

## **The State of Diversity at Public Company Boards**

A report written by Deborah Gilshan for the Institute of Business Ethics in the United Kingdom can be found here: [The Ethics of Diversity | Institute of Business Ethics - IBE](#)

Below is an introduction to the report:

“Now more than ever, boards need diversity of thought and experience in tackling the challenges ahead.

Board appointments that are no more representative of the company’s employees, customers or supplier base will not bring the different perspectives needed to counter groupthink. Only through systemic change will better decisions be reached by individuals who look and think differently and whose life experiences are more varied and more representative of the communities that the company serves.

In this report, the Institute for Business Ethics looks at the experience of gender on boards, one dimension of diversity that has been the focus of a sustained, multi-faceted push for some time. It examines what has been achieved so far and some of the lessons learned as the focus shifts rapidly to address other dimensions of diversity.

Companies that approach these dimensions sequentially, focused on targets and with a compliance mindset, will not achieve the sustainable business benefits from diversity around their boardroom table and will be under increasing pressure from investors.

This report offers a series of recommendations as to how a board can embrace cognitive and experiential diversity and unlock the sustainable business benefits from a making systemic rather than cognitive changes.”