

2026-27 Board and Leadership Diversity survey

Start of Block: Introduction and Consent

Board and Leadership Diversity Survey

The Department for Business, Innovation, Science and Trade (BIST) is collecting data from all FTSE 350 companies and from the 50 largest private companies in the UK, to assess the ethnic diversity and gender balance on the boards and leadership of these companies.

The government-supported Parker Review (since 2017) and Women Business Leaders Review (since 2010) are independent, business-led initiatives to improve diversity of UK boards and leadership teams. The Parker Review focuses on ethnic and cultural diversity, while the Women Business Leaders Review focuses on gender balance. Surveys of these 400 companies are carried out each year to track progress against the Reviews' diversity targets.

The Women Business Leaders Review plans to publish the results of this survey in February 2027. The Parker Review plans to publish the results of this survey in March 2027. As in previous years, the Reviews will only publish aggregated, anonymised data to ensure no individuals are directly identified.

[PLEASE READ BEFORE YOU PROCEED]

Deadline

Please complete this survey by 6 November 2026. To collect the required data, we would ask you to collect information on your directors and leadership who you expect to be in place as of 31 October 2026.

Definition of Leadership Team vs. Senior Management Team

Please note that the two Reviews collect data on a different basis:

1. For the **Women Business Leaders Review**, companies can include members of **their leadership team based in any location globally**, whether in the UK or abroad. Further guidance and FAQs from the Women Business Leaders Review are available [here](#).
2. **For the Parker Review**, we are asking companies to **only include the UK-located members of their Senior Management Team**. This is to ensure that the survey questions are in line with our primary aim of encouraging ethnic diversity within a UK context. The Parker Review collects and reports information on ethnic minority individuals as those who identify as Asian, Black, Mixed/multiple or Other minority ethnic group, using the Government's ONS classifications as set out in [Annex 1 of the Privacy Notice](#). You may find it convenient to have this alongside you when you complete the survey. Companies that choose to provide this information should use the same ONS classification. Please see further guidance from the Parker Review website available [here](#).

Information requested for ethnic minority questions

For **only those board directors identifying as minority ethnic**, please collect the following additional information:

- Full name
- Function/role on board
- Gender
- Ethnicity
- Nationality
- Names of any other FTSE 350 companies on whose boards they sit

For those individuals in the Senior Management team, we will **not** be asking you the name of any individual person. Rather, we will be asking you to provide the following information (in aggregate):

- Total number of individuals
- Total number of individuals identifying as Asian, Black, Mixed/Multiple ethnic groups, Other ethnic group (i.e., minority ethnic)
- Of those identifying as minority ethnic, the Gender and Nationality breakdown

Please note that we do not ask investment trusts to complete information on their Senior Management team, unless they employ executives directly.

How your data will be used

When reporting on the data for the purposes of the Reviews and their recommendations, we will be using a high level of aggregation, which means that the data will be anonymised to ensure no individuals are directly identified. The data will be processed in accordance with UK General Data Protection Regulation (GDPR) requirements. Further details as to how your data will be used can be found in the [Privacy Notice](#). If you would like to provide any further detail or have any questions, please email us at leadershipdiversity@businessandtrade.gov.uk.

Overview of the survey

The survey consists of 4 parts:

1. an initial set of questions asking for consent and background information on your company
2. a set of questions relating to ethnic diversity
3. a set of questions relating to gender diversity
4. a final set of questions asking for further comments and contact details

Note that you need to go through the ethnic diversity questions to get to the gender diversity questions. You must answer all the mandatory survey questions and cannot skip any of these before proceeding to the other questions.

! The survey can be completed in multiple sittings, so you can come back to where you have left off by just clicking the same link again, using the same device.

Please click right through to the end of the survey to ensure your response is submitted. Once you have reached the end, please make sure you download a copy of your response for your records.

Having read the information on the previous page, are you happy to proceed?

☐ Yes

☐ No

End of Block: Introduction and Consent

Start of Block: Company details

Select the primary sector of your company from the list below:

Primary sector

▼ Automobiles and Parts ... Utilities ~ Waste and Disposal Services

Select the name of your company from the lists below:

Company category

Company name

▼ FTSE 100 ... Private ~ Wolseley Uk Limited

[If 'My company is not listed' was selected:] **State the registered name of your company below.**

Page Break

You selected:

[Type and Name of Company]

Please note that when you click the arrow to go to the next page, you will not be able to edit this page.

End of Block: Company details

Start of Block: Ethnic diversity - Directors

Thank you for completing the initial questions. The next set of questions focus on ethnic diversity. You must complete these questions before you can answer the questions on gender diversity.

How many directors are on your Company's board as at 31 October 2026? Please include all executive and non-executive directors, as well as the Chair of the board of directors.

End of Block: Ethnic diversity - Directors

Start of Block: Ethnic diversity - breakdown of all directors

Of the [number of] directors on your board, how many identify as:
(You may be asked to place a value in all of the below boxes. **If the answer is N/A, please input '0'.**)

Minority ethnic (i.e., Asian, Black, Mixed/multiple, Other minority ethnic)

White

Prefer not to say

Unable to disclose

Do not know

Provide the ethnic breakdown of the [number of] minority ethnic director/s on your board.

Asian : _____

Black : _____

Mixed : _____

Other minority ethnic : _____

Unable to disclose : _____

Do not know : _____

Total : _____

End of Block: Ethnic diversity - breakdown of all directors

Start of Block: Consent for Special Category data

Questions on the Board of Directors

Consent to provide Minority Ethnic Directors' Personal Information

Completion of the next set of questions **requires consent from the directors** for whom you will be providing personal information. This relates only to directors who identify as being from a minority ethnic background. If you only have partial consent (that is, consent from some of the directors and not others), please **only** provide information for those directors from whom you have consent and select "prefer not to say" for those directors for whom you do not have consent. Please select the "unable to disclose" option if you are unable to provide directors' details due to another jurisdiction's legal restrictions on collecting and/or providing ethnicity information.

Please note that, as in all previous years, no names of individual directors named in your response will be included in the Parker Review Report in March 2027.

You will not be asked to complete personal information for individuals who are part of the 'Senior Management' team on a person-by-person basis. Rather, this information should be provided in aggregate. If you select 'No' below, you will not be able to complete the questions on the Board of Directors and will be taken straight to the questions on the 'Senior Management' team.

Can you confirm that you will only provide information on those directors who have given consent for their personal information to be processed in line with the accompanying [Privacy Notice](#)?

☐ Yes

☐ No

End of Block: Consent for Special Category data

Start of Block: Ethnic diversity - minority director details

[If 'Yes' to consent question above, the following questions on minority director details display:]

Please provide the following additional information for each director identifying as a "minority ethnic director"

Please provide the director's "full name"

If the director has not provided consent for their personal information to be shared, please input "prefer not to say" in the boxes below.

☐ **First Name** _____

☐ **Middle Name(s)** _____

☐ **Last Name** _____

Please provide [name of minority ethnic director]'s "gender"

☐ Male

☐ Female

☐ Other (please specify) _____

☐ Prefer not to say

Please provide [name of minority ethnic director]'s "ethnicity"

☐ Asian

☐ Black

☐ Mixed/multiple ethnic

☐ Other minority ethnic _____

☐ Prefer not to say

☐ Unable to disclose

☐ Do not know

Please provide [name of minority ethnic director]'s "role on the board"

- ☐ Chair
- ☐ CEO
- ☐ CFO
- ☐ COO
- ☐ Other ED role
- ☐ Other NED role
- ☐ Senior Independent Director
- ☐ Audit/Finance Committee Chair
- ☐ Remuneration Committee Chair
- ☐ Nomination/Governance Committee Chair
- ☐ Risk Committee Chair (if Board committee)
- ☐ ESG/Sustainability Committee Chair (if Board committee)
- ☐ Prefer not to say
- ☐ Do not know

Please provide [name of minority ethnic director]'s "nationality"

If [name of minority ethnic director] has dual nationality, please select their other nationality from the list below by holding down the Ctrl key whilst making a selection.

- ☐ British
- ☐ Prefer not to say
- ☐ Unable to disclose
- ☐ Do not Know
- ☐ Afghan
- ☐ [alphabetical list of countries continues...]

Does [name of minority ethnic director] also sit on any additional FTSE 350 boards?

- ☐ Yes
- ☐ No

Provide the names of any additional FTSE 350 boards, if any, that [name of minority ethnic director] also sits on.

- If the director sits on more than one additional board, please select these by holding down the Ctrl key whilst making a selection
- Do not select the name of the company you are responding to this survey on behalf of

- ☐ Prefer not to say
- ☐ My company is not listed
- ☐ 3I Group Plc
- ☐ [alphabetical list of companies continues...]

State the name of the FTSE 350 Board not listed in the previous question.

End of Block: Ethnic diversity - minority director details

Start of Block: Ethnic diversity - Senior Management (UK)

The next part of this questionnaire is on the ethnic diversity of your **UK-based Senior Management Team**. This section does not apply to the majority of investment trusts.
Are you an investment trust which does not itself employ Senior Management?

- ☐ **Yes**, my company is such an investment trust
- ☐ **No**, my company is not such an investment trust

Questions on Senior Management

The Senior Management Team is normally defined as:

"Members of your Executive Committee (or equivalent) and of the senior managers who report directly to the members of your Executive Committee."

If this definition does not suit the characteristics of your Company, you may use your own definition.

The Parker Review focuses predominantly on those Senior Managers **working in the UK**.

Please indicate whether your Company is following the definition above.

- ☐ Yes, my company is following the definition above.
- ☐ No, my company is using a different definition.

[If 'No':] State the definition of "Senior Management Team" your company is using:

We would now like to know whether your company has set an ethnic minority percentage target for the Senior Management team working in the UK to be achieved by December 2027. Select from the options below:

- ☐ Yes, my company has set a target.
- ☐ No, my company has not set a target.

[If 'Yes':] You have indicated that your company has set an ethnic minority percentage target for the senior management team working in the UK to be achieved by December 2027.

Provide this percentage (%) target in the box below.

Provide the total number of individuals in your Senior Management team working in the UK as at 31 October 2026.

Please provide the following additional data on the ethnic minority individuals in your Senior Management group working in the UK if it is available. This would tell us which ethnicity they are, what gender they are, and what nationality they are. We do not wish to know the name or details of any individual. The data should be provided on an aggregate basis as can be seen in the questions below.

Of the [total number] individuals working in the UK in your Senior Management team as at 31 October 2026, provide the total number of individuals who identify as:

Minority ethnic (i.e., Asian, Black, Mixed/multiple, Other minority ethnic) : _____

White : _____

Prefer not to say : _____

Unable to disclose : _____

Do not know : _____

Total : _____

Of the [total number of minority ethnic] individuals working in the UK of the Senior Management team who identify as minority ethnic, provide the total number who identify as:

Asian : _____
Black : _____
Mixed : _____
Other minority ethnic : _____
Prefer not to say : _____
Unable to disclose : _____
Do not know : _____
Total : _____

Of the [total number of minority ethnic] individuals working in the UK who identify as minority ethnic, please provide the total number of individuals who are:

Male : _____
Female : _____
Other (please state) : _____
Prefer not to say : _____
Unable to disclose : _____
Do not know : _____
Total : _____

Of the [total number of minority ethnic] individuals working in the UK who identify as minority ethnic, provide the total number of individuals who are:

For those who have dual nationality, if one of their nationalities is British, please count them in the British category.

British : _____
Non-British : _____
Prefer not to say : _____
Unable to disclose : _____
Do not know : _____
Total : _____

End of Block: Ethnic diversity - Senior Management (UK)

Start of Block: New section - Gender diversity

Thank you for completing the questions on ethnic diversity. The next set of questions focus on gender diversity. For guidance on completing these questions please see the FAQs from the Women Business Leaders Review available [here](#).

End of Block: New section - Gender diversity

Start of Block: Gender diversity - Board Gender Data

Provide a full headcount breakdown of the number of men and women on your Board (Executive and Non-Executive Directors)

	Number of men	Number of women
Executive Directors (excluding Company Secretary) at the start of the period 1 November 2025		
Executive Directors (excluding Company Secretary) that left in the year to 31 October 2026		
Executive Directors (excluding Company Secretary) members that joined in the year to 31 October 2026		
Total Number of Executive Directors (excluding Company Secretary) members as at 31 October 2026		
Non-Executive Directors at the start of the period 1 November 2025		

Non-Executive Directors that left in the year to 31 October 2026		
Non-Executive Directors members that joined in the year to 31 October 2026		
Total Number of Non-Executive Directors members as at 31 October 2026		
Total Number of Board Members as at 31 October 2026		

Provide the sex of the Board Committee Chairs as of 31 October 2026

	Man	Woman	No such role
Audit/Finance Committee Chair	☐	☐	☐
Nomination/Governance Committee Chair	☐	☐	☐
Remuneration Committee Chair	☐	☐	☐
Risk Committee Chair	☐	☐	☐
Sustainability/ESG Committee Chair	☐	☐	☐

Provide the names of each of the Board Committee Chairs as of 31 October 2026. If you do not have a Risk Committee or Sustainability/ESG Committee, leave these fields blank.

Note: No names of individuals named in your response will be included in the Women Business Leaders Review Report in February 2027

	First name:	Middle name(s)	Last name:
Audit/Finance Committee Chair			
Nomination/Governance Committee Chair			
Remuneration Committee Chair			
Risk Committee Chair (if applicable)			
Sustainability/ESG Committee Chair (if applicable)			

Provide the sex of each of the holders of the 4 key Board roles as of 31 October 2026.

	Man	Woman	No such role
1. Chair	☐	☐	☐
2. Senior Independent Director	☐	☐	☐
3. Chief Executive Officer	☐	☐	☐
4. Chief Financial Officer	☐	☐	☐

Provide the names of each of the holders of the 4 key Board roles as of 31 October 2026.

Note: No names of individuals named in your response will be included in the Women Business Leaders Review Report in February 2027

	First name:	Middle name(s):	Last name:
1. Chair			
2. Senior Independent Director			
3. Chief Executive Officer			
4. Chief Financial Officer			

End of Block: Gender diversity - Board Gender Data

Start of Block: Gender diversity - Functional roles

Provide the sex of each of the holders of these key functional (non-Board) roles as of 31 October 2026

	Man	Woman	No such role
Human Resources Director (HRD) or most senior executive responsible for people and talent management	☐	☐	☐
Chief Information Officer (CIO) or most senior executive responsible for systems and technology	☐	☐	☐

Where 'Group Counsel and Company Secretary' is a **combined role**, complete option (A) below and mark 'no such role' for options (B).

Where they are **separate roles**, complete options (B) and mark 'no such role' for option (A).

	Man	Woman	No such role
(A) Group Counsel and Company Secretary (combined role)	☐	☐	☐
(B) Group Counsel (separate role)	☐	☐	☐
(B) Company Secretary (separate role)	☐	☐	☐

Provide the names of each of the holders of these key functional (non-Board) roles as of 31 October 2026. If the role does not exist, leave the fields blank. Note: No names of individuals named in your response will be included in the Women Business Leaders Review Report in February 2027

	First name:	Middles name(s):	Last name:
Human Resources Director (HRD) or most senior executive responsible for people and talent management			
Chief Information Officer (CIO) or most senior executive responsible for systems and technology			
(A) Group Counsel and Company Secretary (combined role)			
(B) Group Counsel (separate role)			
(B) Company Secretary (separate role)			

The next part of the survey is on the gender of your Leadership Team. This section does not apply to the majority of Investment Trusts. **Are you an Investment Trust which does not itself employ a Leadership Team?**

- ☐ **Yes**, my company is such an Investment Trust
- ☐ **No**, my company is not such an Investment Trust

[If 'No' is selected, the following questions on Leadership do not appear:]

Provide a breakdown of the number of men and women on your Executive Committee

	Number of men	Number of women
Executive Committee members* at the start of the period 1 November 2025 (*excluding all administrative and support staff)		
Executive Committee members that left in the year to 31 October 2026		
Executive Committee members that joined in the year to 31 October 2026		
Total Number of Executive Committee members as at 31 October 2026		

Provide the number of men and women on the Executive Committee who are in P&L roles and in non-P&L roles as at 31 October 2026

	Number of men:	Number of women:
P&L roles		
Non-P&L roles		

This question is for Private companies only: **There may be exceptional circumstances where the Board and Executive Committee have the exact same membership and therefore has the same governance structure. Click 'Yes' below if this is the case, or 'No' if it is not the case**

- ☐ **Yes** - Board and Executive Committee have the exact same membership
- ☐ **No** - Board and Executive Committee do not have the exact same membership

Provide a breakdown of the number of men and women Direct Reports to the Executive Committee

	Number of men	Number of women
Direct Reports* at the start of the period 1 November 2025 (*excluding all administrative and support staff)		
Direct Reports that left in the year to 31 October 2026		
Direct Reports* that joined in the year to 31 October 2026 (*excluding all administrative and support staff)		
Total Number of Direct Reports as at 31 October 2026		

End of Block: Gender diversity - Executive Committee Gender Data

Start of Block: Gender diversity - Equity Partners (Limited Liability Partnerships only)

You must only complete the next section on gender diversity if your organisation is a Limited Liability Partnership. **Is your organisation a Limited Liability Partnership?**

- ☐ **Yes** - my organisation is a Limited Liability Partnership
- ☐ **No** - my organisation is not a Limited Liability Partnership

[if 'Yes:] Provide the sex of the following Equity Partners in your organization as of 31 October 2026

	Number of men	Number of women
Equity Partners as at the start of the period 1 November 2025		
Equity Partners that left in the year to 31 October 2026		
Equity Partners that joined in the year to 31 October 2026		
Total number of Equity Partners as at 31 October 2026		
The 50 highest earning Equity Partners as at the start of the period 1 November 2025		

Highest earning Equity Partners that left in the year to 31 October 2026		
Highest earning Equity Partners that joined in the year to 31 October 2026		
The 50 highest earning Equity Partners as at 31 October 2026		

End of Block: Gender diversity - Equity Partners (Limited Liability Partnerships only)

Start of Block: Further Comments & Contact Details

The questions on gender diversity have now finished. Please proceed to the next page, where you will be able to provide further comments, as well as contact details for the best person to contact should there be any further enquiries on your survey responses.

Provide a name and contact details for the best person to contact should there be any further enquiries on your survey response

☐ Name _____

☐ Role _____

☐ Telephone Number _____

☐ Email Address _____

Provide an alternative contact below, if you have one available

☐ Name _____

☐ Role _____

☐ Telephone Number _____

☐ Email Address _____

If you have any further comments, please provide them in the box below.

We know that many companies are already fully committed to this agenda, and we applaud you for that. We would be delighted to hear from you of any stories of success and progress you have made and which you are happy to share. If you would like to do so, please email leadershipdiversity@businessandtrade.gov.uk with these examples. We would like to use some of these as case studies and sources of inspiration to others.

We also welcome feedback on this survey. If you would like to provide this, please email the Leadership Diversity mailbox.

IMPORTANT: BEFORE CONTINUING, PLEASE CHECK THAT YOU HAVE ANSWERED ALL THE QUESTIONS. ONCE YOU CLICK "NEXT PAGE", YOUR RESPONSES WILL BE SUBMITTED.

Click 'next page' to complete the survey and get a PDF of your responses. Please make sure you download the PDF copy of your response for your records. If you have made an error in your submission, contact: leadershipdiversity@businessandtrade.gov.uk

End of Block: Further Comments & Contact Details
