
NG.L	National Grid PLC	13%	54.2%	20.1%	0.26	0.77
NXT.L	Next PLC	24%	199.5%	47.8%	1.6	1.88
NMC.L	NMC Health PLC	7%	20.8%	10.1%	0.62	1.59
OML.L	Old Mutual PLC	1%	10.9%	0.0%	0.14	-
PPB.L	Paddy Power Betfair PLC	3%	3.1%	3.0%	0.32	0.95
PERSON.L	Pearson PLC	-21%	-41.0%	-27.7%	0.46	1.62
PSN.L	Persimmon PLC	17%	28.1%	27.9%	0.8	2.92
PRU.L	Prudential PLC	1%	18.2%	0.0%	0.17	-
RRS.L	Randgold Resources Ltd	7%	8.0%	8.0%	0.33	5.86
RB.L	Reckitt Benckiser Group PLC	7%	23.5%	10.4%	0.38	0.86
REL.L	Relx PLC	11%	67.2%	20.7%	0.6	0.47
RTO.L	Rentokil Initial PLC	24%	118.5%	36.7%	0.85	1.09
RIO.L	Rio Tinto PLC	7%	15.6%	11.5%	0.41	1.71
RR.L	Rolls-Royce Holdings PLC	-3%	-19.2%	-8.9%	0.64	1.38
RBS.L	Royal Bank of Scotland Group PLC	0%	-6.1%	0.0%	0.02	-
RDSa.L	Royal Dutch Shell PLC	3%	5.6%	4.0%	0.7	1.23
RSA.L	RSA Insurance Group PLC	1%	3.2%	0.0%	0.33	-
SGE.L	Sage Group PLC	10%	27.0%	16.9%	0.58	0.69
SDR.L	Schroders PLC	3%	17.5%	17.5%	0.11	3.51
SGRO.L	SEGRO PLC	9%	14.0%	11.1%	0.05	0.35
SVT.L	Severn Trent PLC	3%	34.4%	8.4%	0.21	0.67
SHP.L	Shire PLC	2%	5.2%	4.0%	0.21	0.98
SKYB.L	Sky PLC	4%	19.1%	7.0%	0.72	0.96
SN.L	Smith & Nephew PLC	12%	21.3%	15.7%	0.63	2.18
SMIN.L	Smiths Group PLC	12%	30.1%	18.1%	0.68	2.34

SKG.L	Smurfit Kappa Group PLC	4%	17.2%	9.9%	0.95	1.21
SSE.L	SSE PLC	6%	24.9%	10.0%	1.37	1.15
SJP.L	St. James's Place PLC	0%	11.9%	0.0%	0.18	-
STAN.L	Standard Chartered PLC	0%	0.7%	0.0%	0.02	-
SLA.L	Standard Life Aberdeen PLC	0%	10.0%	0.0%	0.1	-
TW.L	Taylor Wimpey PLC	11%	20.1%	19.4%	0.8	3.27
TSCO.L	Tesco PLC	1%	8.3%	4.7%	1.22	0.79
TUIT.L	TUI AG	5%	23.0%	15.3%	1.29	0.66
ULVR.L	Unilever PLC	10%	37.7%	39.9%	0.97	0.84
UU.L	United Utilities Group PLC	3%	15.7%	6.2%	0.14	0.72
VOD.L	Vodafone Group PLC	0%	-0.1%	0.9%	0.31	0.96
WTB.L	Whitbread PLC	10%	18.5%	14.0%	0.68	0.59
MRW.L	WM Morrison Supermarkets PLC	4%	8.8%	7.3%	1.75	0.48
WPG.L	Worldpay Group PLC	2%	18.2%	8.4%	0.17	1.02
WPP.L	WPP PLC	5%	19.5%	11.9%	0.46	0.99

Table 12 : Dataset for board members

Ticker	Name	Position	Age	Gender	Educational level	Skill profile	Race	Network	Nationality
AAL.L	Anne Stevens	Non-Executive Independent Director	69	Female	Doctorate	Generalist	Caucasian	Multiple boards	Unknown
AAL.L	Byron Grote	Non-Executive Independent Director	69	Male	Doctorate	Technical	Caucasian	Multiple boards	Unknown
AAL.L	Ian Ashby	Non-Executive Director	60	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
AAL.L	Jack Thompson	Non-Executive Independent Director	67	Male	Doctorate	Technical	Caucasian	Single board	Unknown
AAL.L	Jim Rutherford	Non-Executive Independent Director	58	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
AAL.L	Mark Cutifani	Chief Executive, Executive Director	59	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
AAL.L	Nolitha Fakude	Non-Executive Director	53	Female	Bachelor's degree	Generalist	Non-Caucasian	Multiple boards	Unknown
AAL.L	Sir Philip Hampton	Senior Non-Executive Independent Director	64	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
AAL.L	Stephen Pearce	Finance Director, Executive Director	53	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
ABF.L	Charles Sinclair	Non-Executive Chairman of the Board	69	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
ABF.L	Emma Adamo	Non-Executive Director	54	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
ABF.L	George Weston	Chief Executive, Executive Director	53	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
ABF.L	Javier Ferran	Independent Non-Executive Director	61	Male	Doctorate	Financial	Caucasian	Multiple boards	Non-British
ABF.L	John Bason	Finance Director, Executive Director	60	Male	Master's Degree	Financial	Caucasian	Multiple boards	British
ABF.L	Richard Reid	Non-Executive Independent Director	61	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
ABF.L	Ruth Cairnie	Non-Executive Independent Director	63	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
ABF.L	Timothy (Tim) Clarke	Senior Independent Non-Executive Director	60	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
ABF.L	Wolfhart Hauser	Non-Executive Director	67	male	Doctorate	Generalist	Caucasian	Multiple boards	Non-British
ADML.L	Annette Court	Non-Executive Chairman of the Board	55	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
ADML.L	Colin Holmes	Senior Independent Non-Executive Director	52	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
ADML.L	David Stevens , CBE	Chief Executive Officer, Executive Director	55	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
ADML.L	Geraint Jones	Chief Financial Officer, Executive Director	41	Male	Bachelor's degree	Financial	Caucasian	Single board	Unknown
ADML.L	Jean Park	Independent Non-Executive Director	63	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
ADML.L	Justine (CBE) Roberts	Non-Executive Independent Director	50	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
ADML.L	Manning Rountree	Independent Non-Executive Director	45	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown

ADML.L	Owen Clarke	Non-Executive Independent Director	54	Male	Unknown	Financial	Caucasian	Multiple boards	Unknown
AHT.L	Brendan Horgan	Chief Executive of Sunbelt Rentals Inc., Executive Director	57	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Non-British
AHT.L	Christopher Cole	Non-Executive Chairman of the Board	71	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
AHT.L	Geoffrey (Geoff) Drabble	Chief Executive, Executive Director	58	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
AHT.L	Ian Sutcliffe	Senior Independent Non-Executive Director	56	Male	Unknown	Technical	Caucasian	Multiple boards	Unknown
AHT.L	Lucinda Riches	Independent Non-Executive Director	55	Female	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
AHT.L	Sat Dhaiwal	Chief Executive of A-Plant, Executive Director	48	Male	No Degree	Technical	Non-Caucasian	Single board	British
AHT.L	Suzanne Wood	Finance Director, Executive Director	56	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	Non-British
AHT.L	Tanya Fratto	Non-Executive Director	56	Female	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
AHT.L	Wayne Edmunds	Independent Non-Executive Director	61	Male	Master's Degree	Financial	Caucasian	Multiple boards	Non-British
ANTO.L	Andronico Luksic Lederer	Vice President - Development	63	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
ANTO.L	Francisca Castro	Non-Executive Independent Director	55	Female	Master's Degree	Technical	Caucasian	Single board	Unknown
ANTO.L	Gonzalo Menendez	Non-Executive Director	68	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Non-British
ANTO.L	Jean-Paul Luksic Fontbona	Non-Executive Chairman	53	Male	Bachelor's degree	Generalist	Caucasian	Single board	Non-British
ANTO.L	Jorge Bande	Non-Executive Independent Director	65	Male	Master's Degree	Technical	Caucasian	Multiple boards	Unknown
ANTO.L	Juan Claro	Non-Executive Director	66	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
ANTO.L	Manuel (Ollie Oliveira) De Sousa-Oliveira	Senior Independent Non-Executive Director	65	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Non-British
ANTO.L	Ramon Jara	Non-Executive Director	63	Male	Master's Degree	Technical	Caucasian	Multiple boards	Unknown
ANTO.L	Timothy (Tim) Baker	Non-Executive Independent Director	65	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
ANTO.L	Vivianne Blanlot	Non-Executive Independent Director	62	Female	Master's Degree	Technical	Caucasian	Multiple boards	Unknown
ANTO.L	William (Bill) Hayes	Non-Executive Director	72	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
AV.L	Andy Briggs	Executive Director, Chief Executive - UK Insurance	51	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
AV.L	Belen Garcia	Independent Non-Executive Director	52	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	Non-British
AV.L	Claudia Arney	Non-Executive Independent Director	46	Female	Master's Degree	Technical	Caucasian	Multiple boards	Unknown
AV.L	Glyn Barker	Senior Independent Non-Executive Director	63	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
AV.L	Keith Williams	Independent Non-Executive Director	61	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
AV.L	Mark Wilson	Group Chief Executive Officer, Executive Director	51	Male	Bachelor's degree	Generalist	Caucasian	Single board	Non-British
AV.L	Maurice Tulloch	Executive Director	48	Male	Master's Degree	Generalist	Caucasian	Single board	Unknown

AV.L	Michael (Mike) Hawker	Independent Non-Executive Director	58	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Non-British
AV.L	Michael Mire	Independent Non-Executive Director	69	Male	Master's Degree	Financial	Caucasian	Multiple boards	British
AV.L	Patricia Cross	Independent Non-Executive Director	58	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	Non-British
AV.L	Sir Adrian Montague , CBE	Chairman of the Board	69	male	Master's Degree	Generalist	Caucasian	Multiple boards	British
AV.L	Tom Stoddard	Chief Financial Officer, Executive Director	51	Male	Master's Degree	Financial	Caucasian	Single board	Unknown
AZN.L	Genevieve Berger	Non-Executive Independent Director	62	Female	Doctorate	Technical	Caucasian	Multiple boards	Unknown
AZN.L	Graham Chipchase	Non-Executive Independent Director	53	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
AZN.L	Leif Johansson	Independent Non-Executive Chairman of the Board	66	Male	Master's Degree	Technical	Caucasian	Multiple boards	Unknown
AZN.L	Marc Dunoyer	Executive Director, Chief Financial Officer	64	Male	Master's Degree	Generalist	Caucasian	Single board	Unknown
AZN.L	Marcus Wallenberg	Non-Executive Director	61	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Non-British
AZN.L	Nazneen Rahman	Non-Executive Director	50	Female	Doctorate	Technical	Non-Caucasian	Multiple boards	British
AZN.L	Pascal Soriot	Executive Director and Chief Executive Officer	57	Male	Master's Degree	Technical	Caucasian	Single board	Unknown
AZN.L	Philip Broadley	Director	53	Male	Master's Degree	Technical	Caucasian	Multiple boards	Unknown
AZN.L	Rudolph (Rudy) Markham	Senior Non-Executive Independent Director	71	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
AZN.L	Shriti Vadera	Non-Executive Independent Director	54	Female	Master's Degree	Financial	Non-Caucasian	Multiple boards	Unknown
BAB.L	Archie Bethel , CBE	Chief Executive, Executive Director	64	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
BAB.L	Franco Martinelli	Group Finance Director, Executive Director	55	Male	Professional	Financial	Caucasian	Single board	Unknown
BAB.L	Ian Duncan	Independent Non-Executive Director	56	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
BAB.L	Jeff Randall	Independent Non-Executive Director	63	Male	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
BAB.L	John Davies	Chief Executive - Support Services division, Executive Director	54	Male	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
BAB.L	Michael (Mike) Turner , CBE	Non-Executive Chairman of the Board	68	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
BAB.L	Myles Lee	Independent Non-Executive Director	63	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
BAB.L	Prof. Victoire de Margerie	Independent Non-Executive Director	53	Female	Doctorate	Generalist	Caucasian	Multiple boards	French
BAB.L	Sir David Omand	Senior Independent Non-Executive Director	70	Male	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
BAB.L	William (Bill) Tame	Chief Executive - International division, Executive Director	63	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
BAES.L	Charles Woodburn	Chief Executive, Executive Director	45	Male	Doctorate	Technical	Caucasian	Single board	Unknown
BAES.L	Chris Grigg	Non-Executive Independent Director	58	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
BAES.L	Elizabeth Corley , CBE	Non-Executive Independent Director	61	Female	Professional	Financial	Caucasian	Multiple boards	Unknown

BAES.L	Gerard (Jerry) DeMuro , Jr.	President and Chief Executive Officer of BAE Systems, Inc.; Executive Director	61	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Non-British
BAES.L	Harriet Green , OBE	Non-Executive Independent Director	54	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
BAES.L	Ian Tyler	Non-Executive Independent Director	56	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
BAES.L	Nicholas (Nick) Rose	Senior Non-Executive Independent Director	59	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
BAES.L	Paula Reynolds	Non-Executive Independent Director	60	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	Non-British
BAES.L	Peter Lynas	Group Finance Director, Executive Director	58	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
BAES.L	Sir Roger Carr	Non-Executive Chairman of the Board	69	Male	Bachelor's Degree	Generalist	Caucasian	Single board	British
BARC.L	Crawford Gillies	Non-Executive Independent Director	60	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
BARC.L	Dambisa Moyo	Non-Executive Independent Director	48	Female	Doctorate	Generalist	Non-Caucasian	Multiple boards	Unknown
BARC.L	Diane Schueneman	Non-Executive Independent Director	65	Female	Unknown	Generalist	Caucasian	Multiple boards	Unknown
BARC.L	James (Jes) Staley	Group Chief Executive Officer, Executive Director	61	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Non-British
BARC.L	John McFarlane , OBE	Non-Executive Independent Chairman of the Board	69	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
BARC.L	Mary Francis , CBE	Non-Executive Independent Director	68	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
BARC.L	Michael (Mike) Ashley	Non-Executive Independent Director	62	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
BARC.L	Reuben Jeffery , III	Non-Executive Independent Director	63	Male	Master's Degree	Financial	Caucasian	Multiple boards	Non-British
BARC.L	Sir Gerald (Gerry) Grimstone	Senior Non-Executive Independent Deputy Chairman of the Board	62	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
BARC.L	Sir Ian Cheshire	Non-Executive Chairman of the Board - Designate	57	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
BARC.L	Timothy (Tim) Breedon	Non-Executive Independent Director	59	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
BARC.L	Tushar Morzaria	Group Finance Director, Executive Director	48	Male	Bachelor's degree	Financial	Non-Caucasian	Single board	Unknown
BATS.L	Ann Godbehere	Non-Executive Independent Director	62	Female	Professional	Financial	Caucasian	Multiple boards	British
BATS.L	Dimitri Panayotopoulos	Non-Executive Director	65	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
BATS.L	Holly Koepfel	Non-Executive Independent Director	58	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
BATS.L	J. Ben Stevens	Finance Director, Executive Director	57	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
BATS.L	Kieran Poynter	Senior Independent Non-Executive Director	66	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
BATS.L	Lionel Nowell , III	Non-Executive Independent Director	62	Male	Bachelor's degree	Generalist	Non-Caucasian	Multiple boards	Non-British
BATS.L	Luc Jobin	Non-Executive Independent Director	58	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
BATS.L	Marion Helmes	Non-Executive Director	52	Female	Doctorate	Generalist	Caucasian	Multiple boards	Unknown



BATS.L	Nicandro Durante	Chief Executive, Executive Director	61	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Non-British
BATS.L	Pedro Malan	Non-Executive Director	74	Male	Doctorate	Generalist	Caucasian	Multiple boards	Non-British
BATS.L	Richard Burrows	Non-Executive Chairman of the Board	71	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Non-British
BATS.L	Savio Kwan	Non-Executive Director	68	Male	Master's Degree	Generalist	Non-Caucasian	Multiple boards	Unknown
BATS.L	Susan (Sue) Farr	Non-Executive Director	61	Female	Unknown	Generalist	Caucasian	Multiple boards	Unknown
BDEV.L	David Thomas	Group Chief Executive, Executive Director	52	Male	Bachelor's degree	Financial	Caucasian	Single board	Unknown
BDEV.L	Jessica Caucasian	Chief Financial Officer, Executive Director	na	Female	Master's Degree	Financial	Caucasian	Single board	Unknown
BDEV.L	Jock Lennox	Non-Executive Director	61	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
BDEV.L	John Allan , CBE	Non-Executive Chairman of the Board	68	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
BDEV.L	Nina Bibby	Non-Executive Director	52	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
BDEV.L	Richard Akers	Senior Independent Non-Executive Director	54	Male	Master's Degree	Technical	Caucasian	Multiple boards	Unknown
BDEV.L	Steven Boyes	Deputy Chief Executive Officer, Chief Operating Officer	57	Male	Unknown	Generalist	Caucasian	Single board	Unknown
BDEV.L	Tessa Bamford	Non-Executive Director	58	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	British
BDEV.L	Tina Bains	Group Company Secretary	na	Female	Bachelor's degree	Technical	Non-Caucasian	Single board	Unknown
BKGH.L	Adrian Li	Non-Executive Independent Director	44	Male	Master's Degree	Technical	Non-Caucasian	Multiple boards	Unknown
BKGH.L	Alison Nimmo , CBE	Non-Executive Independent Director	53	Female	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
BKGH.L	Andrew Myers	Non-Executive Independent Director	53	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
BKGH.L	Anthony (Tony) Pidgley , CBE	Group Executive Chairman of the Board	70	Male	Unknown	Generalist	Caucasian	Multiple boards	British
BKGH.L	Diana Brightmore-Armour	Non-Executive Independent Director	63	Female	Professional	Financial	Caucasian	Multiple boards	Unknown
BKGH.L	Glyn Barker	Non-Executive Independent Director	64	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
BKGH.L	Karl Caucasianman	Executive Director	52	Male	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
BKGH.L	Peter Vernon	Non-Executive Director	57	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
BKGH.L	Richard Stearn	Finance Director	48	Male	Bachelor's degree	Financial	Caucasian	Single board	Unknown
BKGH.L	Rob Perrins	Group Chief Executive Officer, Executive Director	52	Male	Bachelor's degree	Financial	Caucasian	Single board	Unknown
BKGH.L	Sean Ellis	Executive Director	na	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
BKGH.L	Sir John Armitt , CBE	Non-Executive Deputy Chairman of the Board, Senior Independent Director	71	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
BKGH.L	Veronica Wadley	Non-Executive Independent Director	65	Female	No Degree	Generalist	Caucasian	Multiple boards	Unknown
BLND.L	Aubrey Adams	Independent Non-Executive Director	67	Male	Unknown	Financial	Caucasian	Multiple boards	British

BLND.L	Charles Maudsley	Head - Retail and Leisure, Executive Director	--	Male	Unknown	Generalist	Caucasian	Single board	Unknown
BLND.L	Chris Grigg	Chief Executive, Executive Director	58	Male	Bachelor's degree	Financial	Caucasian	Single board	British
BLND.L	John Gildersleeve	Non-Executive Chairman of the Board	73	Male	No Degree	Generalist	Caucasian	Multiple boards	British
BLND.L	Laura Wade-Gery	Non-Executive Director	48	Female	Unknown	Generalist	Caucasian	Multiple boards	British
BLND.L	Lord Nicholas (Nick) Macpherson	Non-Executive Director	58	Male	Master's Degree	Financial	Caucasian	Multiple boards	British
BLND.L	Lucinda Bell	Chief Financial Officer, Executive Director	--	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	British
BLND.L	Preben Prebensen	Non-Executive Director	--	Male	Unknown	Generalist	Caucasian	Single board	British
BLND.L	Prof. Lynn Gladden , CBE	Non-Executive Director	55	female	Doctorate	Generalist	Caucasian	Single board	British
BLND.L	Tim Score	Non-Executive Director	54	Male	Professional	Financial	Caucasian	Multiple boards	British
BLND.L	William (Ellis) Jackson	Senior Non-Executive Independent Director	49	Male	Doctorate	Financial	Caucasian	Multiple boards	British
BLT.L	Andrew Mackenzie	Executive Chairman of the Board, Chief Executive Officer	60	Male	Doctorate	Generalist	Caucasian	Multiple boards	British
BLT.L	Anita Frew	Non-Executive Independent Director	60	Female	Master's Degree	Financial	Caucasian	Multiple boards	British
BLT.L	Arnoud Balhuizen	President - Marketing and Supply	48	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
BLT.L	Carolyn Hewson	Non-Executive Independent Director	62	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
BLT.L	John Mogford	Non-Executive Independent Director	64	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
BLT.L	Kenneth (Ken) MacKenzie	Independent Non-Executive Chairman of the Board	53	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
BLT.L	Lindsay Maxsted	Non-Executive Independent Director	63	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
BLT.L	Peter Beaven	Chief Financial Officer	50	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
BLT.L	Shriti Vadera	Senior Non-Executive Independent Director	55	Female	Master's Degree	Financial	Non-Caucasian	Multiple boards	British
BLT.L	Wayne Murdy , CPA	Non-Executive Independent Director	73	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
BNZL.L	Brian May	Finance Director, Executive Director	52	Male	Master's Degree	Financial	Caucasian	Multiple boards	British
BNZL.L	Eugenia Ulasewicz	Non-Executive Independent Director	63	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
BNZL.L	Frank van Zanten	Chief Executive, Executive Director	50	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Dutch
BNZL.L	Jean-Charles Pauze	Non-Executive Independent Director	70	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	French
BNZL.L	Lloyd Pitchford	Non-Executive Independent Director	45	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
BNZL.L	Patrick Larmon	President and Chief Executive Officer, North America, Executive Director	64	Male	Master's Degree	Generalist	Caucasian	Multiple boards	American
BNZL.L	Philip Rogerson	Non-Executive Chairman of the Board	72	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
BNZL.L	Stephan Nanninga	Non-Executive Director	60	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Dutch

BNZL.L	Vanda Murray	Senior Independent Non-Executive Director	56	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
BP.L	Adm. Frank (Skip) Bowman	Non-Executive Independent Director	72	Male	Master's Degree	Technical	Caucasian	Multiple boards	American
BP.L	Alan Boeckmann	Non-Executive Independent Director	68	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	American
BP.L	Brendan Nelson	Non-Executive Independent Director	67	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
BP.L	Brian Gilvary	Group Chief Financial Officer, Executive Director	55	Male	Doctorate	Financial	Caucasian	Multiple boards	British
BP.L	Carl-Henric Svanberg	Non-Executive Chairman of the Board	65	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Swedish
BP.L	Ian Davis	Non-Executive Independent Director	66	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
BP.L	John O'Higgins	non-executive director	53	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
BP.L	melody meyer	independent non executive director	59	Female	Master's Degree	Generalist	Caucasian	Multiple boards	American
BP.L	Nils Andersen	Non-Executive Independent Director	58	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Danish
BP.L	Paul Anderson	Non-Executive Independent Director	72	Male	Master's Degree	Generalist	Caucasian	Multiple boards	American
BP.L	Paula Reynolds	Non-Executive Independent Director	60	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	American
BP.L	Prof. Dame Dowling	Non-Executive Independent Director	64	Female	Doctorate	Technical	Caucasian	Multiple boards	British
BP.L	Robert (Bob) Dudley	Group Chief Executive, Executive Director	62	Male	Master's Degree	Generalist	Caucasian	Multiple boards	American and British
BP.L	Sir John Sawers	Non-Executive Independent Director	61	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
BRBY.L	Christopher Bailey	President and Chief Creative Officer, Executive Director	46	Male	Bachelor's degree	Technical	Caucasian	Single board	British
BRBY.L	Dame Carolyn McCall	Non-Executive Director	56	Female	Master's Degree	Generalist	Caucasian	Single board	British
BRBY.L	Fabiola Arredondo de Vara	Non-Executive Director	50	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
BRBY.L	Ian Carter	Non-Executive Independent Director	55	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
BRBY.L	Jeremy Darroch	Senior Non-Executive Independent Director	54	Male	Unknown	Financial	Caucasian	Multiple boards	British
BRBY.L	Julie Brown	Chief Financial Officer, Chief Operating Officer, Director	55	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
BRBY.L	Marco Gobetti	Chief Executive Officer, Director	--	Male	Master's Degree	Generalist	Caucasian	Single board	Italian
BRBY.L	Matthew Key	Non-Executive Director	54	Male	Bachelor's degree	Generalist	Caucasian	Single board	British
BRBY.L	Ronald (Ron) Frasch	Non-Executive Director	68	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
BRBY.L	Sir John Peace	Non-Executive Chairman of the Board	68	male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
BRBY.L	Stephanie George	Non-Executive Independent Director	60	Female	Unknown	Generalist	Caucasian	Multiple boards	Unknown
BT.L	Dan Fitz	Group General Counsel, Company Secretary	56	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
BT.L	Gavin Patterson	Chief Executive, Executive Director	49	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British

BT.L	Iain Conn	Independent Non-Executive Director	53	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
BT.L	Isabel Hudson	Independent Non-Executive Director	56	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
BT.L	Jan Du Plessis	Non-Executive Director	63	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
BT.L	Jasmine Whitbread	Independent Non-Executive Director	53	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	British and Swiss
BT.L	Karen Richardson	Independent Non-Executive Director	54	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	American
BT.L	Michael Inglis	Independent Non-Executive Director	56	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
BT.L	Nicholas (Nick) Rose	Independent Non-Executive Director	59	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
BT.L	Simon Lowth	Group Finance Director, Executive Director	54	Male	Master's Degree	Financial	Caucasian	Multiple boards	British
BT.L	Timotheus (Tim) Hottges	Non-independent Non-Executive Director	54	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	German
BT.L	Tony Ball	Independent Non-Executive Director	60	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
CCH.L	Ahmet Bozer	Non-Executive Director	55	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Turkish and American
CCH.L	Alexandra Papalexopoulou	Non-Executive Independent Director	--	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
CCH.L	Anastasios Leventis	Non-Executive Director	--	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
CCH.L	Anastassis David	Non-Executive Chairman of the Board	46	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
CCH.L	Charlotte Boyle	Non-Executive Independent Director	--	Female	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
CCH.L	Christo Leventis	Non-Executive Director	--	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
CCH.L	John Sechi	Non-Executive Independent Director	--	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
CCH.L	Jose (Pacho) Reyes Lagunes	Non-Executive Director	65	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
CCH.L	Olusola Adejoke (Sola) David-Borha	Non-Executive Independent Director	--	Female	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
CCH.L	Reto Francioni	Senior Independent Non-Executive Director	--	Male	Doctorate	Financial	Caucasian	Multiple boards	Unknown
CCH.L	Robert Rudolph	Non-Executive Director	--	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
CCH.L	William (Bill) Douglas , III	Non-Executive Independent Director	55	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
CCL.L	Arnold Donald	President, Chief Executive Officer, Director	62	Male	Master's Degree	Generalist	Non-Caucasian	Multiple boards	American
CCL.L	Debra Kelly-Ennis	Independent Director	60	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
CCL.L	Helen Deeble	Director	55	Female	Bachelor's degree	Financial	Caucasian	Single board	Unknown
CCL.L	Laura Weil	Independent Director	60	Female	Master's Degree	Financial	Caucasian	Multiple boards	American
CCL.L	Micky Arison	Chairman of the Board	67	Male	No Degree	Generalist	Caucasian	Multiple boards	Israeli and American
CCL.L	Randall Weisenburger	Independent Director	59	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown

CCL.L	Richard Glasier	Independent Director	71	Male	Master's Degree	Financial	Caucasian	Single board	Unknown
CCL.L	Sir John Parker	Independent Director	74	male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
CCL.L	Sir Jonathon Band	Independent Director	67	Male	Bachelor's degree	Technical	Caucasian	Single board	British
CCL.L	Stuart Subotnick	Independent Director	75	Male	Master's Degree	Financial	Caucasian	Multiple boards	American
CNA.L	Carlos Pascual	Non-Executive Independent Director	58	Male	Master's Degree	Generalist	Caucasian	Single board	Unknown
CNA.L	Iain Conn	Chief Executive Officer, Executive Director	53	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
CNA.L	Jeff Bell	Group Chief Financial Officer, Executive Director	--	Male	Unknown	Financial	Caucasian	Single board	Unknown
CNA.L	Joan Gillman	Non-Executive Independent Director	53	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
CNA.L	Lesley Knox	Independent Non-Executive Director	63	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
CNA.L	Margherita Della Valle	Independent Non-Executive Director	50	Female	Unknown	Generalist	Caucasian	Multiple boards	Unknown
CNA.L	Mark Hanafin	Chief Executive - Centrica Business, Executive Director	57	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
CNA.L	Mark Hodges	Chief Executive - Centrica Consumer, Executive Director	51	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
CNA.L	Richard (Rick) Haythornthwaite	Non-Executive Chairman of the Board	60	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
CNA.L	Scott Wheway	Non-Executive Independent Director	51	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
CNA.L	Stephen (Steve) Pusey	Non-Executive Independent Director	55	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
CNA.L	Stephen Hester	Senior Independent Non-Executive Director	57	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
CPG.L	Carol Arrowsmith	Non-Executive Independent Director	63	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
CPG.L	Dominic Blakemore	Deputy Chief Executive Officer, Executive Director	48	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
CPG.L	Donald (Don) Robert	Senior Independent Non-Executive Director	58	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	American
CPG.L	Gary Green	Group Chief Operating Officer, North America and Executive Director	59	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
CPG.L	Ireena Vittal	Non-Executive Director	48	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Indian
CPG.L	John Bason	Independent Non-Executive Director	60	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
CPG.L	Johnny Thomson	Group Finance Director, Executive Director	44	Male	Master's Degree	Financial	Caucasian	Multiple boards	Scottish
CPG.L	Mark Caucasian	General Counsel, Company Secretary	56	Male	Master's Degree	Technical	Caucasian	Multiple boards	British
CPG.L	Nelson Silva	Non-Executive Director	62	Male	Master's Degree	Generalist	Caucasian	Single board	Brazilian
CPG.L	Paul Walsh	Non-Executive Chairman of the Board	62	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
CPG.L	Richard Cousins	Group Chief Executive, Executive Director	58	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
CPG.L	Stefan Bomhard	Non-Executive Director	49	Male	Doctorate	Generalist	Caucasian	Multiple boards	Unknown

CRDA.L	Alan Ferguson	Non-Executive Independent Director	59	Male	Professional	Financial	Caucasian	Multiple boards	British
CRDA.L	Anita Frew	Non-Executive Chairman of the Board	59	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
CRDA.L	Helena Ganczakowski	Non-Executive Director	--	Male	Doctorate	Generalist	Caucasian	Multiple boards	Unknown
CRDA.L	Jeremy (Jez) Maiden	Group Finance Director, Executive Director	55	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
CRDA.L	Keith Layden	Non-Executive Director	57	Male	Unknown	Generalist	Caucasian	Multiple boards	British
CRDA.L	P. (Nigel) Turner	Senior Independent Non-Executive Director	67	Male	Unknown	Generalist	Caucasian	Multiple boards	British
CRDA.L	Steve Foots	Group Chief Executive, Executive Director	49	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
CRDA.L	Steve Williams	Non-Executive Independent Director	70	Male	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
CRDA.L	Tom Brophy	Group General Counsel and Company Secretary	--	Male	Master's Degree	Technical	Caucasian	Single board	British
CRH.L	Albert Manifold	Chief Executive Officer, Executive Director	54	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Irish
CRH.L	Donald (Don) McGovern , Jr.	Senior Non-Executive Independent Director	66	Male	Master's Degree	Generalist	Caucasian	Multiple boards	American
CRH.L	Ernst Bartschi	Non-Executive Director	65	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Swiss
CRH.L	Gillian Platt	Non-Executive Director	62	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Canadian
CRH.L	Heather McSharry	Non-Executive Director	55	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Irish
CRH.L	Henk Rottinghuis	Non-Executive Director	61	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Dutch
CRH.L	Lucinda Riches	Non-Executive Director	55	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
CRH.L	Nicky Hartery	Non-Executive Chairman of the Board	65	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Irish
CRH.L	Patrick (Pat) Kennedy	Non-Executive Director	63	Male	Master's Degree	Generalist	Caucasian	Single board	Irish
CRH.L	Senan Murphy	Finance Director, Executive Director	48	Male	Master's Degree	Financial	Caucasian	Single board	irish
CRH.L	William (Bill) Teuber , Jr.	Non-Executive Director	65	Male	Master's Degree	Generalist	Caucasian	Multiple boards	American
CTEC.L	Frank Schulkes	Chief Financial Officer - Designate	55	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
CTEC.L	Jesper Ovesen	Non-Executive Independent Director	60	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Dutch
CTEC.L	Kasim Kutay	Non-Executive Director	52	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
CTEC.L	Margaret Ewing	Non-Executive Director	62	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
CTEC.L	Paul Moraviec	Chief Executive Officer, Executive Director	58	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
CTEC.L	Regina Benjamin , M.D.	Non-Executive Director	60	Female	Master's Degree	Generalist	Non-Caucasian	Multiple boards	American
CTEC.L	Rick Anderson	Non-Executive Independent Director	56	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
CTEC.L	Ros Rivaz	Non-Executive Director	61	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
CTEC.L	Sir Christopher Gent	Chairman of the Board	68	Male	No Degree	Generalist	Caucasian	Multiple boards	British

CTEC.L	Steve Holliday	Senior Independent Non-executive Deputy Chairman of the Board	60	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
DCC.L	Cormac McCarthy	Non-Executive Director	54	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
DCC.L	David Jukes	Non-Executive Director	58	Male	Unknown	Generalist	Caucasian	Multiple boards	British
DCC.L	Donal Murphy	Chief Executive, Executive Director	51	Male	Master's Degree	Generalist	Caucasian	Single board	Irish
DCC.L	Emma FitzGerald	Non-Executive Director	50	Female	Doctorate	Generalist	Caucasian	Multiple boards	British
DCC.L	Fergal O'Dwyer	Chief Financial Officer, Executive Director	57	Male	Unknown	Generalist	Caucasian	Multiple boards	British
DCC.L	Jane Lodge	Non-Executive Independent Director	62	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
DCC.L	John Moloney	Non-Executive Chairman of the Board	63	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Irish
DCC.L	Leslie Van de Walle	Non-Executive Independent Director	61	Male	Master's Degree	Generalist	Caucasian	Multiple boards	French
DCC.L	Pamela (Pam) Kirby	Non-Executive Director	63	Female	Doctorate	Generalist	Caucasian	Multiple boards	British
DGE.L	Alan Stewart	Non-Executive Director	56	Male	Unknown	Financial	Caucasian	Multiple boards	British
DGE.L	Betsy Holden	Non-Executive Independent Director	61	Female	Master's Degree	Generalist	Caucasian	Multiple boards	American
DGE.L	David Harlock	General Counsel Corporate Centre, Company Secretary	55	Male	Unknown	Generalist	Caucasian	Single board	Unknown
DGE.L	Kathryn Mikells	Chief Financial Officer, Executive Director	51	Female	Master's Degree	Financial	Caucasian	Multiple boards	American
DGE.L	Kwon Ping Ho	Non-Executive Director	65	Male	Master's Degree	Generalist	Non-Caucasian	Multiple boards	Singaporean
DGE.L	Lord Evan Davies	Senior Non-Executive Independent Director	65	Male	Unknown	Generalist	Caucasian	Multiple boards	British
DGE.L	Nicola Mendelsohn	Non-Executive Director	44	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
DGE.L	Peggy Bruzelius	Non-Executive Independent Director	68	Female	Doctorate	Generalist	Caucasian	Multiple boards	German
DLGD.L	Andrew Palmer	Non-Executive Independent Director	63	Male	Professional	Generalist	Caucasian	Multiple boards	British
DLGD.L	Anthony (John) Reizenstein	Chief Financial Officer, Executive Director	59	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
DLGD.L	Clare Thompson	Non-Executive Independent Director	62	Female	Unknown	Generalist	Caucasian	Multiple boards	British
DLGD.L	Danuta Gray	Non-Executive Director	58	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
DLGD.L	Jane Hanson	Non-Executive Independent Director	49	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	British
DLGD.L	Michael (Mike) Biggs	Non-Executive Chairman of the Board	63	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
DLGD.L	Mike Holliday-Williams	Managing Director - Personal Lines, Executive Director	47	Male	Master's Degree	Generalist	Caucasian	Single board	British
DLGD.L	Paul Geddes	Chief Executive Officer, Executive Director	47	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
DLGD.L	Penny James	Chief Financial Officer - Designate	47	Female	Professional	Financial	Caucasian	Multiple boards	British
DLGD.L	Richard Ward	Senior Independent Non-Executive Director	59	Male	Doctorate	Financial	Caucasian	Multiple boards	British

DLGD.L	Sebastian James	Non-Executive Independent Director	51	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
EXP.N.L	Brian Cassin	Chief Executive Officer, Executive Director	49	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
EXP.N.L	Caroline Donahue	Non-Executive Independent Director	56	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
EXP.N.L	Deirdre Mahlan	Independent Non-Executive Director	53	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
EXP.N.L	Donald (Don) Robert	Chairman of the Board	57	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	American
EXP.N.L	George Rose	Senior Independent Non-Executive Deputy Chairman of the Board	65	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
EXP.N.L	Kerry Williams	Chief Operating Officer, Executive Director	54	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
EXP.N.L	Lloyd Pitchford	Chief Financial Officer, Executive Director	45	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
EXP.N.L	Luiz Fleury	Independent Non-Executive Director	60	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
EXP.N.L	Paul Walker	Independent Non-Executive Director	59	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
EXP.N.L	Roger Davis	Independent Non-Executive Director	60	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
EZJ.L	Adele Anderson	Independent Non-Executive Director	52	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
EZJ.L	Andreas Bierwirth	Independent Non-Executive Director	45	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
EZJ.L	Andrew Findlay	Chief Financial Officer, Executive Director	--	Male	Bachelor's degree	Financial	Caucasian	Single board	British
EZJ.L	Andy Martin	Independent Non-Executive Director	57	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
EZJ.L	Charles Gurassa	Non-Executive Deputy Chairman of the Board, Senior Independent Director	61	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
EZJ.L	johan lundgren	chief executive officer	50	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
EZJ.L	John Barton	Non-Executive Chairman of the Board	73	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
EZJ.L	Keith hamill	independent non-executive director	71	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
EZJ.L	moya green	independent non executive director	63	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
FERG.L	Alan Murray	Senior Non-Executive Independent Director	63	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
FERG.L	Darren Shapland	Non-Executive Independent Director	50	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
FERG.L	Gareth Davis	Chairman of the Board	67	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
FERG.L	Graham Middlemiss	Company Secretary	--	Male	Unknown	Technical	Caucasian	Single board	Unknown
FERG.L	Jacky Simmonds	Non-Executive Independent Director	54	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
FERG.L	John Daly	Non-Executive Independent Director	60	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
FERG.L	John Martin	Group Chief Executive, Executive Director	51	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown



FERG.L	Kevin Murphy	Chief Executive Officer - USA, Director	--	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
FERG.L	Mike Powell	Group Chief Financial Officer, Director	49	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
FERG.L	Nadia Shouraboura	Non-Executive Independent Director	46	Female	Doctorate	Generalist	Caucasian	Multiple boards	Unknown
FERG.L	Pilar Lopez	Non-Executive Independent Director	47	Female	Unknown	Generalist	Caucasian	Multiple boards	Unknown
FERG.L	Tessa Bamford	Non-Executive Independent Director	58	Female	Unknown	Generalist	Caucasian	Multiple boards	Unknown
FRES.L	Alberto Bailleres Gonzalez	Non-Executive Chairman of the Board	86	Male	Doctorate	Generalist	Caucasian	Multiple boards	Unknown
FRES.L	Alberto Tiburcio	Non-Executive Independent Director	--	Male	Unknown	Generalist	Caucasian	Single board	Unknown
FRES.L	Alejandro Bailleres	Non-Executive Non-independent Director	57	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
FRES.L	Arturo Manuel Fernandez Perez	Non-Executive Non-independent Director	64	Male	Doctorate	Financial	Caucasian	Multiple boards	Unknown
FRES.L	Barbara Garza Laguera	Non-Executive Independent Director	58	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
FRES.L	Charles Jacobs	Senior Independent Non-Executive Director	50	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
FRES.L	Dame Judith Macgregor	Non-Executive Independent Director	--	Female	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
FRES.L	Fernando Ruiz Sahagun	Non-Executive Independent Director	73	Male	Bachelor's degree	Financial	Caucasian	Single board	Unknown
FRES.L	Guy Wilson	Senior Independent Non-Executive Director	68	Male	Unknown	Financial	Caucasian	Single board	Unknown
FRES.L	Jaime Lomelin Guillen	Non-Executive Non-independent Director	81	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
FRES.L	Jaime Serra Puche	Non-Executive Independent Director	64	Male	Doctorate	Generalist	Caucasian	Multiple boards	Unknown
FRES.L	Juan Bordes Aznar	Non-Executive Non-Independent Director	68	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
GFS.L	Ashley Almanza	Chief Executive Officer, Executive Director	54	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
GFS.L	Barbara Thoralfsson	Non-Executive Director	58	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
GFS.L	Clare Spottiswoode , CBE	Independent Non-Executive Director	64	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
GFS.L	John Connolly	Non-Executive Independent Chairman of the Board	66	Male	Professional	Generalist	Caucasian	Multiple boards	British
GFS.L	John Daly	Non-Executive Director	60	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
GFS.L	Kin (Winnie) Wah Fok	Independent Non-Executive Director	61	Female	Bachelor's degree	Generalist	Non-Caucasian	Multiple boards	Unknown
GFS.L	Paul Spence	Independent Non-Executive Director	58	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
GFS.L	Steven (Steve) Mogford	Senior Non-Executive Independent Director	59	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
GFS.L	Tim Weller	Chief Financial Officer, Executive Director	54	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
GKN.L	Angus Cockburn	Non-Executive Independent Director	54	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
GKN.L	Anne Stevens	Non-Executive Director	69	Female	Doctorate	Generalist	Caucasian	Multiple boards	Unknown
GKN.L	Jos Sclater	Group Finance Director	44	Male	Bachelor's degree	Financial	Caucasian	Single board	British

GKN.L	Michael (Mike) Turner , CBE	Non-Executive Chairman of the Board	69	Male	Doctorate	Generalist	Caucasian	Multiple boards	British
GKN.L	Nigel Stein	Chief Executive, Executive Director	61	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
GKN.L	Phil Swash	Chief Executive Driveline, Executive Director	53	Male	Unknown	Generalist	Caucasian	Single board	British
GKN.L	Prof. Richard Parry-Jones , CBE	Senior Non-Executive Independent Director	66	Male	Unknown	Generalist	Caucasian	Multiple boards	British
GKN.L	Shonaid Christina Ross Jemmett-Page	Non-Executive Independent Director	57	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
GKN.L	Tufan Erginbilgic	Non-Executive Independent Director	57	Male	Master's Degree	Generalist	Caucasian	Single board	Unknown
GLEN.L	Anthony (Tony) Hayward	Non-Executive Independent Chairman of the Board	59	Male	Doctorate	Generalist	Caucasian	Multiple boards	British
GLEN.L	Ivan Glasenberg	Chief Executive Officer, Executive Director	60	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Australian
GLEN.L	John Mack	Independent Non-Executive Director	73	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	American
GLEN.L	Leonhard Fischer	Independent Non-Executive Director	54	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
GLEN.L	Martin Gilbert , LL.D., M.D.	Non-Executive Independent Director	62	Male	Master's Degree	Financial	Caucasian	Multiple boards	Scottish
GLEN.L	Patrice Merrin	Independent Non-Executive Director	68	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Canadian
GLEN.L	Peter Coates	Non-Executive Director	71	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
GLEN.L	Peter Grauer	Senior Non-Executive Independent Director	71	Male	Master's Degree	Generalist	Caucasian	Multiple boards	American
GSK.L	Emma Walmsley	Chief Executive Officer, Executive Director	48	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
GSK.L	Jesse Goodman	Non-Executive Independent Director	65	Male	Doctorate	Technical	Caucasian	Single board	American
GSK.L	Judy Lewent	Non-Executive Independent Director	68	Female	Master's Degree	Generalist	Caucasian	Multiple boards	American
GSK.L	Laurie Glimcher	Non-Executive Director	66	Female	Master's Degree	Technical	Caucasian	Multiple boards	American
GSK.L	Lynn Elsenhans	Non-Executive Independent Director	60	Female	Master's Degree	Generalist	Caucasian	Multiple boards	American
GSK.L	Manvinder (Vindi) Banga	Senior Non-Executive Independent Director	63	Male	Master's Degree	Generalist	Non-Caucasian	Multiple boards	Indian
GSK.L	Patrick Vallance	President - R&D, Executive Director	56	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	British
GSK.L	Prof. Sir Roy Anderson	Non-Executive Independent Director	69	Male	Doctorate	Technical	Caucasian	Multiple boards	British
GSK.L	Simon Dingemans	Chief Financial Officer, Executive Director	53	Male	Master's Degree	Financial	Caucasian	Single board	British
GSK.L	Sir Philip Hampton	Non-Executive Chairman of the Board	63	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
GSK.L	Urs Rohrer	Non-Executive Independent Director	58	Male	Master's Degree	Financial	Caucasian	Multiple boards	Swiss
GSK.L	Vivienne Cox , CBE	Non-Executive Independent Director	58	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
HMSO.L	Andrew Formica	Non-Executive Director	45	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
HMSO.L	David Atkins	Chief Executive, Executive Director	49	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
HMSO.L	David Tyler	Non-Executive Chairman of the Board	64	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British

HMSO.L	Gwyn Burr	Non-Executive Independent Director	54	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
HMSO.L	Jean-Philippe Mouton	Executive Director	54	Male	No Degree	Generalist	Caucasian	Single board	Unknown
HMSO.L	Judy Gibbons	Non-Executive Independent Director	59	Female	Master's Degree	Technical	Caucasian	Multiple boards	Unknown
HMSO.L	Nicholas Timothy Drakesmith,	Chief Financial Officer, Executive Director	51	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
HMSO.L	Peter Cole	Chief Investment Officer, Executive Director	57	Male	Bachelor's degree	Financial	Caucasian	Single board	Unknown
HMSO.L	Pierre Bouchut	Non-Executive Director	61	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
HMSO.L	Terry Duddy	Senior Non-Executive Independent Director	59	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
HRGV.L	Christopher (Chris) Barling	Senior Non-Executive Independent Director	58	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
HRGV.L	Christopher (Chris) Hill	Chief Executive Officer, Executive Director	44	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
HRGV.L	Fiona Clutterbuck	Non-Executive Independent Director	58	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
HRGV.L	Jayne Styles	Non-Executive Director	--	Female	Master's Degree	Financial	Caucasian	Single board	Unknown
HRGV.L	Michael (Mike) Evans	Non-Executive Chairman of the Board	56	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
HRGV.L	Philip Johnson	Chief Financial Officer, Executive Director	--	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
HRGV.L	Roger Perkin	Non-Executive Independent Director	69	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
HRGV.L	Shirley Garrood	Non-Executive Director	56	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
HRGV.L	Stephen Robertson	Non-Executive Director	63	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
HSBA.L	David Nish	Independent Non-Executive Director	56	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
HSBA.L	Heidi Miller	Independent Non-Executive Director	64	Female	doctorate	Generalist	Caucasian	Multiple boards	Unknown
HSBA.L	Henri de Castries	Non-Executive Independent Director	62	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
HSBA.L	Iain Mackay	Group Finance Director, Executive Director	55	Male	Master's Degree	Financial	Caucasian	Single board	Unknown
HSBA.L	Jackson (Jack) Tai	Independent Non-Executive Director	67	Male	Master's Degree	Financial	Non-Caucasian	Multiple boards	Unknown
HSBA.L	Joachim Faber	Independent Non-Executive Director	67	Male	Doctorate	Generalist	Caucasian	Multiple boards	Unknown
HSBA.L	John Lipsky	Independent Non-Executive Director	70	Male	Doctorate	Financial	Caucasian	Single board	Unknown
HSBA.L	Jonathan (Jon) Symonds , CBE	Senior Independent Non-Executive Director	58	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
HSBA.L	Kathleen Casey	Non-Executive Independent Director	50	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
HSBA.L	Marc Moses	Group Chief Risk Officer, Executive Director	59	Male	Professional	Financial	Caucasian	Single board	Unknown
HSBA.L	Mark Tucker	Non-Executive Group Chairman of the Board	59	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
HSBA.L	Mme. May-Lung (Laura) Cha	Non-Executive Independent Director	67	Female	Doctorate	Financial	Non-Caucasian	Multiple boards	Unknown
HSBA.L	Pauline van der Meer Mohr	Independent Non-Executive Director	57	Female	Unknown	Generalist	Caucasian	Single board	Unknown

HSBA.L	Philip (Phil) Ameen	Independent Non-Executive Director	68	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
HSBA.L	Sir Lord Jonathan Evans	Independent Non-Executive Director	59	Male	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
HSBA.L	Stuart Gulliver	Group Chief Executive, Executive Director	57	Male	Master's Degree	Financial	Caucasian	Single board	Unknown
HSBA.L	Yun Lien (Irene) Lee	Independent Non-Executive Director	63	Female	Bachelor's degree	Financial	Non-Caucasian	Multiple boards	Unknown
ICAG.L	Alberto Miguel Terol Esteban	Non-Executive Independent Director	62	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
ICAG.L	Antonio Vazquez Romero	Non-Executive Independent Chairman of the Board	66	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
ICAG.L	Dame Marjorie Scardino	Non-Executive Independent Director	70	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
ICAG.L	Emilio Saracho de Torres	Non-Executive Independent Director	62	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
ICAG.L	Enrique Dupuy de Lome Chavarri	Chief Financial Officer, Executive Director	--	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
ICAG.L	James Lawrence	Non-Executive Independent Director	65	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
ICAG.L	Kieran Poynter	Non-Executive Independent Director	66	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
ICAG.L	Marc Bolland	Non-Executive Independent Director	68	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
ICAG.L	Maria Fernanda Mejia Campuzano	Non-Executive Independent Director	53	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
ICAG.L	William Walsh	Chief Executive Officer, Executive Director	55	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
IHG.L	Anne Busquet	Independent Non-Executive Director	67	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
IHG.L	Dale Morrison	Senior Independent Non-Executive Director	68	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	American
IHG.L	Gillian (Jill) McDonald	Independent Non-Executive Director	51	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
IHG.L	Ian Dyson	Independent Non-Executive Director	55	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
IHG.L	Jo Harlow	Independent Non-Executive Director	55	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
IHG.L	Keith Barr	Chief Executive Officer, Director	46	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
IHG.L	Luke Mayhew	Independent Non-Executive Director	64	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
IHG.L	Malina Ngai	Independent Non-Executive Director	--	Female	Bachelor's degree	Generalist	Non-Caucasian	Multiple boards	Unknown
IHG.L	Patrick Cescau	Non-Executive Chairman of the Board	69	Male	Master's Degree	Generalist	Caucasian	Multiple boards	French
IHG.L	Paul Edgecliffe-Johnson	Chief Financial Officer, Executive Director		Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
III.L	Caroline Banskzy	Non-Executive Independent Director	63	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
III.L	David Hutchison , OBE	Non-Executive Independent Director	--	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
III.L	Jonathan Asquith	Non-Executive Deputy Chairman of the Board	--	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
III.L	Julia Wilson	Group Finance Director, Executive Director	--	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
III.L	Peter Grosch	Non-Executive Director	62	Male	Unknown	Generalist	Caucasian	Single board	Unknown

III.L	Simon Borrows	Chief Executive, Executive Director	58	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
III.L	Simon Thompson	Non-Executive Chairman of the Board	57	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
III.L	Stephen Daintith	Non-Executive Director	52	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
IMB.L	Alison Cooper	Chief Executive Officer, Executive Director	--	Female	Professional	Generalist	Caucasian	Multiple boards	British
IMB.L	David Haines	Independent Non-Executive Director	56	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
IMB.L	John Downing	Company Secretary	45	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
IMB.L	Karen Witts	Independent Non-Executive Director	47	Female	Master's Degree	Financial	Caucasian	Multiple boards	British
IMB.L	Malcolm Wyman	Independent Non-Executive Director	70	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
IMB.L	Mark Williamson	Non-Executive Chairman of the Board	59	Male	Professional	Financial	Caucasian	Multiple boards	British
IMB.L	Matthew Phillips	Executive Director, Chief Development Officer	46	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
IMB.L	Oliver Tant	Chief Financial Officer, Executive Director	--	Male	Unknown	Financial	Caucasian	Multiple boards	British
IMB.L	Simon Langelier	Independent Non-Executive Director	--	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
IMB.L	Steven Stanbrook	Independent Non-Executive Director	59	Male	Unknown	Generalist	Caucasian	Single board	British
IMB.L	Therese Esperdy	Independent Non-Executive Director	56	Female	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
INF.L	Cindy Rose	Independent Non-Executive Director	49	Female	Doctorate	Generalist	Caucasian	Single board	Unknown
INF.L	David Flaschen	Independent Non-Executive Director	61	Male	Master's Degree	Technical	Caucasian	Multiple boards	Unknown
INF.L	Derek Mapp	non-executive chairman	67	Male	Unknown	Generalist	Caucasian	Multiple boards	British
INF.L	Gareth Bullock	Senior Non-Executive Independent Director	61	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
INF.L	Gareth Wright	Group Finance Director, Director	42	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
INF.L	Helen Owers	Non-Executive Independent Director	54	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
INF.L	John Rishton	Non-Executive Director	59	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
INF.L	Stephen Carter , CBE	Group Chief Executive Officer, Director	52	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
INF.L	Stephen Davidson	Independent Non-Executive Director	60	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
ITRK.L	Andre Lacroix	Chief Executive Officer, Executive Director	57	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	French
ITRK.L	Andrew (Andy) Martin	Non-Executive Director	57	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
ITRK.L	Dame Pamela Louise Makin	Non-Executive Director	57	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
ITRK.L	Edward Leigh	Chief Financial Officer, Executive Director	--	Male	Unknown	Financial	Caucasian	Single board	British
ITRK.L	Gill Rider	Non-Executive Director	62	Female	Doctorate	Generalist	Caucasian	Multiple boards	British
ITRK.L	Graham Allan	Senior Non-Executive Independent Director	62	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown

ITRK.L	Gurnek Bains	Non-Executive Director	--	Male	Doctorate	Generalist	Non-Caucasian	Multiple boards	British
ITRK.L	Jean-Michel Valette	Non-Executive Director	56	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
ITRK.L	Lena Wilson	Non-Executive Director	--	Female	Unknown	Generalist	Caucasian	Multiple boards	Unknown
ITRK.L	Sir David Reid	Non-Executive Chairman of the Board	70	Male	Unknown	Generalist	Caucasian	Multiple boards	British
ITV.L	Andy Haste	Senior Non-Executive Independent Director	55	Male	Unknown	Financial	Caucasian	Multiple boards	British
ITV.L	Anna Manz	Non-Executive Independent Director	44	Female	Master's Degree	Financial	Caucasian	Multiple boards	British
ITV.L	Ian Griffiths	Group Finance Director, Chief Operating Officer, Executive Director	50	Male	Master's Degree	Financial	Caucasian	Multiple boards	British
ITV.L	John Ormerod	Non-Executive Independent Director	68	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
ITV.L	Margaret Ewing	non-executive director	61	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	British
ITV.L	Roger Faxon	Non-Executive Independent Director	69	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
ITV.L	Salman Amin	Non-Executive Director	--	Male	Master's Degree	Generalist	Non-Caucasian	Multiple boards	Unknown
ITV.L	Sir Peter Bazalgette	Executive Chairman of the Board	62	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
JMAT.L	Alan Ferguson	Senior Independent Non-Executive Director	59	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
JMAT.L	Anna Manz	Chief Financial Officer, Executive Director	44	Female	Master's Degree	Financial	Caucasian	Multiple boards	British
JMAT.L	Christopher Mottershead	Non-Executive Director	61	Male	Unknown	Generalist	Caucasian	Multiple boards	British
JMAT.L	Jane Griffiths	Non-Executive Director	52	Female	Doctorate	Generalist	Caucasian	Multiple boards	British
JMAT.L	John Walker	Executive Director - Sector Chief Executive, Clean Air	--	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
JMAT.L	Odile Desforges	Non-Executive Director	67	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	French
JMAT.L	Robert MacLeod	Chief Executive, Executive Director	53	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
JMAT.L	Simon Farrant	General Counsel, Company Secretary	--	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
JMAT.L	Timothy (Tim) Stevenson , OBE	Chairman of the Board	69	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
KGF.L	Anders Dahlvig	Non-Executive Independent Director	60	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
KGF.L	Andrew Bonfield	Non-Executive Independent Director	54	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
KGF.L	Clare Chapman	Non-Executive Director	55	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
KGF.L	Daniel Bernard	Non-Executive Independent Chairman of the Board	71	Male	Unknown	Generalist	Caucasian	Multiple boards	French
KGF.L	Janis Kong , OBE	Non-Executive Independent Director	66	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
KGF.L	Kevin O'Byrne	Chief Executive - Kingfisher B&Q UK & Ireland	51	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
KGF.L	Mark Seligman	Senior Non-Executive Independent Director	60	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British

KGF.L	Pascal Cagni	Non-Executive Director	55	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
KGF.L	Sir Ian Cheshire	Executive Director	57	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
LAND.L	Alison (Dame) Carnwath	Non-Executive Chairman of the Board	64	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
LAND.L	Christopher (Chris) Bartram	Independent Non-Executive Director	68	Male	Master's Degree	Generalist	Caucasian	Single board	British
LAND.L	Cressida Hogg , CBE	Independent Non-Executive Director	46	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
LAND.L	Edward Bonham Carter	Senior Independent Non-Executive Director	55	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
LAND.L	Martin Greenslade	Chief Financial Officer, Executive Director	52	Male	Master's Degree	Financial	Caucasian	Single board	British
LAND.L	Nicholas Cadbury	Independent Non-Executive Director	51	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
LAND.L	Robert (Rob) Noel	Chief Executive, Executive Director	53	Male	Master's Degree	Generalist	Caucasian	Single board	British
LAND.L	Simon Palley	Non-Executive Independent Director	59	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
LAND.L	Stacey Rauch	Non-Executive Independent Director	59	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
LGEN.L	Carolyn Bradley	Independent Non-Executive director	--	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
LGEN.L	Julia Wilson	Senior Independent Non-Executive Director	--	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
LGEN.L	Kerrigan Procter	Chief Executive Officer - LGR, Group Executive Director	--	Male	Doctorate	Generalist	Caucasian	Single board	British
LGEN.L	Lesley Knox	Non-Executive Independent Director	63	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
LGEN.L	Mark Zinkula	Chief Executive Officer - Legal & General Investment Management, Executive Director	47	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
LGEN.L	Nigel Wilson	Group Chief Executive, Executive Director	61	Male	Doctorate	Financial	Caucasian	Single board	British
LGEN.L	Philip Broadley	Independent Non-Executive Director	56	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
LGEN.L	Sir John Kingman	Chairman of the Board	49	Male	Bachelor's Degree	Generalist	Caucasian	Single board	British
LGEN.L	Stuart (Jeff) Davies	Group Chief Financial Officer	--	Male	Unknown	Financial	Caucasian	Single board	British
LGEN.L	Toby Strauss	Non-Executive Independent Director	57	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
LLOY.L	Alan Dickinson	Non-Executive Independent Director	--	Male	Master's Degree	Financial	Caucasian	Multiple boards	British
LLOY.L	Anita Frew	Non-Executive Deputy Chairman of the Board, Senior Independent Director	59	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
LLOY.L	Antonio Horta-Osorio	Group Chief Executive, Executive Director	53	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
LLOY.L	Deborah McWhinney	Non-Executive Independent Director	61	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
LLOY.L	George Culmer	Chief Financial Officer, Executive Director	52	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
LLOY.L	James Lupton	Non-Executive Independent Director	61	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British

LLOY.L	Juan Colombas	Chief Operating Officer, Executive Director	54	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
LLOY.L	Lord Norman Blackwell	Non-Executive Chairman of the Board	63	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
LLOY.L	Nicholas (Nick) Prettejohn	Non-Executive Independent Director	56	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
LLOY.L	Sara Weller	Non-Executive Independent Director	54	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
LLOY.L	Simon Henry	Non-Executive Independent Director	55	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
LLOY.L	Stuart Sinclair	Non-Executive Independent Director	63	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
LSE.L	Andrea Sironi	Non-Executive Independent Director	53	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Italian
LSE.L	David Nish	Non-Executive Independent Director	56	Male	Doctorate	Generalist	Caucasian	Multiple boards	Unknown
LSE.L	David Warren	Group Chief Financial Officer, Executive Director	62	Male	Master's Degree	Financial	Caucasian	Multiple boards	British
LSE.L	Donald Brydon , CBE	Non-Executive Chairman of the Board	72	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
LSE.L	Jacques Aigrain	Non-Executive Independent Director	62	Male	Doctorate	Generalist	Caucasian	Multiple boards	French
LSE.L	Mary Schapiro	Non-Executive Independent Director	61	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	American
LSE.L	Paul Heiden	Senior Non-Executive Independent Director	60	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
LSE.L	Raffaele Jerusalmi	Chief Executive Officer of Borsa Italiana S.p.A., Director - Capital Markets, Executive Director	56	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Italian
LSE.L	Stephen O'Connor	Non-Executive Independent Director	55	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
MCRO.L	Amanda Brown	Independent Non-Executive Director	47	Female	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
MCRO.L	Chris Hsu	Chief Executive Officer - Micro Focus, Director	36	Male	Master's Degree	Technical	Non-Caucasian	Single board	Unknown
MCRO.L	Darren Roos	Independent Non-Executive Director	43	Male	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
MCRO.L	John Schultz , J.D.	Non-Executive Director	52	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
MCRO.L	Karen Slatford	Senior Non-Executive Independent Director	60	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
MCRO.L	Kevin Loosemore	Executive Chairman of the Board	57	Male	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
MCRO.L	Lewton Wehle Fitt	Independent Non-Executive Director	64	Female	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
MCRO.L	Mike Phillips	Chief Financial Officer, Executive Director	53	Male	Professional	Financial	Caucasian	Single board	Unknown
MCRO.L	Nils Brauckmann	Chief Executive Officer - SUSE, Director	52	Male	No Degree	Technical	Caucasian	Single board	Unknown
MCRO.L	Richard Atkins	Non-Executive Independent Director	64	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
MCRO.L	Silke Scheiber	Independent Non-Executive Director	44	Female	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
MDCM.L	Alan Grieve	Independent Non-Executive Director	64	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
MDCM.L	Danie Meintjes	Chief Executive Officer, Executive Director	61	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown



MDCM.L	Desmond Smith	Senior Non-Executive Independent Director	69	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
MDCM.L	Edwin Hertzog	Non-Executive Chairman	67	Male	Doctorate	Technical	Caucasian	Multiple boards	Unknown
MDCM.L	Felicity Harvey , CBE	Independent Non-Executive Director	--	Female	Doctorate	Technical	Caucasian	Single board	Unknown
MDCM.L	Jannie (Jan) Durand	Non-Executive Director	50	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
MDCM.L	Muhadditha Yahya Al-Hashimi	Independent Non-Executive Director	--	Female	Doctorate	Technical	Non-Caucasian	Single board	Unknown
MDCM.L	Nandi Mandela	Independent Non-Executive Director	48	Female	Bachelor's degree	Generalist	Non-Caucasian	Single board	Unknown
MDCM.L	Petrus Myburgh	Group Chief Financial Officer, Executive Director	54	Male	Master's Degree	Technical	Caucasian	Multiple boards	Unknown
MDCM.L	Prof. Robert Leu	Independent Non-Executive Director	70	Male	Doctorate	Financial	Caucasian	Single board	Unknown
MDCM.L	Seamus Declan Keating	Independent Non-Executive Director	53	Male	Professional	Technical	Caucasian	Single board	Unknown
MDCM.L	Trevor Petersen	Independent Non-Executive Director	61	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
MERL.L	Anne-Francoise Nesmes Rankine	Chief Financial Officer, Executive Director	45	Female	Master's Degree	Financial	Caucasian	Single board	Unknown
MERL.L	Charles Gurassa	Senior Independent Non-Executive Director	61	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
MERL.L	Fru Hazlitt	Independent Non-Executive Director	52	Female	Unknown	Generalist	Caucasian	Multiple boards	Unknown
MERL.L	Kenneth (Ken) Hydon	Independent Non-Executive Director	71	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
MERL.L	Nick Varney	Chief Executive Officer, Executive Director	54	Male	Bachelor's Degree	Generalist	Caucasian	Multiple boards	Unknown
MERL.L	Sir John Sunderland	Independent Non-Executive Chairman of the Board	71	Male	Master's Degree	Generalist	Caucasian	Single board	Unknown
MERL.L	Soren Soerensen	Non-Executive Director	52	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
MERL.L	Trudy Rautio	Independent Non-Executive Director	65	Female	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
MERL.L	Yun (Rachel) Chiang	Independent Non-Executive Director	49	Female	Master's Degree	Financial	Non-Caucasian	Multiple boards	Unknown
MKS.L	Alison Brittain	Non-Executive Independent Director	52	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
MKS.L	Andrew (Andy) Halford	Non-Executive Independent Director	57	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
MKS.L	Andrew Fisher	Non-Executive Independent Director	--	Male	Unknown	Technical	Caucasian	Multiple boards	Unknown
MKS.L	Archie Norman	Non-Executive Chairman of the Board	63	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
MKS.L	Helen Weir , CBE	Chief Financial Officer, Executive Director	55	Female	Doctorate	Financial	Caucasian	Single board	Unknown
MKS.L	Manvinder (Vindi) Banga	Senior Independent Non-Executive Director	62	Male	Master's Degree	Generalist	Non-Caucasian	Multiple boards	Unknown
MKS.L	Miranda Curtis	Non-Executive Independent Director	61	Female	Bachelor's Degree	Generalist	Caucasian	Multiple boards	Unknown
MKS.L	Patrick Bousquet-Chavanne	Executive Director - Customer, Marketing & M&S.com	59	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
MKS.L	Richard Solomons	Non-Executive Independent Director	56	Male	Bachelor's degree	Financial	Caucasian	Single board	Unknown
MKS.L	Steve Rowe	Chief Executive, Executive Director - General Merchandise	49	Male	No Degree	Generalist	Caucasian	Single board	Unknown

MND.L	Andrew King	Chief Financial Officer, Executive Director	47	Male	Bachelor's degree	Financial	Caucasian	Single board	Unknown
MND.L	David Williams	Joint Independent Non-Executive Co-Chairman of the Board	71	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
MND.L	Dominique J. N. Reiniche	Independent Non-Executive Director	62	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
MND.L	John Nicholas	Senior Independent Non-Executive Director	60	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
MND.L	Peter Oswald	Group Chief Executive Officer, Executive Director	54	Male	Bachelor's Degree	Generalist	Caucasian	Multiple boards	Unknown
MND.L	Stephen Harris	Independent Non-Executive Director	58	Male	Master's Degree	Technical	Caucasian	Single board	Unknown
MND.L	Tanya Fratto	Independent Non-Executive Director	56	Female	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
MND.L	Tshamano (Fred) Phaswana	Joint Independent Non-Executive Chairman of the Board	72	Male	Master's Degree	Generalist	Non-Caucasian	Multiple boards	Unknown
MRW.L	Andrew (Andy) Higginson	Non-Executive Chairman of the Board	59	Male	No Degree	Generalist	Caucasian	Multiple boards	Unknown
MRW.L	Belinda Richards	Non-Executive Director	58	Female	Bachelor's Degree	Financial	Caucasian	Multiple boards	Unknown
MRW.L	David Potts	Chief Executive Officer, Executive Director	60	Male	Unknown	Generalist	Caucasian	Single board	Unknown
MRW.L	Neil Davidson	Non-Executive Director	66	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
MRW.L	Paula Vennells	Non-Executive Director	58	Female	Unknown	Generalist	Caucasian	Multiple boards	Unknown
MRW.L	Rooney Anand	Senior Independent Non-Executive Director	53	Male	Master's Degree	Technical	Non-Caucasian	Multiple boards	Unknown
MRW.L	Tony Kralingen	Non-Executive Director	58	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
MRW.L	Trevor Strain	Chief Financial Officer, Executive Director	--	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
NG.L	Andrew Bonfield	Finance Director, Executive Director	54	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
NG.L	Dean Seavers	Executive Director, US , Director	56	Male	Master's Degree	Generalist	Non-Caucasian	Multiple boards	Unknown
NG.L	John Pettigrew	Chief Executive Officer, Executive Director	48	Male	Master's Degree	Financial	Caucasian	Single board	Unknown
NG.L	Jonathan Dawson	Non-Executive Independent Director	65	Male	Unknown	Financial	Caucasian	Multiple boards	Unknown
NG.L	Mark Williamson	Senior Non-Executive Independent Director	59	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
NG.L	Nicola Shaw , CBE	Executive Director, UK, Director	47	Female	Master's Degree	Technical	Caucasian	Multiple boards	Unknown
NG.L	Nora Brownell	Non-Executive Independent Director	69	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
NG.L	Paul Golby , CBE	Non-Executive Independent Director	66	Male	Doctorate	Technical	Caucasian	Multiple boards	Unknown
NG.L	Pierre Dufour	Non-Executive Independent Director	62	Male	Doctorate	Technical	Caucasian	Multiple boards	Unknown
NG.L	Sir Peter Gershon , CBE	Non-Executive Chairman of the Board	70	Male	Bachelor's Degree	Technical	Caucasian	Multiple boards	Unknown
NG.L	Therese Esperdy	Non-Executive Independent Director	56	Female	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
NMC.L	Abdulrahman Basaddiq	Non-Executive Director	68	Male	Professional	Financial	Non-Caucasian	Multiple boards	Unknown
NMC.L	Ayesha Abdullah	Non-Executive Independent Director	50	Female	Doctorate	Technical	Non-Caucasian	Single board	Unknown

NMC.L	B. Shetty	Chief Executive Officer, Executive Vice Chairman	74	Male	Bachelor's Degree	Technical	Non-Caucasian	Multiple boards	Unknown
NMC.L	H. J. Mark Tompkins	Independent Non-Executive Chairman of the Board	76	Male	Master's Degree	Financial	Caucasian	Single board	Unknown
NMC.L	Hani Buttkhi	Additional Director	--	Male	Bachelor's Degree	Financial	Non-Caucasian	Multiple boards	Unknown
NMC.L	Jonathan Bomford	Senior Independent Non-Executive Director	68	Male	Professional	Financial	Caucasian	Single board	Unknown
NMC.L	Khalifa Bin Butti	Executive Vice Chairman	38	Male	Bachelor's Degree	Financial	Non-Caucasian	Single board	Unknown
NMC.L	Lord Clanwilliam	Non-Executive Independent Director	56	Male	Bachelor's Degree	Generalist	Caucasian	Multiple boards	Unknown
NMC.L	Nandini Tandon	Non-Executive Independent Director	54	Female	Doctorate	Technical	Non-Caucasian	Single board	Unknown
NMC.L	Prasanth Manghat	Deputy Chief Executive Officer, Executive Director	42	Male	Professional	Financial	Non-Caucasian	Single board	Unknown
NMC.L	Salma Hareb	Non-Executive Independent Director	51	Female	Unknown	Generalist	Non-Caucasian	Multiple boards	Unknown
NXT.L	Amanda James	Finance Director, Executive Director	44	Female	Unknown	Financial	Caucasian	Single board	Unknown
NXT.L	Caroline Goodall	Independent Non-Executive Director	60	Female	Professional	Financial	Caucasian	Multiple boards	Unknown
NXT.L	Dame Thompson	Non-Executive Independent Director	65	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
NXT.L	Francis Salway	Senior Independent Non-Executive Director	58	Male	Unknown	Financial	Caucasian	Multiple boards	Unknown
NXT.L	Jane Shields	Group Sales and Marketing Director, Executive Director	52	Female	Unknown	Generalist	Caucasian	Single board	Unknown
NXT.L	Jonathan Bewes	Non-Executive Director	--	Male	Professional	Financial	Caucasian	Single board	Unknown
NXT.L	Lord Simon Wolfson	Chief Executive, Executive Director	49	Male	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
NXT.L	Michael Law	Group Operations Director, Executive Director	54	Male	Unknown	Generalist	Caucasian	Single board	Unknown
NXT.L	Michael Roney	Chairman	62	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
OML.L	Adiba Ighodaro	Independent Non-Executive Director	53	Female	Bachelor's degree	Financial	Non-Caucasian	Single board	Unknown
OML.L	Alan Gillespie	Senior Independent Director	66	Male	Doctorate	Technical	Caucasian	Multiple boards	Unknown
OML.L	Danuta Gray	Independent Non-Executive Director	58	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
OML.L	Ingrid Johnson	Group Finance Director, Executive Director	50	Female	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
OML.L	Jonathan Hemphill	Group Chief Executive, Executive Director	53	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
OML.L	Mike Arnold	Independent Non-Executive Director	69	Male	Professional	Financial	Caucasian	Single board	Unknown
OML.L	Nonkululeko (Nku) Nyembezi-Heita	Independent Non-Executive Director	56	Female	Master's Degree	Generalist	Non-Caucasian	Multiple boards	Unknown
OML.L	Patrick O'Sullivan	Non-Executive Chairman	67	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
OML.L	Roger Marshall	Independent Non-Executive Director	68	Male	Bachelor's Degree	Financial	Caucasian	Multiple boards	Unknown
OML.L	Trevor Manuel	Non-Executive Director, Chairman of Old Mutual Emerging Markets	61	Male	No Degree	Generalist	Caucasian	Multiple boards	Unknown

OML.L	Vassi Naidoo	Non-Executive Director	62	Male	Professional	Financial	Non-Caucasian	Multiple boards	Unknown
OML.L	Zoe Cruz	Independent Non-Executive Director	62	Female	Master's Degree	Financial	Caucasian	Single board	Unknown
PPB.L	Alexander (Alex) Gersh	Chief Financial Officer, Executive Director	53	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
PPB.L	Breon Corcoran	Chief Executive Officer and Executive Director	45	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
PPB.L	Emer Timmons	Non-Executive Independent Director	--	Female	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
PPB.L	Gary McGann	Non-Executive Independent Chairman of the Board	67	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
PPB.L	Ian Dyson	Senior Non-Executive Independent Director	54	Male	Professional	Generalist	Caucasian	Multiple boards	Unknown
PPB.L	Jan Bolz	Independent Non-Executive Director	--	Male	Unknown	Generalist	Caucasian	Single board	Unknown
PPB.L	Michael Cawley	Independent Non-Executive Director	62	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
PPB.L	Padraig Riordain	Non-Executive Independent Director	51	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
PPB.L	Peter Jackson	Non-Executive Independent Director	41	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
PPB.L	Peter Rigby	Non-Executive Independent Director	61	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
PPB.L	Zillah Byng-Thorne	Non-Executive Independent Director	42	Female	Bachelor's Degree	Generalist	Caucasian	Multiple boards	Unknown
PRU.L	Alice Schroeder	Independent Non-Executive Director	60	Female	Professional	Financial	Caucasian	Multiple boards	Unknown
PRU.L	Anne Richards	Chief Executive, M&G, Executive Director	52	Female	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
PRU.L	Anthony Nightingale	Independent Non-Executive Director	70	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
PRU.L	Barry Stowe	Chairman and Chief Executive Officer of the North American Business Unit, Executive Director	59	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
PRU.L	David Law	Independent Non-Executive Director	55	Male	Bachelor's degree	Financial	Caucasian	Single board	Unknown
PRU.L	John Foley	Chief Executive, Prudential UK & Europe, Executive Director	60	Male	Unknown	Financial	Caucasian	Single board	Unknown
PRU.L	Kaikhushru (Kai) Nargolwala	Independent Non-Executive Director	66	Male	Bachelor's degree	Financial	Non-Caucasian	Multiple boards	Unknown
PRU.L	Lord Jonathan Turner	Independent Non-Executive Director	61	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
PRU.L	Mark FitzPatrick	Chief Financial Officer, Executive Director	--	Male	Professional	Generalist	Caucasian	Single board	Unknown
PRU.L	Michael (Mike) Wells	Group Chief Executive, Executive Director	56	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
PRU.L	Nicolaos (Nic) Nicandrou	Chief Executive of Prudential Corporation Asia	51	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
PRU.L	Paul Manduca	Chairman of the Board	65	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
PRU.L	Sir Howard Davies	Independent Non-Executive Director	66	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
PRU.L	The Hon. Philip Remnant , CBE	Senior Independent Non-Executive Director	62	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
PRU.L	Thomas (Tom) Watjen	Non-Executive Director	62	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown

PSN.L	David Jenkinson	Group Managing Director, Executive Director	49	Male	Professional	Technical	Caucasian	Single board	Unknown
PSN.L	Jeffrey (Jeff) Fairburn	Group Chief Executive, Executive Director	50	Male	Professional	Technical	Caucasian	Single board	Unknown
PSN.L	Jonathan Davie	Senior Non-Executive Independent Director	70	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
PSN.L	Marion Sears	Non-Executive Independent Director	54	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
PSN.L	Michael (Mike) Killoran	Group Finance Director, Executive Director	54	Male	Bachelor's degree	Financial	Caucasian	Single board	Unknown
PSN.L	Nicholas Wrigley	Non-Executive Independent Chairman of the Board	62	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
PSN.L	Nigel Mills	Non-Executive Director	61	Male	Unknown	Financial	Caucasian	Single board	Unknown
PSN.L	Rachel Kentleton	Non-Executive Director	48	Female	Professional	Financial	Caucasian	Multiple boards	Unknown
PSN.L	Simon Litherland	Non-Executive Director	52	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
PSON.L	Coram Williams	Chief Financial Officer, Executive Director	43	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
PSON.L	Elizabeth Corley , CBE	Non-Executive Independent Director	61	Female	Professional	Financial	Caucasian	Multiple boards	Unknown
PSON.L	Harish Manwani	Non-Executive Independent Director	63	Male	Master's Degree	Generalist	Non-Caucasian	Multiple boards	Unknown
PSON.L	John Fallon	Chief Executive officer, Executive Director	55	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
PSON.L	Joshua (Josh) Lewis	Non-Executive Independent Director	54	Male	Doctorate	Technical	Caucasian	Multiple boards	Unknown
PSON.L	Lincoln Wallen	Non-Executive Independent Director	56	Male	Doctorate	Technical	Caucasian	Multiple boards	Unknown
PSON.L	Linda Lorimer	Non-Executive Independent Director	65	Female	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
PSON.L	Sidney Taurel	Independent Chairman of the Board	68	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
PSON.L	Tim Score	Non-Executive Independent Director	56	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
PSON.L	Vivienne Cox , CBE	Senior Non-Executive Independent Director	58	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
RB.L	Adrian Bellamy	Non-Executive Independent Chairman of the Board	75	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
RB.L	Adrian Hennah	Chief Financial Officer, Executive Director	60	Male	Bachelor's Degree	Financial	Caucasian	Multiple boards	British
RB.L	Andre Lacroix	Independent Non-Executive Director	56	Male	Bachelor's Degree	Generalist	Caucasian	Multiple boards	Unknown
RB.L	Christopher (Chris) Sinclair	Non-Executive Independent Director	66	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
RB.L	Judith (Judy) Sprieser , CPA	Independent Non-Executive Director	67	Female	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
RB.L	Kenneth (Ken) Hydon	Senior Independent Non-Executive Director	71	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
RB.L	Mary Harris	Non-Executive Independent Director	51	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
RB.L	Nicandro Durante	Independent Non-Executive Director	61	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Non-British
RB.L	Pamela (Pam) Kirby	Non-Executive Independent Director	63	Female	doctorate	Technical	Caucasian	Multiple boards	Unknown
RB.L	Rakesh Kapoor	Chief Executive Officer, Executive Director	58	Male	Master's Degree	Technical	Non-Caucasian	Single board	Unknown

RB.L	Warren Tucker	Independent Non-Executive Director	53	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
RBS.L	Aileen Taylor	Chief Governance Officer, Board Counsel and Company Secretary	44	Female	Professional	Generalist	Caucasian	Single board	Unknown
RBS.L	Alison Davis	Independent Non-Executive Director	55	Female	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
RBS.L	Brendan Nelson	Independent Non-Executive Director	67	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
RBS.L	Brnss. Sheila Noakes	Independent Non-Executive Director	67	Female	Bachelor's Degree	Generalist	Caucasian	Multiple boards	Unknown
RBS.L	Ewen Stevenson	Chief Financial Officer, Executive Director	50	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
RBS.L	Frank Dangeard	Non-Executive Director	59	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
RBS.L	Mark Seligman	Non-Executive Director	60	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
RBS.L	Mike Rogers	Independent Non-Executive Director	52	Male	Bachelor's Degree	Generalist	Caucasian	Multiple boards	Unknown
RBS.L	Morten Friis	Independent Non-Executive Director	64	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
RBS.L	Penelope (Penny) Hughes	Independent Non-Executive Director	58	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
RBS.L	Robert Gillespie	Independent Non-Executive Director	61	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
RBS.L	Ross McEwan	Chief Executive, Executive Director	60	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
RBS.L	Sir Howard Davies	Non-Executive Chairman of the Board	66	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
RBS.L	Sir. Sandy Crombie	Senior Independent Non-Executive Director	68	Male	Unknown	Financial	Caucasian	Multiple boards	Unknown
RBS.L	Yasmin Jetha	Non-Executive Director	64	Female	doctorate	Technical	Non-Caucasian	Multiple boards	Unknown
RDSa.L	Ben van Beurden	Chief Executive Officer, Member of the Executive Committee, Director	58	Male	Master's Degree	Technical	Caucasian	Single board	Dutch
RDSa.L	Catherine Hughes	Non-Executive Director	53	Female	Bachelor's degree	Technical	Caucasian	Multiple boards	Candian and French
RDSa.L	Charles (Chad) Holliday , Jr.	Non-Executive Chairman of the Board	69	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	American
RDSa.L	Euleen Goh	Non-Executive Director	61	Female	Professional	Financial	Non-Caucasian	Multiple boards	Singaporean
RDSa.L	Gerard Kleisterlee	Non-Executive Director	70	Male	doctorate	Technical	Caucasian	Multiple boards	Dutch
RDSa.L	Gerrit Zalm	Non-Executive Director	64	Male	doctorate	Financial	Caucasian	Single board	Dutch
RDSa.L	Hans (G.J.) Wijers	Non-Executive Deputy Chairman of the Board, Senior Independent Director	66	Male	doctorate	Generalist	Caucasian	Multiple boards	Dutch
RDSa.L	Jessica Uhl	Chief Financial Officer, Executive Director	49	Female	Master's Degree	Financial	Caucasian	Single board	American
RDSa.L	Linda Stuntz	Non-Executive Director	62	Female	Bachelor's Degree	Generalist	Caucasian	Multiple boards	American
RDSa.L	Linda Szymanski	General Counsel Corporate, Company Secretary	49	Female	Unknown	Generalist	Caucasian	Single board	American
RDSa.L	Roberto Setubal	Non-Executive Director	63	Male	Master's Degree	Financial	Caucasian	Multiple boards	Brazilian

RDSa.L	Sir. Nigel Sheinwald	Non-Executive Director	64	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
REL.L	Adrian Hennah	Non-Executive Director	60	Male	Bachelor's Degree	Financial	Caucasian	Multiple boards	British
REL.L	Anthony (Tony) Habgood	Non-Executive Chairman of the Board	70	Male	Master's Degree	Financial	Caucasian	Multiple boards	British
REL.L	Ben van der Veer	Non-Executive Director	66	Male	Professional	Financial	Caucasian	Multiple boards	Dutch
REL.L	Carol Mills	Non-Executive Director	63	Female	Master's Degree	Technical	Caucasian	Multiple boards	American
REL.L	Erik Engstrom	Chief Executive Officer, Executive Director	53	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Swedish
REL.L	Linda Sanford	Non-Executive Director	64	Female	Master's Degree	Generalist	Caucasian	Multiple boards	American
REL.L	Marika van Lier Lels	Non-Executive Director	57	Female	Bachelor's Degree	Generalist	Caucasian	Multiple boards	Dutch
REL.L	Nick Luff	Chief Financial Officer, Executive Director	49	Male	Bachelor's Degree	Financial	Caucasian	Single board	British
REL.L	Robert Macleod	Non-Executive Director	53	Male	Bachelor's Degree	Generalist	Caucasian	Single board	British
REL.L	Suzanne Wood	Non-Executive Director	56	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	Non-British
REL.L	Wolfhart Hauser	Senior Independent Non-Executive Director	67	Male	Master's Degree	Generalist	Caucasian	Multiple boards	German
RIO.L	Ann Godbehere	Non-Executive Independent Director	62	Female	Professional	Financial	Caucasian	Multiple boards	British
RIO.L	Christopher (Chris) Lynch	Chief Financial Officer, Executive Director	63	Male	Master's Degree	Financial	Caucasian	Single board	Australian
RIO.L	David Constable	Independent Non-Executive Director	56	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Canadian
RIO.L	Hon. Paul Tellier , LL.D.	Non-Executive Independent Director	77	Male	doctorate	Generalist	Caucasian	Multiple boards	Canadian
RIO.L	Jan du Plessis	Non-Executive Chairman of the Board	63	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
RIO.L	Jean-Sebastien Jacques	Chief Executive, Executive Director	45	Male	Master's Degree	Generalist	Caucasian	Single board	British
RIO.L	Megan Clark	Non-Executive Independent Director	58	Female	doctorate	Technical	Caucasian	Multiple boards	Australian
RIO.L	Prof. Michael L'Estrange	Non-Executive Independent Director	64	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Australian
RIO.L	Sam Laidlaw	Independent Non-Executive Director	61	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
RIO.L	Simon Henry	Director	55	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
RIO.L	Simon Thompson	Non-Executive Independent Director	57	Male	Master's Degree	Financial	Caucasian	Multiple boards	British
RR.L	Bradley (Brad) Singer	Non-Executive Non Independent Director	50	Male	Master's Degree	Generalist	Caucasian	Single board	Unknown
RR.L	D. Warren East , CBE	Chief Executive, Director	53	Male	Master's Degree	Technical	Caucasian	Single board	Unknown
RR.L	Ian Davis	Non-Executive Chairman of the Board	66	Male	Bachelor's Degree	Generalist	Caucasian	Multiple boards	Unknown
RR.L	Irene Dorner	Non-Executive Independent Director	62	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
RR.L	Jasmin Staiblin	Non-Executive Independent Director	47	Female	Master's Degree	Technical	Caucasian	Multiple boards	Unknown
RR.L	John David Gibson McAdam	Non-Executive Independent Director	69	Male	doctorate	Technical	Caucasian	Multiple boards	Unknown

RR.L	Lee Hsien Yang	Non-Executive Independent Director	59	Male	Master's Degree	Generalist	Non-Caucasian	Multiple boards	Unknown
RR.L	Lewis Booth , CBE	Non-Executive Independent Director	68	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
RR.L	Ruth Cairnie	Non-Executive Independent Director	62	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
RR.L	Sir Frank Chapman	Non-Executive Independent Director	64	Male	Bachelor's Degree	Technical	Caucasian	Single board	Unknown
RR.L	Sir Kevin Smith , CBE	Senior Independent Non-Executive Director	57	Male	doctorate	Generalist	Caucasian	Multiple boards	Unknown
RR.L	Stephen Daintith	Chief Financial Officer	52	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
RRS.L	Andrew Quinn	Senior Independent Non-Executive Director	63	Male	Bachelor's degree	Technical	Caucasian	Single board	Unknown
RRS.L	Christopher Coleman	Non-Executive Chairman of the Board	48	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
RRS.L	D. Mark Bristow	Chief Executive Officer, Executive Director	58	Male	doctorate	Technical	Caucasian	Multiple boards	Unknown
RRS.L	Graham Shuttleworth	Chief Financial Officer, Financial Director, Executive Director	48	Male	Bachelor's degree	Financial	Caucasian	Single board	Unknown
RRS.L	Jeanine Lioko	Independent Non-Executive Director	52	Female	Master's Degree	Generalist	Non-Caucasian	Single board	Unknown
RRS.L	Jemal-ud-din (Jamil Kassum) Kassum	Independent Non-Executive Director	68	Male	Master's Degree	Financial	Non-Caucasian	Multiple boards	Unknown
RRS.L	Olivia Kirtley , CPA	Independent Non-Executive Director	66	Female	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
RRS.L	Safiatou Ba-N'Daw	Independent Non-Executive Director	64	Female	Master's Degree	Financial	Non-Caucasian	Single board	Unknown
RSA.L	Alastair Barbour	Independent Non-Executive Director	64	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
RSA.L	Enrico Cucchiani	Independent Non-Executive Director	67	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
RSA.L	Hugh Mitchell	Independent Non-Executive Director	60	Male	Master's Degree	Generalist	Caucasian	Single board	Unknown
RSA.L	Isabel Hudson	Senior Non-Executive Independent Director	56	Female	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
RSA.L	Joseph (Jos) Streppel	Independent Non-Executive Director	67	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
RSA.L	Kath Cates	Independent Non-Executive Director	54	Female	Unknown	Generalist	Caucasian	Multiple boards	Unknown
RSA.L	Martin Scicluna	Executive Chairman of the Board	66	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
RSA.L	Martin Strobel	Non-Executive Independent Director	51	Male	doctorate	Generalist	Caucasian	Multiple boards	Unknown
RSA.L	Scott Egan	Group Chief Financial Officer, Executive Director	45	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
RSA.L	Stephen Hester	Group Chief Executive, Director	57	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
RTO.L	Andrew (Andy) Ransom	Chief Executive, Executive Director	54	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
RTO.L	Angela Seymour-Jackson	Non-Executive Independent Director	50	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
RTO.L	Jeremy Townsend	Chief Financial Officer, Chief Information Officer, Executive Director	52	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
RTO.L	John McAdam	Chairman	69	Male	doctorate	Generalist	Caucasian	Multiple boards	Unknown



RTO.L	Julie Southern	Non-Executive Independent Director	58	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
RTO.L	Linda Yueh	Non-Executive Director	40	Female	doctorate	Financial	Non-Caucasian	Single board	Unknown
RTO.L	Richard Burrows	Senior Non-Executive Independent Director	71	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Non-British
RTO.L	Sir Crispin Davis	Non-Executive Director	67	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
SBRY.L	Brian Cassin	Non-Executive Independent Director	49	Male	Bachelor's Degree	Financial	Caucasian	Multiple boards	Unknown
SBRY.L	David Keens	Non-Executive Independent Director	63	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
SBRY.L	David Tyler	Non-Executive Independent Chairman of the Board	64	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
SBRY.L	Jean Tomlin	Non-Executive Independent Director	62	Female	Bachelor's Degree	Generalist	Non-Caucasian	Multiple boards	Unknown
SBRY.L	Joe Harlow	Non-Executive Independent Director	55	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
SBRY.L	John Rogers	Chief Executive Officer - Sainsbury's Argos, Director	48	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SBRY.L	Kevin O'Byrne	Chief Financial Officer, Director	52	Male	Bachelor's Degree	Financial	Caucasian	Multiple boards	Unknown
SBRY.L	Matt Brittin	Non-Executive Independent Director	48	Male	Master's Degree	Generalist	Caucasian	Single board	Unknown
SBRY.L	Mike Coupe	Chief Executive Officer, Executive Director	56	Male	Bachelor's Degree	Generalist	Caucasian	Multiple boards	Unknown
SBRY.L	Susan Rice , CBE	Senior Non-Executive Independent Director	71	Female	Bachelor's Degree	Generalist	Caucasian	Multiple boards	Unknown
SDR.L	Bruno Schroder	Non-Executive Director	84	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
SDR.L	Ian King	Non-Executive Independent Director	60	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
SDR.L	Lord Philip Howard	Senior Independent Non-Executive Director	71	Male	Bachelor's Degree	Financial	Caucasian	Multiple boards	Unknown
SDR.L	Michael (Mike) Dobson	Non-Executive Chairman of the Board	65	Male	Unknown	Generalist	Caucasian	Single board	Unknown
SDR.L	Nichola Pease	Independent Non-Executive Director	55	Female	Bachelor's degree	Financial	Caucasian	Single board	Unknown
SDR.L	Peter Harrison	Chief Executive Officer, Executive Director	51	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
SDR.L	Philip Mallinckrodt	Non-Executive Director	54	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
SDR.L	Rakhi (Parekh) Goss-Custard	Non-Executive Independent Director	43	Female	Bachelor's degree	Generalist	Non-Caucasian	Multiple boards	Unknown
SDR.L	Rhian Davies	Independent Non-Executive Director	52	Female	Bachelor's degree	Financial	Caucasian	Single board	Unknown
SDR.L	Richard Keers	Chief Financial Officer, Executive Director	53	Male	Professional	Financial	Caucasian	Single board	Unknown
SDR.L	Robin Buchanan	Independent Non-Executive Director	64	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
SGE.L	Catherine (Cath) Keers	Independent Non-Executive Director	52	Female	Unknown	Generalist	Caucasian	Multiple boards	Unknown
SGE.L	Donald Brydon , CBE	Non-Executive Chairman of the Board	71	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
SGE.L	Drummond Hall	Independent Non-Executive Director	68	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SGE.L	Jonathan Howell	Independent Non-Executive Director	55	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown

SGE.L	Neil Berkett	Independent Non-Executive Director	60	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
SGE.L	Soni Jandani	Non-Executive Director	51	Female	Bachelor's degree	Technical	Non-Caucasian	Single board	Unknown
SGE.L	Stephen Kelly	Chief Executive Officer, Executive Director	55	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
SGE.L	Steve Hare	Group Chief Financial Officer, Executive Director	56	Male	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
SGRO.L	Andrew (Andy) Gulliford	Chief Operating Officer, Executive Director	54	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
SGRO.L	Baroness Ford	Senior Non-Executive Independent Director	59	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SGRO.L	Christopher Fisher	Independent Non-Executive Director	63	Male	Master's Degree	Generalist	Caucasian	Single board	Unknown
SGRO.L	David Sleath	Chief Executive Officer, Executive Director	55	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
SGRO.L	Doug Webb	Independent Non-Executive Director	56	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
SGRO.L	Gerald Corbett	Non-Executive Independent Chairman of the Board	65	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SGRO.L	Mark Robertshaw	Independent Non-Executive Director	48	Male	Bachelor's degree	Financial	Caucasian	Single board	Unknown
SGRO.L	Martin Moore	Independent Non-Executive Director	60	Male	Unknown	Financial	Caucasian	Multiple boards	Unknown
SGRO.L	Phil Redding	Chief Investment Officer, Executive Director	48	Male	Master's Degree	Financial	Caucasian	Single board	Unknown
SGRO.L	Soumen Das	Chief Financial Officer, Executive Director	40	Male	Master's Degree	Financial	Non-Caucasian	Single board	Unknown
SHP.L	Albert (Al) Stroucken	Non-Executive Director	70	Male	doctorate	Technical	Caucasian	Multiple boards	Unknown
SHP.L	Anne Minto , OBE	Non-Executive Independent Director	63	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SHP.L	David Ginsburg , M.D.	Non-Executive Independent Director	64	Male	doctorate	Technical	Caucasian	Multiple boards	Unknown
SHP.L	Dominic Blakemore	Non-Executive Independent Director	47	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
SHP.L	Flemming Omskov , M.D.	Chief Executive Officer, Executive Director	59	Male	doctorate	Generalist	Caucasian	Multiple boards	Unknown
SHP.L	Gail Fosler	Non-Executive Director	69	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SHP.L	Ian Clark	Non-Executive Director	56	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
SHP.L	Jeffrey (Jeff) Poulton	Chief Financial Officer, Executive Director	49	Male	Master's Degree	Financial	Caucasian	Single board	Unknown
SHP.L	Olivier Bohuon	Non-Executive Director	58	Male	doctorate	Generalist	Caucasian	Multiple boards	Unknown
SHP.L	Sara Mathew	Non-Executive Director	61	Female	Master's Degree	Generalist	Non-Caucasian	Multiple boards	Unknown
SHP.L	Steven Gillis	Non-Executive Independent Director	63	Male	doctorate	Technical	Caucasian	Multiple boards	Unknown
SHP.L	Susan Kilsby	Independent Non-Executive Chairman of the Board	58	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SHP.L	William (Bill) Burns	Senior Non-Executive Independent Director	69	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
SJP.L	Andrew Croft	Chief Financial Officer, Executive Director	52	Male	Bachelor's degree	Financial	Caucasian	Single board	Unknown
SJP.L	Baroness (Patience) Wheatcroft	Non-Executive Independent Director	65	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown

SJP.L	David Bellamy	Chief Executive, Executive Director	58	Male	Unknown	Generalist	Caucasian	Single board	Unknown
SJP.L	David Lamb	Managing Director, Executive Director	60	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
SJP.L	Iain Cornish	Senior Independent Non-Executive Director	57	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
SJP.L	Ian Gascoigne	Managing Director, Executive Director	61	Male	Master's Degree	Financial	Caucasian	Single board	Unknown
SJP.L	Mark Weinberg	Life President	86	Male	Master's Degree	Generalist	Caucasian	Single board	Unknown
SJP.L	Mike Wilson CBE	Life President	74	Male	Unknown	Generalist	Caucasian	Single board	Unknown
SJP.L	Roger Yates	Independent Non-Executive Director	59	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
SJP.L	Sarah Bates	Non-Executive Chairman of the Board	58	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SJP.L	Simon Jeffreys	Independent Non-Executive Director	65	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
SKG.L	Anthony (Tony) Smurfit	Group Chief Executive Officer, Executive Director	54	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
SKG.L	Christel Bories	Non-Executive Independent Director	52	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
SKG.L	Godefridus (Frits) Beurskens	Non-Executive Director	70	Male	Unknown	Generalist	Caucasian	Single board	Unknown
SKG.L	Gonzalo Restrepo Lopez	Independent Non-Executive Director	66	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SKG.L	Irial Finan	Non-Executive Independent Director	59	Male	doctorate	Generalist	Caucasian	Multiple boards	Unknown
SKG.L	James Lawrence	Non-Executive Independent Director	65	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SKG.L	John Moloney	Non-Executive Independent Director	63	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SKG.L	Jorgen Rasmussen	Independent Non-Executive Director	61	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SKG.L	Kenneth (Ken) Bowles	Group Chief Financial Officer, Executive Director	46	Male	Master's Degree	Financial	Caucasian	Single board	Unknown
SKG.L	Liam O'Mahony	Non-Executive Independent Chairman of the Board	71	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SKG.L	Roberto Newell Garcia	Non-Executive Independent Director	70	Male	doctorate	Generalist	Caucasian	Multiple boards	Unknown
SKG.L	Rosemary Thorne	Non-Executive Independent Director	65	Female	Professional	Financial	Caucasian	Multiple boards	Unknown
SKYB.L	Adine Grate	Independent Non-Executive Director	56	Female	Unknown	Generalist	Caucasian	Single board	Unknown
SKYB.L	Andrew (Andy) Sukawaty	Senior Independent Non-Executive Director	62	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SKYB.L	Andrew Griffith	Chief Financial Officer, Group Chief Operating Officer, Executive Director	46	Male	Bachelor's degree	Financial	Caucasian	Single board	Unknown
SKYB.L	Chase Carey	Non-Executive Director	64	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SKYB.L	James Murdoch	Non-Executive Chairman of the Board	44	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
SKYB.L	Jeremy Darroch	Chief Executive Officer, Executive Director	55	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
SKYB.L	John Nallen	Non-Executive Director	60	Male	Professional	Financial	Caucasian	Multiple boards	Unknown

SKYB.L	Katrin Wehr-Seiter	Non-Executive Independent Director	47	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SKYB.L	Martin Gilbert , M.D.	Non-Executive Deputy Chairman of the Board	62	Male	doctorate	Financial	Caucasian	Multiple boards	Unknown
SKYB.L	Matthieu Pigasse	Independent Non-Executive Director	49	Male	Unknown	Generalist	Caucasian	Multiple boards	Unknown
SKYB.L	Tracy Clarke	Independent Non-Executive Director	50	Female	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
SLA.L	Akira Suzuki	Non-Executive Director	69	Male	Unknown	Financial	Non-Caucasian	Multiple boards	Unknown
SLA.L	Bill Rattray	Chief Financial Officer, Director	59	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
SLA.L	Gerhard Fusenig	Non-Executive Director	53	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
SLA.L	John Devine	Non-Executive Independent Director	58	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
SLA.L	Julie Chakraverty	Non-Executive Director	45	Female	Bachelor's degree	Financial	Non-Caucasian	Multiple boards	Unknown
SLA.L	Jutta Rosenberg	Non-Executive Director	59	Female	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
SLA.L	Keith Skeoch	Co-Chief Executive Officer, Director	60	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
SLA.L	Kevin Parry	Senior Independent Non-Executive Director	55	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SLA.L	Lynne Peacock	Non-Executive Independent Director	63	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
SLA.L	Martin Gilbert , M.D.	Co-Chief Executive Officer, Director	62	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
SLA.L	Martin Pike	Non-Executive Independent Director	55	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
SLA.L	Melanie Gee	Non-Executive Independent Director	55	Female	Master's Degree	Financial	Caucasian	Single board	Unknown
SLA.L	Richard Mully	Non-Executive Director	56	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SLA.L	Rod Paris	Chief Investment Officer, Director	--	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
SLA.L	Simon Troughton	Deputy Chairman of the Board	64	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
SLA.L	Sir Gerald (Gerry) Grimstone	Non-Executive Chairman of the Board	67	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
SMIN.L	Andrew (Andy) Smith	Chief Executive, Executive Director	49	Male	doctorate	Technical	Caucasian	Multiple boards	Unknown
SMIN.L	Anne Quinn , CBE	Independent Non-Executive Director	64	Female	Master's Degree	Technical	Caucasian	Multiple boards	Unknown
SMIN.L	Bruno Angelici	Non-Executive Independent Director	69	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SMIN.L	Mark Seligman	Non-Executive Independent Director	60	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
SMIN.L	Melanie (Mel) Rowlands	Deputy General Counsel, Company Secretary	--	Female	Master's Degree	Technical	Caucasian	Single board	Unknown
SMIN.L	Noel Naval Tata	Independent Non-Executive Director	61	Male	Master's Degree	Generalist	Non-Caucasian	Multiple boards	Unknown
SMIN.L	Sir. George Buckley	Non-Executive Independent Chairman of the Board	69	Male	doctorate	Technical	Caucasian	Multiple boards	British
SMIN.L	Sir. Kevin Tebbit	Non-Executive Independent Director	68	Male	Master's Degree	Technical	Caucasian	Single board	Unknown
SMIN.L	Tanya Fratto	Non-Executive Independent Director	55	Female	Master's Degree	Financial	Caucasian	Multiple boards	Unknown

SMIN.L	William (Bill) Seeger , Jr.	Non-Executive Independent Director	64	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
SN.L	Angie Risley	Non-Executive Director	58	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	British
SN.L	Erik Engstrom	Non-Executive Independent Director	53	Male	Master's Degree	Financial	Caucasian	Multiple boards	Swedish
SN.L	Graham Baker	Chief Financial Officer, Executive Director	48	Male	Master's Degree	Financial	Caucasian	Single board	British
SN.L	Ian Barlow	Senior Independent Non-Executive Director	65	Male	Professional	Financial	Caucasian	Multiple boards	British
SN.L	Joseph (Joe) Papa	Non-Executive Independent Director	61	Male	doctorate	Technical	Caucasian	Multiple boards	American
SN.L	Marc Owen	Non-Executive Director	58	Male	Master's Degree	Generalist	Caucasian	Single board	British
SN.L	Michael Friedman , M.D.	Non-Executive Independent Director	73	Male	Doctorate	Technical	Caucasian	Multiple boards	American
SN.L	Olivier Bohuon	Chief Executive Officer, Executive Director	58	Male	Master's Degree	Generalist	Caucasian	Multiple boards	French
SN.L	Roberto Quarta	Non-Executive Independent Chairman of the Board	67	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	American and Italian
SN.L	Robin Freestone	Non-Executive Independent Director	58	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	British
SN.L	Rt. Hon. Virginia Bottomley	Non-Executive Independent Director	69	Female	Master's Degree	Generalist	Caucasian	Multiple boards	British
SN.L	Susan Swabey	Company Secretary	55	Female	Bachelor's degree	Generalist	Caucasian	Single board	British
SN.L	Vinita Bali	Non-Executive Independent Director	61	Female	Master's Degree	Generalist	Non-Caucasian	Multiple boards	Indian
SSE.L	Alistair Phillips-Davies	Chief Executive Officer, Executive Director	50	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
SSE.L	Crawford Gillies	Senior Independent Non-Executive Director	60	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SSE.L	Dame Susan (Sue) Bruce	Non-Executive Independent Director	62	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SSE.L	Gregor Alexander	Finance Director, Executive Director	53	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
SSE.L	Helen Mahy , CBE	Non-Executive Independent Director	55	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
SSE.L	Jeremy Beeton	Non-Executive Independent Director	64	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
SSE.L	Katie Bickerstaffe	Non-Executive Independent Director	50	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SSE.L	Martin Pibworth	Managing Director - Wholesale	44	Male	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
SSE.L	Peter Lynas	Non-Executive Independent Director	58	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
SSE.L	Richard Gillingwater , CBE	Non-Executive Chairman of the Board	60	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
STAN.L	Andrew (Andy) Halford	Group Chief Financial Officer, Executive Director	57	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
STAN.L	Byron Grote	Independent Non-Executive Director	69	Male	Doctorate	Technical	Caucasian	Multiple boards	Unknown
STAN.L	Chi-Yan (Louis) Cheung	Independent Non-Executive Director	53	Male	doctorate	Generalist	Non-Caucasian	Multiple boards	Unknown
STAN.L	Christine Hodgson	Independent Non-Executive Director	52	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
STAN.L	David Conner	Independent Non-Executive Director	68	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown

STAN.L	Elizabeth (Liz) Lloyd , CBE	Group Company Secretary	45	Female	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
STAN.L	Gay Huey Evans	Independent Non-Executive Director	62	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
STAN.L	Jasmine Whitbread	Non-Executive Independent Director	53	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
STAN.L	Jose Vinals	Chairman of the Board	62	Male	doctorate	Financial	Caucasian	Single board	Unknown
STAN.L	Naguib Kheraj	Non-Executive Vice Chairman of the Board, Senior Independent Director	52	Male	Bachelor's degree	Financial	Non-Caucasian	Multiple boards	Unknown
STAN.L	Ngozi Okonjo-Iweala	Independent Non-Executive Director	63	Female	doctorate	Financial	Non-Caucasian	Multiple boards	Unknown
STAN.L	Seung-Soo Han	Independent Non-Executive Director	80	Male	doctorate	Generalist	Non-Caucasian	Multiple boards	Unknown
STAN.L	Shri. Om Bhatt	Independent Non-Executive Director	66	Male	Bachelor's degree	Financial	Non-Caucasian	Multiple boards	Unknown
STAN.L	William (Bill) Winters , CBE	Group Chief Executive Officer, Executive Director	55	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
SVT.L	Andrew (Andy) Duff	Non-Executive Chairman of the Board	58	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
SVT.L	Dominique Reiniche	Independent Non-Executive Director	61	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
SVT.L	Emma FitzGerald	Managing Director - Wholesale Operations, Executive Director	50	Female	doctorate	Generalist	Caucasian	Multiple boards	Unknown
SVT.L	James Bowling	Chief Financial Officer, Executive Director	48	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
SVT.L	John Coghlan	Independent Non-Executive Director	59	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
SVT.L	Kevin (Kev) Beeston	Senior Independent Non-Executive Director	54	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
SVT.L	Olivia (Liv) Garfield	Chief Executive Officer, Director	41	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
SVT.L	The Hon. Philip Remnant , CBE	Independent Non-Executive Director	62	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
TSCO.L	Alan Stewart	Chief Financial Officer, Executive Director	56	Male	Master's Degree	Financial	Caucasian	Single board	Unknown
TSCO.L	Alison Platt	Non-Executive Independent Director	54	Female	No Degree	Generalist	Caucasian	Multiple boards	Unknown
TSCO.L	Byron Grote	Independent Non-Executive Director	69	Male	Doctorate	Technical	Caucasian	Multiple boards	Unknown
TSCO.L	David Lewis	Group Chief Executive Officer, Executive Director	51	Male	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
TSCO.L	Deanna Oppenheimer	Senior Independent Non-Executive Director	58	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
TSCO.L	John Allan , CBE	Non-Executive Chairman of the Board	68	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
TSCO.L	Lindsey Pownall	Non-Executive Independent Director	54	Female	No Degree	Generalist	Caucasian	Multiple boards	Unknown
TSCO.L	Mark Armour	Non-Executive Independent Director	61	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
TSCO.L	Mikael Ohlsson	Non-Executive Independent Director	58	Male	No Degree	Generalist	Caucasian	Multiple boards	Unknown
TSCO.L	Robert Welch	Group Company Secretary	--	Male	Bachelor's degree	Generalist	Caucasian	Single board	Unknown
TSCO.L	Simon Patterson	Non-Executive Independent Director	44	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown

TSCO.L	Steve Golsby	Non-Executive Independent Director	63	Male	No Degree	Generalist	Caucasian	Multiple boards	Unknown
TUIT.L	Alexey Mordashov	Member of the Supervisory Board	52	Male	doctorate	Financial	Caucasian	Multiple boards	Unknown
TUIT.L	Andreas Barczewski	Member of the Supervisory Board, Employee Representative	49	Male	Professional	Technical	Caucasian	Single board	Unknown
TUIT.L	Anette Stempel	Member of the Supervisory Board, Employee Representative	50	Female	No Degree	Generalist	Caucasian	Single board	Unknown
TUIT.L	Angelika Gifford	Member of the Supervisory Board	50	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
TUIT.L	Carmen Riu Gueell	Member of the Supervisory Board	61	Female	Bachelor's Degree	Generalist	Caucasian	Multiple boards	Unknown
TUIT.L	Carola Schwirn	Member of the Supervisory Board, Employee Representative	55	Female	Bachelor's Degree	Generalist	Caucasian	Single board	Unknown
TUIT.L	Coline McConville	Member of the Supervisory Board	52	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
TUIT.L	Dierk Hirschel	Member of the Supervisory Board, Employee Representative	46	Male	doctorate	Financial	Caucasian	Multiple boards	Unknown
TUIT.L	Frank Jakobi	First Deputy Chairman of the Supervisory Board, Employee Representative	54	Male	No Degree	Generalist	Caucasian	Single board	Unknown
TUIT.L	Friedrich (Fritz) Jousen	Chief Executive Officer	53	Male	Bachelor's Degree	Generalist	Caucasian	Multiple boards	Unknown
TUIT.L	Janis Kong , OBE	Member of the Supervisory Board	66	Female	doctorate	Generalist	Caucasian	Multiple boards	Unknown
TUIT.L	Michael Poenipp	Member of the Supervisory Board, Employee Representative	60	Male	Bachelor's Degree	Generalist	Caucasian	Multiple boards	Unknown
TUIT.L	Ortwin Strubelt	Member of the Supervisory Board, Employee Representative	52	Male	No Degree	Generalist	Caucasian	Single board	Unknown
TUIT.L	Peter (Andy) Long	Member of the Supervisory Board	64	Male	doctorate	Financial	Caucasian	Multiple boards	Unknown
TUIT.L	Peter Bremme	Member of the Supervisory Board, Employee Representative	56	Male	Bachelor's Degree	Generalist	Caucasian	Multiple boards	Unknown
TUIT.L	Prof. Edgar Ernst	Member of the Supervisory Board	65	Male	doctorate	Generalist	Caucasian	Multiple boards	Unknown
TUIT.L	Prof. Klaus Mangold	Chairman of the Supervisory Board	73	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
TUIT.L	Sir Michael (Mike) Hodgkinson	Second Deputy Chairman of the Supervisory Board	73	Male	Bachelor's Degree	Generalist	Caucasian	Single board	Unknown
TUIT.L	Stefan Weinhofer	Member of the Supervisory Board, Employee Representative	--	Male	Bachelor's Degree	Generalist	Caucasian	Single board	Unknown
TUIT.L	Valerie (Val) Gooding , CBE	Member of the Supervisory Board	65	Female	doctorate	Generalist	Caucasian	Multiple boards	Unknown
TUIT.L	Wolfgang Flintermann	Member of the Supervisory Board, Employee Representative	48	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
TW.L	Angela Knight , CBE	Non-Executive Independent Director	65	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
TW.L	Dame (Kate) Barker	Independent Non-Executive Director	59	Female	Unknown	Financial	Caucasian	Multiple boards	Unknown
TW.L	Humphrey Singer	Independent Non-Executive Director	67	Male	Unknown	Financial	Caucasian	Multiple boards	Unknown
TW.L	James Jordan	Group legal Director, Executive Director, and Company Secretary	48	Male	Unknown	Generalist	Caucasian	Single board	Unknown
TW.L	Kevin (Kev) Beeston	Non-Executive Chairman of the Board	53	Male	Professional	Financial	Caucasian	Multiple boards	Unknown

TW.L	Mike Hussey	Independent Non-Executive Director	47	Male	Unknown	Financial	Caucasian	Single board	Unknown
TW.L	Peter Timothy Redfern	Chief Executive, Executive Director	41	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
TW.L	Robert (Rob) Rowley	Senior Independent Non-Executive Director	66	Male	Unknown	Financial	Caucasian	Multiple boards	Unknown
TW.L	Ryan Mangold	Group Finance Director, Executive Director	--	Male	Bachelor's degree	Financial	Caucasian	Single board	Unknown
ULVR.L	Ann Fudge	Vice Chairman of the Board, Senior Independent Director	66	Female	Master's Degree	Generalist	Non-Caucasian	Multiple boards	Unknown
ULVR.L	Feike Sijbesma	Non-Executive Director	58	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
ULVR.L	Graeme Pitkethly	Chief Financial Officer	50	Male	Bachelor's degree	Financial	Caucasian	Single board	Unknown
ULVR.L	John Rishon	Non-Executive Director	59	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
ULVR.L	Judith Hartmann	Non-Executive Director	47	Female	doctorate	Financial	Caucasian	Multiple boards	Unknown
ULVR.L	Laura Cha	Non-Executive Director	67	Female	Master's Degree	Generalist	Non-Caucasian	Multiple boards	Unknown
ULVR.L	Marijn Dekkers , PhD	Non-Executive Chairman of the Board	59	Male	doctorate	Generalist	Caucasian	Multiple boards	Unknown
ULVR.L	Mary Ma	Non-Executive Director	64	Female	Bachelor's degree	Financial	Non-Caucasian	Multiple boards	Unknown
ULVR.L	Nils Andersen	Non-Executive Director	58	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
ULVR.L	Paulus (Paul) Polman	Chief Executive Officer, Executive Director	61	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
ULVR.L	Strive Masiyiwa	Non-Executive Director	56	Male	Bachelor's degree	Technical	Non-Caucasian	Multiple boards	Unknown
ULVR.L	Vittorio Colao	Non-Executive Director	55	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
ULVR.L	Youngme Moon	Non-Executive Director	52	Female	doctorate	Generalist	Non-Caucasian	Multiple boards	Unknown
UU.L	Alison Goligher , OBE	Non-Executive Independent Director	--	Female	Master's Degree	Technical	Caucasian	Multiple boards	Unknown
UU.L	Brian May	Non-Executive Independent Director	52	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
UU.L	John (Russ) Houlden	Chief Financial Officer, Executive Director	58	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
UU.L	John McAdam	Non-Executive Independent Chairman of the Board	68	Male	doctorate	Technical	Caucasian	Multiple boards	Unknown
UU.L	Mark Clare	Senior Non-Executive Independent Director	59	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
UU.L	Paulette Rowe	Non-Executive Independent Director	--	Female	Master's Degree	Financial	Non-Caucasian	Single board	Unknown
UU.L	Sara Weller	Non-Executive Independent Director	54	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
UU.L	Stephen Carter , CBE	Non-Executive Independent Director	52	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
UU.L	Steven (Steve) Fraser	Chief Operating Officer, Executive Director	--	Male	Master's Degree	Generalist	Caucasian	Single board	Unknown
UU.L	Steven (Steve) Mogford	Chief Executive Officer, Executive Director	59	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
VOD.L	Dame Clara Furse	Non-Executive Independent Director	60	Female	Bachelor's Degree	Financial	Caucasian	Multiple boards	Unknown
VOD.L	David Nish	Non-Executive Independent Director	56	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown



VOD.L	Gerard Kleisterlee	Non-Executive Chairman of the Board	70	Male	doctorate	Technical	Caucasian	Multiple boards	Unknown
VOD.L	Maria Martinez	Non-Executive Director	53	Female	Master's Degree	Technical	Caucasian	Multiple boards	Unknown
VOD.L	Mathias Dopfner	Non-Executive Independent Director	53	Male	doctorate	Generalist	Caucasian	Multiple boards	Unknown
VOD.L	Nicholas (Nick) Read	Chief Financial Officer, Executive Director	49	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
VOD.L	Renee James	Non-Executive Independent Director	53	Female	Master's Degree	Generalist	Caucasian	Multiple boards	American
VOD.L	Sir Crispin Davis	Non-Executive Independent Director	67	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
VOD.L	Sir Samuel (Sam) Jonah , KBE	Non-Executive Independent Director	--	Male	doctorate	Generalist	Non-Caucasian	Multiple boards	Unknown
VOD.L	Valerie (Val) Gooding , CBE	Senior Non-Executive Independent Director	65	Female	doctorate	Generalist	Caucasian	Multiple boards	Unknown
VOD.L	Vittorio Colao	Chief Executive, Executive Director	55	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
WPG.L	Deanna Oppenheimer	Non-Executive Independent Director	58	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
WPG.L	John Allan , CBE	Non-Executive Independent Director	68	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
WPG.L	Karen Richardson	Non-Executive Independent Director	54	Female	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
WPG.L	Martin Scicluna	Senior Independent Non-Executive Director	66	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
WPG.L	Philip Jansen	Chief Executive Officer, Executive Director	50	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
WPG.L	Richard (Rick) Medlock	Chief Financial Officer, Executive Director	56	Male	Master's Degree	Financial	Caucasian	Multiple boards	Unknown
WPG.L	Ron Kalifa	Executive Vice Chairman of the Board	55	Male	Unknown	Generalist	Non-Caucasian	Multiple boards	Unknown
WPG.L	Sir. Michael (Mike) Rake	Non-Executive Independent Chairman of the Board	69	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
WPP.L	Daniela Riccardi	Non-Executive Director	57	Female	Bachelor's Degree	Technical	Caucasian	Multiple boards	Unknown
WPP.L	Hugo Shong	Non-Executive Director	61	Male	Master's Degree	Generalist	Non-Caucasian	Multiple boards	Unknown
WPP.L	Jacques Aigrain	Non-Executive Director	62	Male	doctorate	Financial	Caucasian	Multiple boards	Unknown
WPP.L	John Hood	Non-Executive Director	65	Male	doctorate	Technical	Caucasian	Multiple boards	Unknown
WPP.L	Nicole Seligman	Senior Non-Executive Independent Director	59	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
WPP.L	Paul Richardson	Finance Director, Executive Director	59	Male	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
WPP.L	Roberto Quarta	Non-Executive Chairman of the Board	67	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Italian
WPP.L	Ruigang Li	Non-Executive Independent Director	47	Male	Master's Degree	Technical	Non-Caucasian	Multiple boards	Unknown
WPP.L	Sally Susman	Non-Executive Director	55	Female	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
WPP.L	Sir Martin Sorrell	Chief Executive, Executive Director	72	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
WPP.L	Solomon (Sol) Trujillo	Non-Executive Independent Director	65	Male	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
WPP.L	Tarek Farahat	Non-Executive Director	52	Male	Bachelor's degree	Generalist	Non-Caucasian	Multiple boards	Unknown

WTB.L	Adam Crozier	Senior Independent Director	53	Male	Bachelor's degree	Generalist	Caucasian	Multiple boards	Unknown
WTB.L	Alison Brittain	Chief Executive	52	Female	Master's Degree	Generalist	Caucasian	Multiple boards	Unknown
WTB.L	Chris Kennedy	Non-Executive Independent Director	52	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
WTB.L	David Atkins	Non-Executive Director	49	Male	Bachelor's degree	Technical	Caucasian	Multiple boards	Unknown
WTB.L	Deanna Oppenheimer	Non-Executive Director	58	Female	Bachelor's degree	Financial	Caucasian	Multiple boards	Unknown
WTB.L	Louise Smalley	Group Human Resources Director, Executive Director	48	Female	No Degree	Generalist	Caucasian	Multiple boards	Unknown
WTB.L	Nicholas Cadbury	Group Finance Director, Director	50	Male	Professional	Financial	Caucasian	Multiple boards	Unknown
WTB.L	Richard Baker	Non-Executive Chairman	54	Male	Master's Degree	Generalist	Caucasian	Multiple boards	British
WTB.L	Susan Martin	Independent Non-Executive Director	53	Female	Master's Degree	Generalist	Caucasian	Single board	Unknown