

the
UK
FASHION
DEI
REPORT

From insight to delivery

January 2024

COLLABORATION

This report is the result of a collaboration between: the British Fashion Council, The Outsiders Perspective and the (Fashion) Minority Report with the support of knowledge partner McKinsey & Company. The work conducted to produce the report took over a year and includes: The UK Fashion DEI Census - an industry-wide survey, qualitative research on; 11 leadership interviews; an in-depth study of >70 UK fashion companies and extensive desk research.

BRITISH
FASHION
COUNCIL

theOUTSIDERS
PERSPECTIVE

(FASHION)
MINORITY
REPORT

ACKNOWLEDGEMENTS

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The UK Fashion DEI Report would like to thank the wider fashion community who participated in our 'The UK Fashion DEI Census' which provided imperative data, feedback and enabled the analysis found in this report to understand the state of play on DEI in the UK fashion industry. We would like to thank the executives and DEI leaders who are featured in the interviews in this report, with a special thank you to Geoffrey Williams for his support. Highlighting: Alison Loehnis, Anya Hindmarch, Hailey Wojcik, Hannah Colman, June Sarpong, Padmaja Bommarreddy, Richard Gilmore, Sian Keane, Sinead Burke and Thierry Andretta.

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THE DEFINITION OF DEI

There are many definitions of DEI commonly adopted. For the purposes of this report we define DEI as follows:

DEI is about equal representation, opportunities and experiences across the workforce and community at large.

DIVERSITY - who is represented in the workforce

EQUITY - how we ensure equality of opportunity

INCLUSION - how the workforce experiences the workplace

BELONGING - the level of security and comfortability an employee feels at work when they are accepted

DISCLAIMER

The best practices in this report are only applicable to UK-based companies with UK-based employees. Companies with employees outside the UK should consult with their own advisors to develop best practices that are compliant with the applicable law. The present report does not constitute, and should not be interpreted as legal or other regulatory advice. It sets forth the results of the analysis done by McKinsey & Company in collaboration with the British Fashion Council, The Outsiders Perspective and the (Fashion) Minority Report based on the information gathered as detailed above, and any conclusions, insights and concepts, suggestions, or findings in it are based on such information. Readers should consider consulting with their own legal advisors regarding the legal implications of considered analysis and options under applicable law.

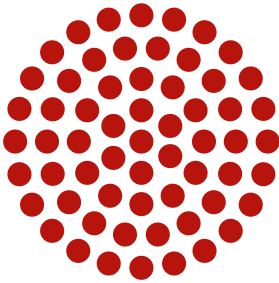
PREFACE

This report examines the current state of DEI in the UK fashion industry. We articulate the business case for change, emphasising the economic imperative for proactive measures. We review the sense of belonging and its impact on greater profitability and we conclude with actionable best practices for businesses to implement to become high-performing and inclusive organisations.

The key objective for this report is for DEI to be understood as a profit-driver. What we don't measure, won't get done, so we advise that businesses set out their ambitions with a timeframe to see meaningful progress.

We intend to return to this research and analysis in 2 years, to track and communicate progress.

HOW TO USE THIS REPORT



INDUSTRY

For the whole industry, this report gives a data-backed understanding of the state of DEI in our industry today and a language to discuss productive delivery. It also gives insights into some positive actions being taken by businesses



LEADERSHIP

For DEI Leads, Directors, SVPs, VPs and Heads of Departments, this report gives you the data to encourage your executive team to deliver



EXECUTIVE AND BOARDS

This report lays out the business case and structure for a best-in-class plan

Identity groups included in this report

In this report we have included 6 key characteristics. While not all are protected in the UK, the collected survey data demonstrates that each has a statistically significant impact on employees' sentiments of belonging. There are areas where data is limited, impacting insights into representation at executive and board levels for sexual orientation, disability, socio-economic background and neurodiversity. Additional characteristics exist, that have not been included in this report due to limitations in sample size or collected data, prohibiting thorough analysis.

	UK PROTECTED CLASS	REPRESENTATION IN EXECUTIVE TEAMS	SUFFICIENT REPRESENTATIVE SAMPLE FROM DEI SURVEY	IMPACT ON BELONGING	
ETHNICITY	●	●	●	●	INCLUDED
GENDER* *EXCLUDING NON-BINARY	●	●	●	●	INCLUDED
SEXUAL ORIENTATION	●	○	●	●	INCLUDED
DISABILITY	●	○	●	●	INCLUDED
SOCIO-ECONOMIC	○	○	●	●	INCLUDED
NEURO-DIVERSITY	○	○	●	●	INCLUDED
RELIGION	●	○	◐	—	NOT INCLUDED
AGE	●	○	◐	—	NOT INCLUDED
SIZE	○	○	○	—	NOT INCLUDED

KEY

- YES
- NO
- ◐ PART DATA
- NO DATA

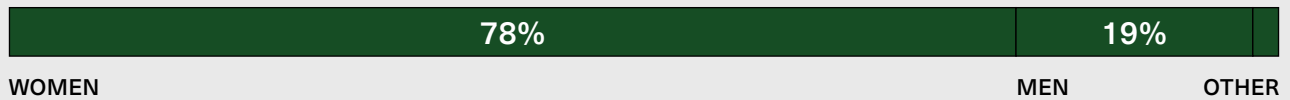
The UK Fashion DEI Census

The self-identification survey of 1529 respondents ran from 21.08.23 to 14.11.23. The following pages share the demographics % of survey respondents:

Ethnicity



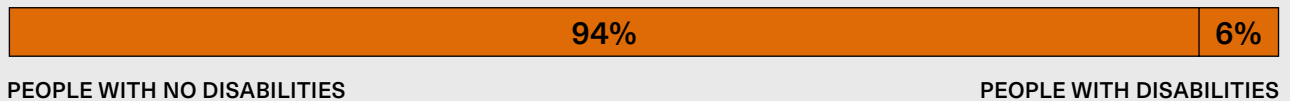
Gender



Sexual Orientation



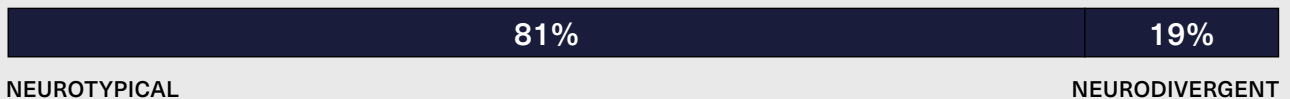
Disability



Education



Neurodiversity



In public surveys of this type it is common to get higher response rates from participants who are more engaged in the subject matter and are more likely to be from a diverse group. We do not assume our survey is representative of the industry overall (and where we show "industry averages" these should be taken as directional) but our survey does allow us to split responses into identity groups and robustly compare the experience of different groups to each other (e.g. compare the experience of Men vs Women in the industry).

When sub segmenting in this way we ensured that each segment had at least >50 respondents in it to ensure reliable results. As a result of this guardrail we were not able to show certain groups / intersections in our report (e.g. we do not have enough responses from people who identify as non-binary to be able to show data for this group).

The UK Fashion DEI Census

% Survey Respondents

Age

65+(1)

11%	39%	34%	11%	
18-25	26-34	35-46	47-55	56-64(5)

Religion

29%	24%	20%	11%					
ATHEIST	AGNOSTIC	CHRISTIAN	CATHOLIC	OTHER(3), HINDU(3), MUSLIM(3), JEWISH(2), SIKH(2), BUDDHIST(2)				

Location

SOUTH WEST

71%	10%	5%	5%			
GREATER LONDON	SOUTH EAST	NORTH WEST	EAST MIDLANDS (3), WEST MIDLANDS (2), YORKSHIRE & HUMBER(1)			

Highest Level of Education

COLLEGE/ SIXTH FORM

51%	38%	8%		
UNDERGRADUATE	POSTGRADUATE	DOCTORATE (1)		

Seniority

18%	32%	31%	14%		
EXECUTIVE	SENIOR	MIDDLE MANAGEMENT	JUNIOR	GRADUATE LEVEL (2), INTERN (1), OTHER (1)	

Type of Organisation

DESIGNER

OTHER

33%	24%	11%	8%	7%	7%	
RETAILER	AGENCY / CONSULTANCY	MEDIA AGENCY / CONSULTANCY	FREELANCE	SUPPLIER (2), MANUFACTURER (2)		

INTRODUCTION

FOREWORD

Caroline Rush CBE
Chief Executive, British Fashion Council

Jamie Gill ^{BArch ACA}
Founder, The Outsiders Perspective,
Non-Executive Director, British Fashion Council

Our catwalks are diverse, our campaigns are diverse, our consumers are diverse, but our workforce and our decision-makers are not. There is a solid business case for a diverse team, which is arguably most relevant for fashion. We, as an industry, should be leading the charge - because we have the most to gain



DEI is often seen as a social impact imperative and rarely seen as an imperative for economic success, yet data proves that those businesses who do embrace it, thrive. Having a diverse leadership team means you are 39% more likely to financially outperform than those who don't. As this report makes clear, fashion is missing out by not embracing a growth opportunity that is right in front of us.

Our data shows that those in power don't think there is an issue, while diverse groups report the true scale of the problem. While many businesses have been under pressure due to an evolving economic climate, this should not be the reason to side-line our biggest asset: our people.

Diversity improves the quality of decision-making by bringing a wider range of perspectives to the table. This is imperative for the fashion industry, given the successful scaling of a brand is reliant upon a complex alchemy of connecting creative vision with cultural relevance, identifying commercially viable routes to market, and delivering operational excellence. The danger of not spotting risks is higher in fashion, while the benefits of considering problems from multiple viewpoints are enhanced. Innovation and reduced risk comes from diverse teams who are given a voice.

Fundamentally, fashion is a truly global industry. The consumer is diverse and brands need to understand their customers. The Middle East, India, Africa, and Southeast Asia are growth markets for fashion, but there is little representation of these demographics in decision-making roles at brand headquarters.

“To remain innovative, we need to future-proof our brands with diverse leadership that is agile, resilient and proactive, not just reactive”

We have credible and recent case studies of those who have accelerated change by putting diverse leaders at the helm of magazines, ad agencies and brands. The Black Lives Matter (BLM) movement in 2020, accelerated global change for diversity. The covers of our magazines are more diverse than ever, and our advertising campaigns and catwalks better represent our global consumers. Collectively we pushed the needle and fashion helped that global conversation, with speed. But this is well overdue – and should always have been the case. We are now operating with a reliance that the consumer will not look behind the curtain and challenge the lack of inclusion at all levels of business.

For us to remain innovative, we need to future-proof our brands with diverse leadership that is agile, resilient, and proactive, not just reactive. Right now, we have a skills gap: we are not marketing ourselves as a leading industry for smart talent. This should be our focus.

This report aims to put a stake in the ground that we will tackle diversity in the UK fashion industry, by asking us all to increase representation in decision-making roles in all fashion businesses. This, we believe, will accelerate change in the industry. We cannot wait for grassroot programmes to take effect.

Our ask is for leadership to align with our intention to create a more diverse workforce, to commit to embedding DEI into strategy as an integral lever for success, to gather data, and to build systems and pathways for diverse talent to succeed. The report begins with ethnicity and gender as we have clear data on where we stand. We have included an ambition to measure progress for collective accountability and we commit to continuing to keep DEI front of mind, on the business agenda and to champion those that are leading the way.

Given fashion’s colossal power to influence, to provide cultural reference, and guide social trends, we have a unique capacity and responsibility to lead in positive change. Our ever-revolving headcount will stabilise and the injection of fresh perspectives is what we need to be ready for the unpredictability of tomorrow, in order to scale and compete.

Our hope is that this report will support our collective DEI journey to create an inclusive UK fashion industry reflective of society and the evolving consumer. We can even do it quickly – when we put our minds to it.

We are committed to returning to this piece of research in 2 years to measure progress.

“Our hope is that this report will support our collective DEI journey to create an inclusive UK fashion industry reflective of society and the evolving consumer”

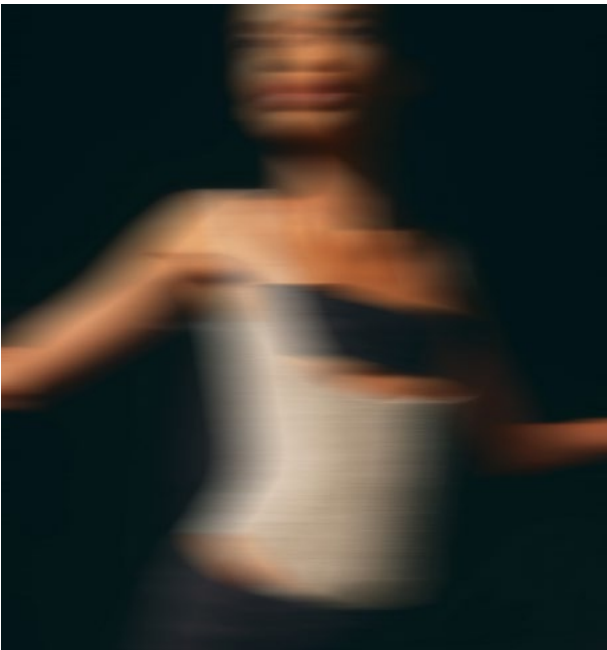
Caroline Rush and Jamie Gill
British Fashion Council

EXECUTIVE SUMMARY

UK fashion companies are on a diversity, equity & inclusion (DEI) journey, but not all are travelling at the same pace, or even in the same direction. Amid uneven progress, leading companies recognise that DEI is no longer just a social imperative but also a driver of business performance. This report discusses the factors shaping fashion's DEI performance and highlights the levers that can move companies forward.

A survey of fashion industry participants and company analysis for this report shows that fashion companies have made good progress in “outward-looking” contexts such as marketing and catwalk representation, but less progress in “inward-looking” contexts such as boardrooms and workplaces. This twin reality presents industry leaders with a challenge but also an opportunity. If they can accelerate on DEI, they stand to make significant business gains and improve representation across the industry.

Certainly, there is cause for optimism, with leaders at some companies improving DEI by making changes in key areas of the business. These include representation at the top, data to support benchmarking, and commitment to making a diverse, equitable and inclusive business a reality—each of which we explore here. Companies that do this well treat DEI as a lever for business advantage.



The state of play in diversity

Over the past 10 years, fashion's public-facing persona has become more diverse. Marketing campaigns and fashion shows extensively feature people of colour. Ethnically diverse models accounted for 50% of catwalks at London Fashion Week 2022, compared with 14% a decade previously.¹ In advertising campaigns in 2022, 43%² of models were ethnically diverse, compared with 9% in 2012.

Still, there is more the industry could do, particularly to boost representation in so-called power roles—the positions that hold most influence. A few facts and figures bear this out: just 9% of executive roles and 11% of power roles (CEO, CFO, Chairperson, Creative Director) are held by people of colour. Meanwhile, 39% of executive teams and 24% of power roles are occupied by women.³

1. Based on assessment of 16 luxury fashion brands' SS, AW, RTW and MW (excludes collection presentations) shows in 2012, 2017 and 2022

2. Based on assessment of 30 brands' seasonal collection advertising campaigns in 2012, 2017 and 2022

3. Web scraping of executive team and boards of ~50 UK fashion companies

A notable theme arising from the research is the dissonance in beliefs relating to DEI. Our survey shows that just 14% of white men working in fashion believe the industry is not diverse, compared with 54% of women of colour and 49% of people with disabilities respectively.

In our contacts with numerous fashion companies and analysis of data, we have seen many reasons why fashion leaders may be less aware of the scale of the DEI challenge. Here are a few: a minority of companies keep track of progress with KPIs. Only 17% of UK fashion companies have external quantitative DEI targets and 23% have a DEI lead, suggesting that most companies have little formal data or tracking. Perhaps not surprisingly, half of people working in fashion do not believe that DEI is a priority to their leaders.

In addition, DEI teams often do not have sufficient agency and sit apart from the board. And few companies assign adequate time, capabilities and budget. Finally, responsibility for DEI sits with diverse groups. While this may make intuitive sense, it further highlights difference, prevents allyship and shifts the responsibility of finding and implementing solutions to the people who require them most.

The business case for diversity

The DEI opportunity is compelling. Across industries, a diverse workforce improves decision making up to 87% of the time—the result of expanded perspectives.⁴ This feeds through to the bottom line—and progressively more so over the past eight years. In 2015, top quartile companies in terms of female representation on executive teams were 15% more likely to outperform than bottom quartile companies.⁵ But in 2023, they were 39% more likely to outperform. Similarly in 2015, top quartile companies in terms of ethnically diverse representation on executive teams were 35% more likely to outperform than bottom quartile firms. In 2023, they were 39% more likely.⁶

In a global war for talent, DEI is a touchstone topic. Our research shows that 39% of global job seekers have turned down or decided not to pursue jobs because of a perceived lack of inclusion.⁷ Equally, employees are 7x more likely to advocate for their company's performance if they see the company as inclusive, and are half as likely to leave.⁸

Across demographics, consumers are much more engaged with companies that reflect their values and much less engaged with those that do not. About 50% of Millennials say it is important or very important to choose brands that have a gender equity stance.⁹ In the UK, more diverse fashion companies would reflect an increasingly diverse population. The 2021 UK Census data shows 18% of the population nationally are ethnic minorities, in London, where most UK fashion companies are headquartered¹⁰ it is 46%. 57% of the Gen Z population describe themselves as ethnic minority.

If this were not sufficient to create an imperative to act, then fashion companies could soon feel the heat from wider stakeholder groups. About 80% of investors believe there will be an increased focus on environmental, social and governance (ESG) going forward, and particularly on the "S" part of the acronym.¹¹ Many of the world's leading asset managers are monitoring the diversity of the companies in which they invest. At the same time, legal frameworks demand equality and parity. For example, the UK Financial Conduct Authority (FCA) has included diversity policies and board diversity targets in its listing rules.^{1,2}

4. Forbes: Diversity + Inclusion = Better Decision Making At Work, 2017; Cloverpop: Hacking Diversity with Inclusive Decision Making, 2017

5. Why Diversity Matters, McKinsey & Co (2015)

6. Diversity matters even more: The case for holistic impact, McKinsey & Co, (2023)

7. McKinsey & Co, Understanding organisational barriers to a more inclusive workplace (2020)

8. Understanding organisational barriers to a more inclusive workplace, McKinsey & Co (2020)

9. McKinsey Quarterly Consumer Sentiment Survey 2023 Q3

10. Web scraping of headquarter location of 70 UK fashion companies

11. Procensus investor survey, April 2020

12. Diversity, Equity and Inclusion at Vanguard (2021)



Equity and inclusion

Our research shows that diverse groups working in fashion rate their experience of equity and inclusion below others. In our survey, women of colour and individuals identifying as neurodivergent or as people with disabilities, show scores of between 20-30% points lower than white men working in the industry.

Diverse groups report lower scores across a number of inclusion and equity metrics, reflecting the sense that they are not offered the same opportunities as peers; that they cannot be their authentic selves at work; and that they cannot voice contradictory opinions. When asked if they can be their authentic selves in the workplace, 44% of people with disabilities agreed with the statement compared to 79% of white men. For women of colour, the difference with white men was 26% points. Socio-economic status is often overlooked in DEI discussions, but it too can lead to feelings of exclusion. Asked whether they feel they are offered the same opportunities as others, there was a 14% point difference between people from lower socioeconomic backgrounds (defined here as those eligible for free school meals) and more privileged groups.

A strong underlying principle is that resources are a key enabler. When employees say their company allocates sufficient resources to DEI, they are more than twice as likely to agree that

their company provides an environment in which their careers can thrive than those who say their company does not allocate sufficient resources. In addition, when employees say their company has a clear DEI strategy, they are 26% more likely to say they can be their authentic selves in the workplace. Companies that assign sponsors to individuals also see positive results in terms of both career development and feelings of inclusion.

3 strategic levers for UK companies

The data, interviews and research for this report have helped us develop 3 strategic levers to support progress on DEI in the UK fashion industry. Based on the insights in this report and our discussions with fashion industry decision makers, we here highlight 3 areas in which companies can move their ambitions forward.

1. Lead from the top

Best-in-class companies at which leaders own the DEI strategy, set out their diversity ambitions in long-term business plans, and commit to action at board level are most likely to deliver on change, our research shows. This includes embedding specific objectives in C-suite job roles and including inclusive leadership in executive-level performance reviews. These companies make long-term commitments and see DEI as a core value and priority. The company's DEI lead reports directly to the board and has adequate resources and funding. The board discusses relevant issues frequently and allocates resources to making change happen, including creating an inclusive culture and establishing a structured approach to training and development. Finally, they invest in nurturing a wide range of talent. They have a diverse slate of potential candidates for new roles and proactively work to broaden their networks to embrace diversity.

Long-term aspirations for UK companies

- a. Set ownership of the company DEI strategy at CEO / C-suite level
- b. Allocate sufficient resources to achieve your DEI ambition

Best in class:

- c. CEOs speak and act internally and publicly in line with their company DEI strategy
- d. Become an industry leader in convening and engaging companies to progress the DEI agenda

2. Get the data (in line with local privacy laws)

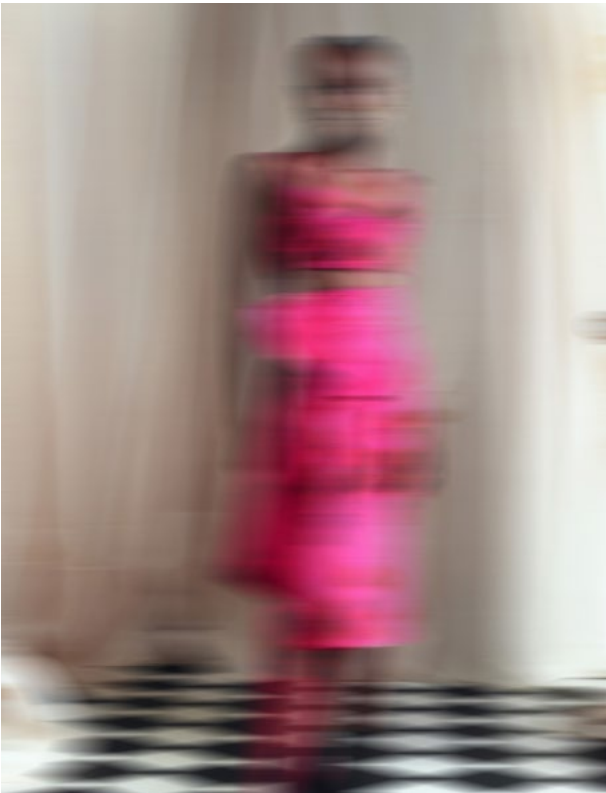
Best-in-class executives at companies leading on DEI align on their data visions over 1,3-, 5- and 10-year periods, and agree specific company KPIs. They collect, track and share data, which they analyse to identify where they can make improvements. They publish their aspirations and progress, and build dashboards so the workforce can share in the journey. Internal communications functions are closely involved, ensuring everybody is kept informed. Finally, they foster a conversation, so that people are empowered to speak up. Employee Resource Groups (ERGs) highlight issues that are important to them, based on transparent internal frameworks in which senior managers are engaged.

Long-term aspirations for UK companies

- a. All fashion companies in the UK to collect diversity data
- b. Collect qualitative and quantitative data on a regular basis to assess employees' sentiments of inclusion and equity

Best in class:

- c. Quantitative and qualitative DEI data on different employee segments benchmarked against peers
- d. Regular or real time quantitative and qualitative data tools and root-cause analysis conducted proactively to address development areas and design effective and legally compliant interventions



3. Systems and pathways

Based on our research, a range of best in class actions can help move companies choosing to move forward, if taken in consultation with legal advisors. First, a specific person on the leadership team takes responsibility to draft a DEI strategy, which is disseminated and celebrated across the organisation. The human resources function conducts a pay audit to assess potential discrepancies. It assesses recruitment and interview processes and systems to remove potential bias, including job advertisements with gender-neutral language, job tandems in leadership roles, diverse interview panels, and bias observers in assessment committees. Sponsorship programmes promote engagement and career development. Recruiters mandate diverse slates for open job roles, continuously monitoring diverse talent opportunities. Middle managers are empowered to develop actionable programmes to bring the DEI strategy to life in the business function, including developing tools for people managers to communicate and act effectively. Finally, inclusion criteria are incorporated into the employee review framework at all levels of the organisation.

Long-term aspirations for UK companies

- a. Develop a DEI strategy that is shared internally and includes time-bound ambitions
- b. Focus on middle management engagement and training to deliver strategy

Best in class:

- c. Publicly share DEI strategy and ambitions
- d. Leadership expectations for inclusive behaviours are clear and fully factored into performance evaluation / promotion

With these 3 strategic levers in play, the BFC would like to see the UK fashion companies set their ambitions for progress. These ambitions will be unique to each business and reflective of their customer base, and should be built as measures into their business strategy.

01. STATE OF PLAY

This chapter sets out the data on representation
in the UK fashion industry today, based on our research

FASHION HAS INCREASED DIVERSITY IN EXTERNAL MARKETING

Over the last decade, in line with evolving societal expectations, the fashion industry has significantly shifted its approach to diversity in relation to its public-facing persona.

The representation of people of colour on catwalks and in advertising campaigns has increased - from 10-15% in 2012 to 40-50% in 2022. This brings representation within the marketing of UK fashion brands in line (and even exceeding) the population of London, where the majority of UK fashion companies are headquartered.¹

1. 84% of UK fashion companies are headquartered in London.
Web scraping of headquarter location of ~70 UK fashion companies

The progression of external representation has made a strong impact, which demonstrates how the industry can move the dial fast when it is focused.

Models on catwalks and in advertising campaigns have become more ethnically diverse

Ethnic diversity
% of group

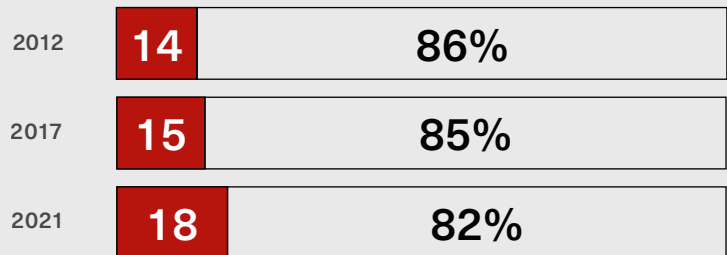


PEOPLE OF COLOUR

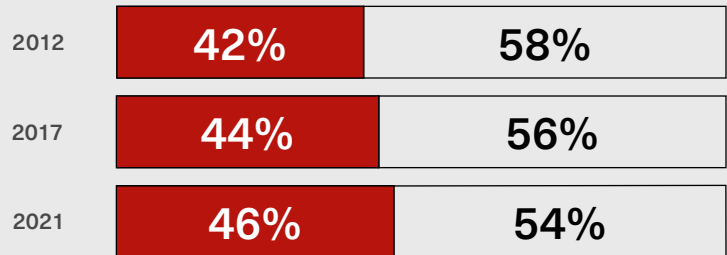


WHITE

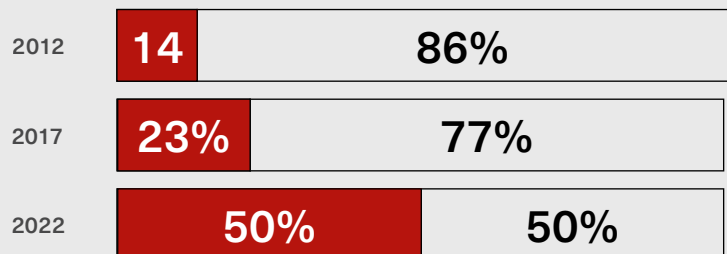
TOTAL UK POPULATION¹



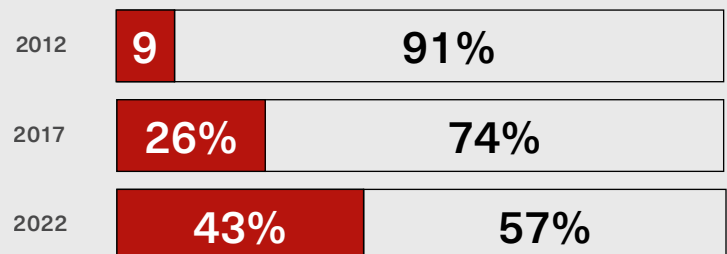
POPULATION OF LONDON¹(WHERE 84% OF UK FASHION BRANDS ARE HEADQUARTED)^{2*}



LONDON FASHION WEEK RUNWAY³



UK ADVERTISING CAMPAIGNS⁴



1. ONS England & Wales Population data 2012, 2017, 2021

2. Web scraping of headquarter location of ~70 UK fashion companies

3. Based on assessment of 16 luxury fashion brands' SS, AW, RTW and MW shows (excludes collection presentations) in 2012, 2017 and 2022

4. Based on assessment of 30 brands' seasonal collection launch advertising campaigns in 2012, 2017 and 2022

GREATER DIVERSITY CAN BE REFLECTED IN EXECUTIVE TEAMS AND BOARDS

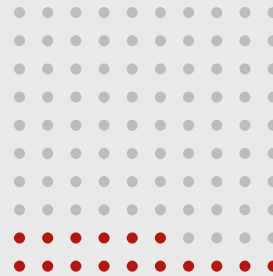
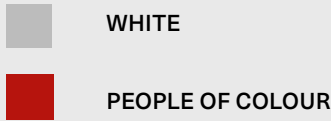
Despite its evolved public-facing persona, our data shows that the situation is different when it comes to the industry's internal leadership teams, particularly those in positions that hold the most power.

1. CEO, CFO, Chairman and Creative Director
2. Web scraping of executive team and boards of 50 top UK fashion companies

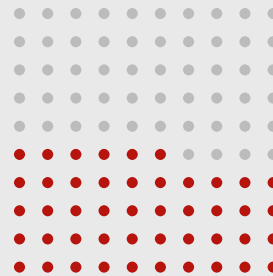
Board and executive teams show a significantly lower percentage of diverse representation for both gender and ethnicity. 11% of power roles¹ are held by people of colour, 24% are held by women.²

9% of executive teams are people of colour

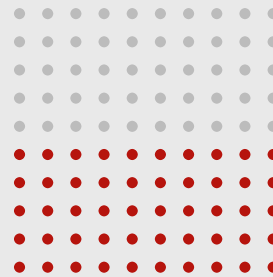
Comparing UK & London population data to fashion companies' executive teams and marketing campaigns



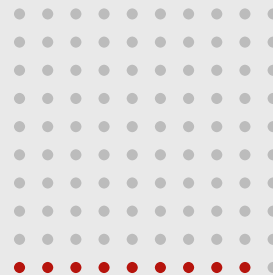
18%
UK population¹



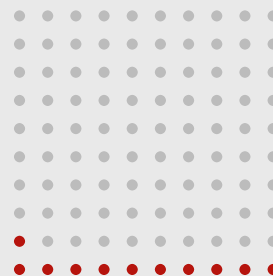
46%
London population^{1,2}



47%
Campaigns (catwalk and advertising)³



9%
Executive teams and boards⁴

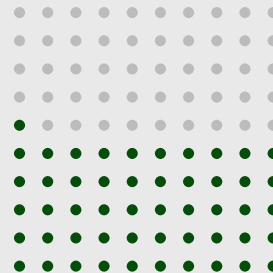
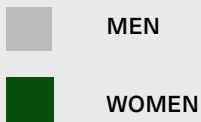


11%
Power roles⁵

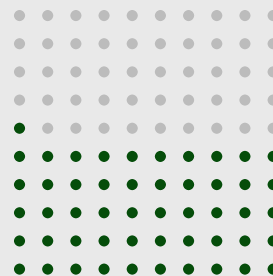
1. ONS 2021 Census data
2. 84% of UK fashion companies are headquartered in London
3. Based on assessment of 30 UK fashion seasonal collection launch advertising campaigns in 2012, 2017 and 2022 and 16 luxury fashion brands' SS, AW, RTW and MW shows (excludes collection presentations) in 2012, 2017 and 2022
4. Web scraping of executive team and boards of ~50 UK fashion companies
5. CEO, CFO, Creative Directors, and Chair of ~50 UK fashion companies

39% of executive teams are women

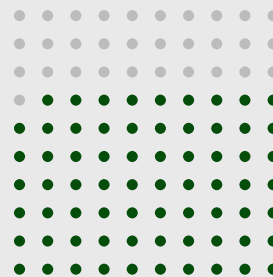
Comparing UK & London population data to fashion companies' executive teams and marketing campaigns



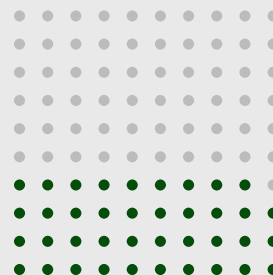
51%
UK population¹



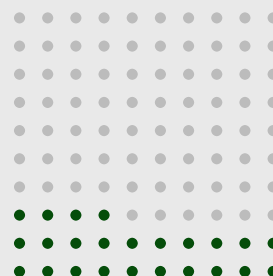
51%
London population^{1,2}



69%
Campaigns (catwalk and advertising)³



39%
Executive teams and boards⁴



24%
Power roles⁵

1. ONS 2021 Census data
2. 84% of UK fashion companies are headquartered in London
3. Based on assessment of 30 UK fashion seasonal collection launch advertising campaigns in 2012, 2017 and 2022 and 16 luxury fashion brands' SS, AW, RTW and MW shows (excludes collection presentations) in 2012, 2017 and 2022
4. Web scraping of executive team and boards of ~50 UK fashion companies
5. CEO, CFO, Creative Directors, and Chair of ~50 UK fashion companies

THERE IS A DIFFERENCE IN PERSPECTIVE ON DIVERSITY BETWEEN DIFFERENT GROUPS

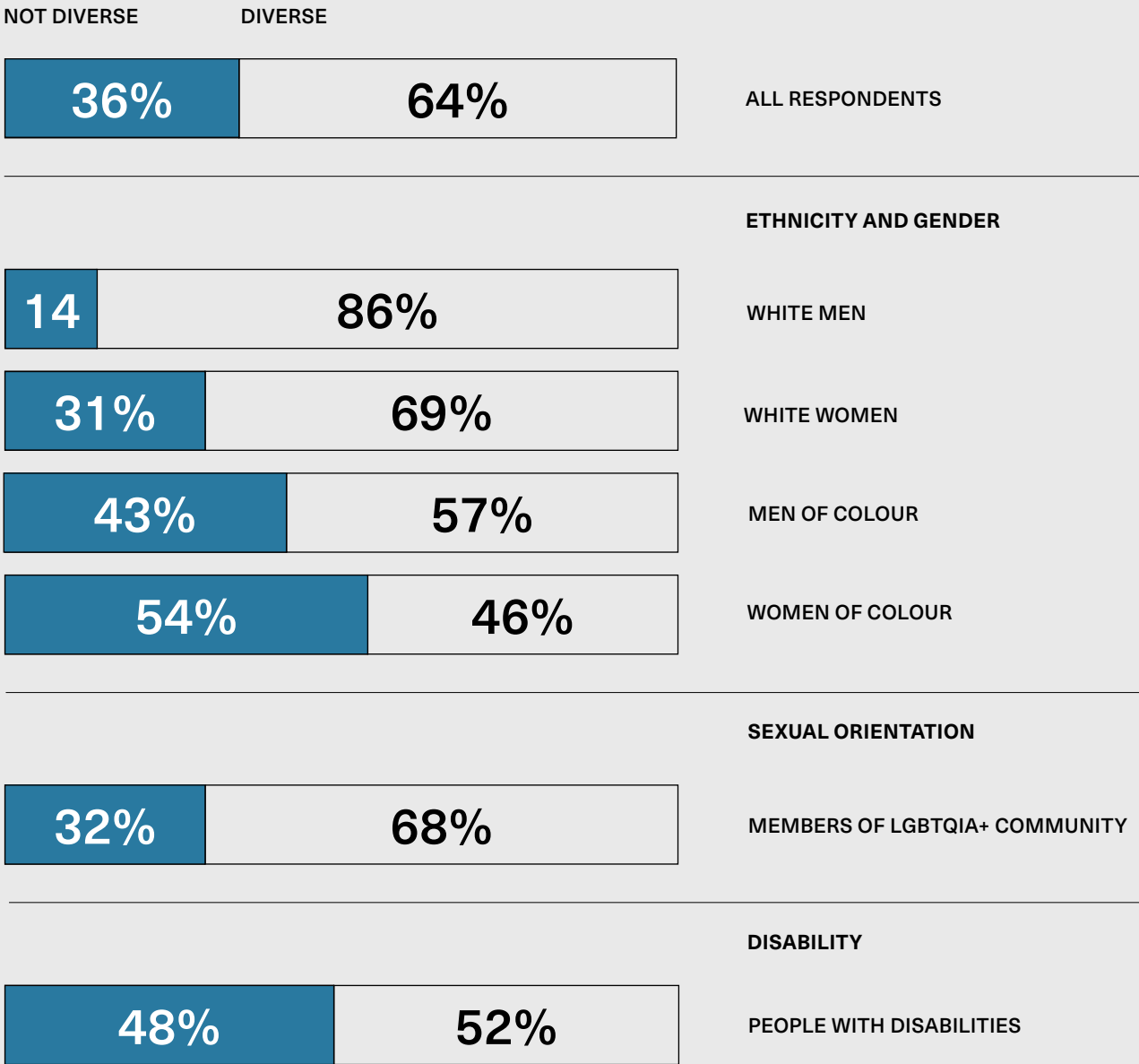
Despite the evidence of a lack of representation in the industry, different groups see the level of diversity very differently.

1. The Fashion DEI Census
Self Identification Survey
2023, N=1529

14% of white men working in fashion believe that the industry is not diverse, compared with 54% of women of colour, and 48% of people with disabilities.¹

How do you perceive the level of diversity across the fashion industry?

Perception of diversity, by group
(% total)¹



1. The Fashion DEI Census Self Identification Survey 2023, N=1529

17% OF UK FASHION COMPANIES HAVE PUBLISHED QUANTITATIVE DEI TARGETS

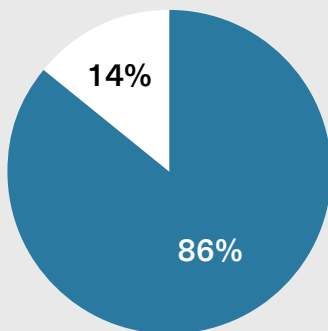
1. Web scraping from
company websites of ~70
UK-based fashion companies
- September 2023

Despite success to evolve industry representation through increasingly diverse marketing outputs, 17% of companies in the UK fashion industry have external DEI targets and a DEI lead. In contrast 56% of the same group have quantitative targets and a sustainability lead.¹

The fashion industry is publicly committed to quantitative sustainability targets

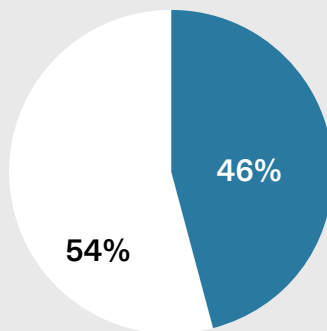
% of UK fashion companies¹

Sustainability



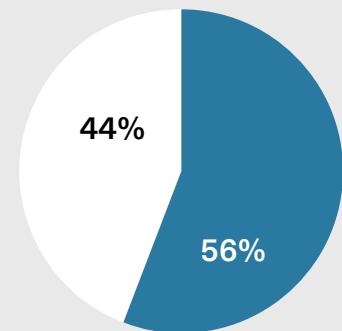
86%

SUSTAINABILITY DESCRIBED AS A CORE STRATEGIC PILLAR



46%

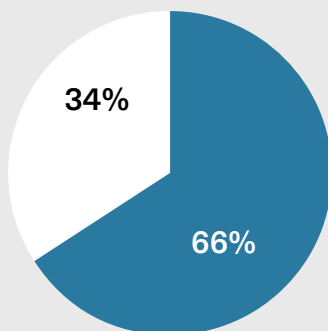
A SUSTAINABILITY LEAD



56%

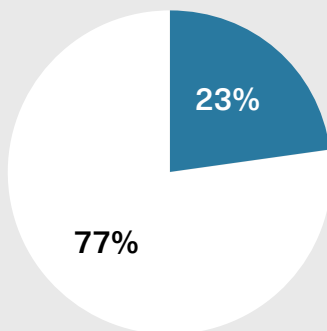
QUANTITATIVE SUSTAINABILITY TARGETS THE COMPANY WILL REACH

Diversity & Inclusion



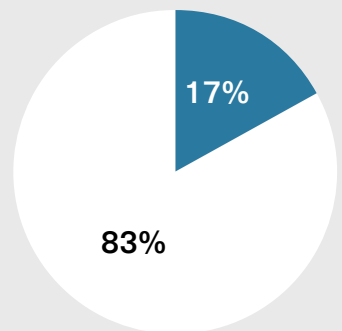
66%

DEI DESCRIBED AS A CORE STRATEGIC PILLAR



23%

A DEI LEAD



17%

QUANTITATIVE DEI TARGETS THE COMPANY WILL REACH

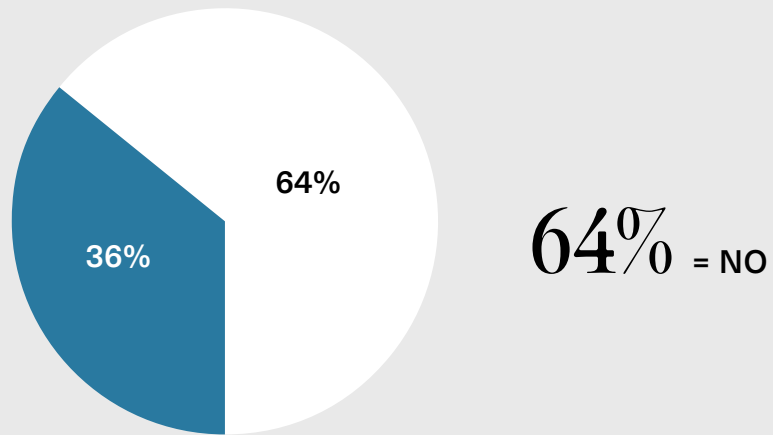
1. Web scraping from company websites of ~70 UK-based fashion companies – September 2023

THERE IS A
BELIEF THAT
DEI IS NOT A
PRIORITY FOR
LEADERSHIP

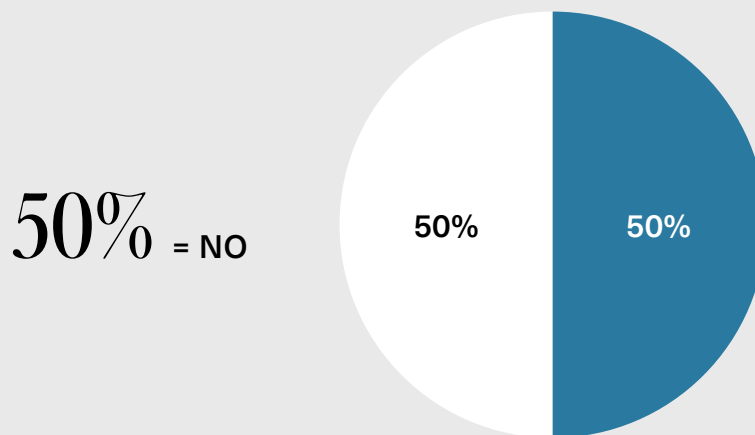
64% of respondents do not believe their organisation is allocating enough resource to DEI

% OF RESPONDENTS WHO AGREE OR STRONGLY AGREE

Do you believe your organisation is allocating enough resource to DEI?¹



Do you think DEI is a priority for senior leaders?¹



1. The Fashion DEI Census Self Identification Survey 2023, N=1529

02. THE BUSINESS CASE FOR DIVERSITY

This chapter lays out the compelling business case for diversity

THERE IS A STRONG BUSINESS CASE FOR DIVERSITY

Companies with diverse leadership teams are associated with higher financial returns and despite a rapidly changing business landscape, this business case for diversity has grown even stronger.

In addition, higher levels of gender and ethnic diversity on executive teams and boards is correlated with businesses achieving more holistic impact.

A diverse executive team (and workforce) brings performance benefits across the organisation by driving revenue (innovation, speed to market, consumer understanding) and improving profitability (employee retention, productivity, risk mitigation).

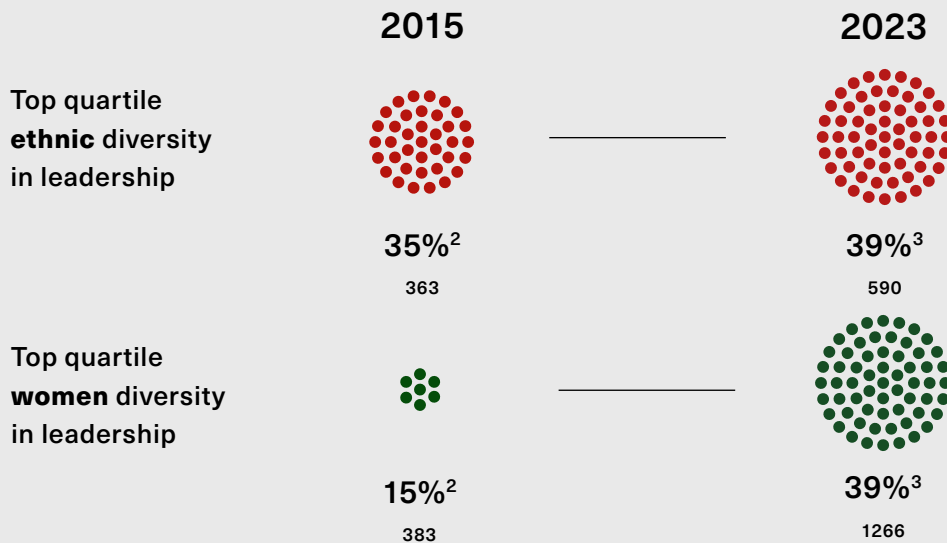
Fashion customers (in the UK and globally) are becoming more diverse, and we see DEI becoming more important to younger generations when making purchasing decisions.

Regulators and investors have recently begun publicly making statements indicating an increased focus on DEI.

DIVERSE
LEADERSHIP
TEAMS
ARE 39% MORE
LIKELY TO
FINANCIALLY
OUTPERFORM

The business case for diversity on executive teams has become stronger

Difference in likelihood of financial outperformance of 1st vs 4th quartile:¹



Across a dataset of >1000 companies from 23 countries, companies in the top quartile for gender diversity are 39% more likely to outperform bottom quartile peers, from 15% in 2015. For ethnic diversity, they are 39% more likely to outperform bottom quartile peers, continuing an upward trend from 35% in 2015.

The case for holistic impact

In 2023 McKinsey expanded research and found a further strong correlation between leadership diversity and multiple indicators of holistic impact across social, and environmental components including communities, workforces, and the environment.

This striking new finding that leadership diversity is convincingly associated with holistic growth ambitions, supports that organisations with diverse leadership and a dedication to inclusive practices can be a driving force in developing more inclusive work environments, fostering more satisfied workforces, and making greater positive social impact.

1. Likelihood of financial outperformance vs the regional industry median
 2. McKinsey & Co Why Diversity Matters, (2015)
 3. McKinsey & Co Diversity matters even more: The case for holistic impact (2023)

A diverse workforce brings financial benefits by: **IMPROVING PROFITABILITY**

Attract the best talent

Encouraging belonging gives fashion companies a competitive advantage in the war for talent through a 50% reduction in employee turnover.¹

Employees who perceived that their organisation offers both opportunity and fairness are 3x more likely to stay and 3x more likely to recommend it.²

Of global job seekers, 39% have turned down or decided not to pursue a job opportunity because of a perceived lack of inclusion.³

Increased productivity

Increased levels of belonging and DEI drives employee motivation and satisfaction, improving workforce quality, productivity and engagement leading to substantial bottom line benefits due to a 56% increase in job performance.¹

Employees are 7x more likely to report their organisation is high-performing if it's inclusive.³

Cultural sensitivity

Diverse workforces show increased cultural sensitivity and awareness, enabling companies to navigate nuances and avoid marketing missteps that could alienate potential customers and cause brand risks.⁴

Of employees of colour, 52% will not work for a company that fails to speak out to address racial inequality.⁵

1. BetterUp The Value of Belonging at Work (2019)

2. McKinsey & Co, Women in the Workplace (2019)

3. McKinsey & Co, Understanding organisational barriers to a more inclusive workplace (2020)

4. LinkedIn: The Importance of Diversity in Marketing Teams (2023)

5. McKinsey & Co, The diversity imperative in retail (2021)

A diverse workforce brings financial benefits by: **DRIVING REVENUE**

Innovation

When businesses have an inclusive culture and policies, they are ~60% more likely to achieve greater creativity and innovation.¹

Customer acquisition

DEI increases customer insight, allowing brands and retailers to build products for a wide range of customers. Research shows inclusive companies report a ~38% better assessment of consumer interest and demand.²

Improved decision making

Diverse teams are linked with improved quality of decision making by leveraging new and innovative perspectives to solve problems. Research shows 87% of the time, diverse teams make better and faster decisions.³

1. Catalyst Why Diversity and Inclusion Matter (2020)

2. International Labour Organisation, Women in Business and Management: The Business Case for Change (2019)

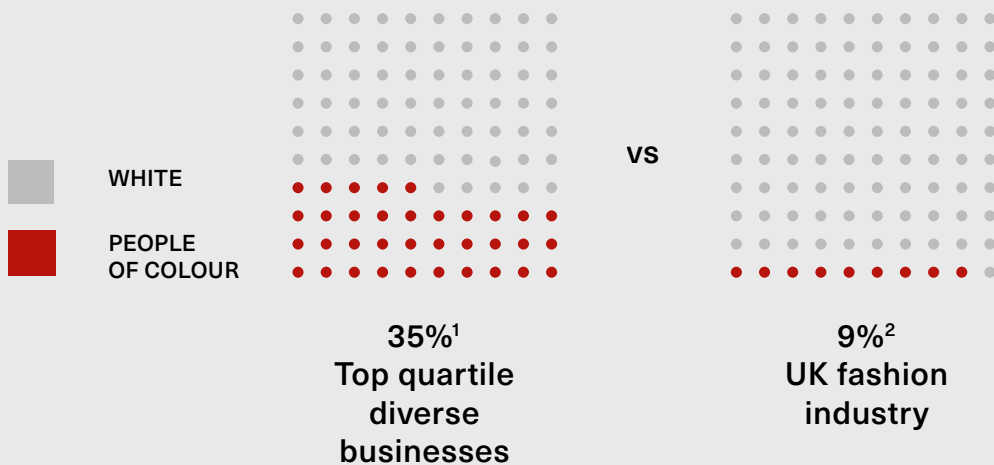
3. Cloverpop Hacking Diversity with Inclusive Decision Making (2017)

The UK fashion industry lags in diverse leadership

Leadership team make up, % total UK fashion vs top quartile global benchmark

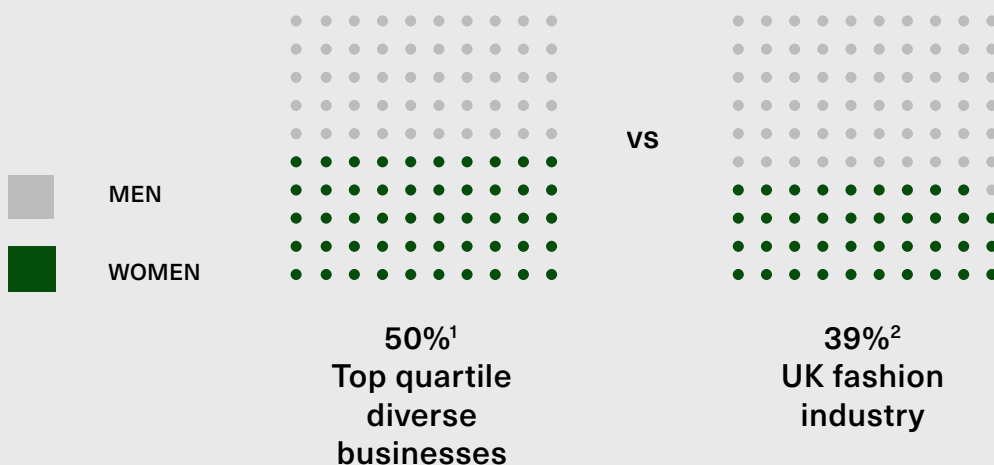
Share of ethnicity

Executive teams and boards



Share of women

Executive teams and boards



1. McKinsey & Co Diversity matters even more: The case for holistic impact (2023)

2. Web scraping of executive team and boards of ~50 UK fashion companies

HOW DEI CAN DRIVE FASHION COMPANY PERFORMANCE

Anita Balchandani
Senior Partner, McKinsey & Company

The business case for diversity has become stronger over time. Our data supports the link with financial performance and diverse leadership



In a dynamic UK fashion landscape, the business case for diversity, equity, and inclusion (DEI) not only remains robust, but grows stronger by the year.

Over the past decade, McKinsey has seen growing evidence for the link between more diverse executive teams and outstanding performance.

Through thousands of contacts across companies and geographies the principle holds true: businesses that prioritise inclusion perform better than their peers. Even for companies that are already diverse, there is a strong case for putting representation at the top of C-suite agendas.

Back in 2015, McKinsey research showed that companies in the top quartile for gender or racial and ethnic diversity were statistically more likely to post financial returns above their national industry median. Conversely, companies in the bottom quartile were less likely to achieve above-average returns. Moreover, we argued that diversity is probably a competitive differentiator, shifting market share towards more diverse companies over time.

Of course, in making these judgements, we need to be aware of the distinction between correlation and causation. Greater diversity in corporate leadership doesn't automatically translate into more profit. But the correlation suggests that when companies commit themselves to diverse leadership, they are more successful.

Why is this the case? First, we believe that diverse companies are more attractive to potential employees. Simply, they are better at winning top talent.

“When companies commit themselves to diverse leadership, they are more successful”

Our research shows that 39% of global job seekers have turned down or not pursued opportunities because of a perceived lack of inclusion.¹ In addition, consumers in almost all demographics are more engaged with companies that reflect their values, and much less engaged with those that do not. About 50% of Millennials say it is important or very important to choose brands that have a gender equity stance.²

Furthermore, in the UK, more diverse fashion companies would reflect an increasingly diverse population. In London, where most UK fashion companies are based, just 43% of Gen Z describes themselves as white. In this sense, diversity in senior job roles needs to keep up with a society that has already incorporated diversity into its DNA.

Our research over many years shows that inclusive companies report higher levels of employee satisfaction and better decision making, both of which contribute to stronger returns. Back in 2015, we showed that greater gender diversity on senior-executive teams corresponded to significant performance uplifts in our data set: for every 10% increase in gender diversity, EBIT rose by 3.5%.

Given these dynamics, it makes sense that other kinds of diversity, beyond gender and ethnicity, can have similar impacts.

Fast forward to 2023 and the data is even more convincing. In 2015, top quartile companies in terms of female representation on executive teams were 15% more likely to outperform than fourth quartile companies. But by 2023, they were 39% more likely to outperform. Similarly in 2015, top quartile companies in terms of ethnically diverse representation on executive teams were 35% more likely to outperform than bottom quartile firms. In 2023, they were 39% more likely.

The UK fashion industry prides itself on its cutting-edge ideas and creativity. Yet, on diversity it has work to do, our research for this report shows. This is leading to rising pressure from investors and other stakeholders, many of which have reached the same conclusions as we have: that DEI and performance are inextricably linked. It also presents UK fashion companies with an opportunity. Through more representation, they can offset some the macroeconomic headwinds facing the industry, keep step with their customers, and operate to their potential in driving performance.

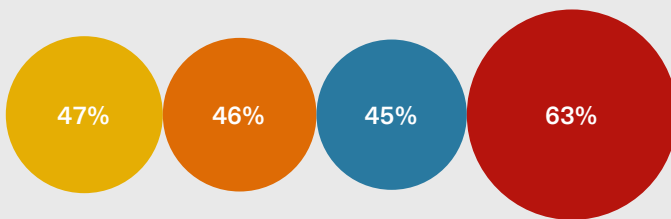
1. McKinsey & Co, Understanding organisational barriers to a more inclusive workplace (2020)

2. McKinsey Quarterly Consumer Sentiment Survey 2023 Q3

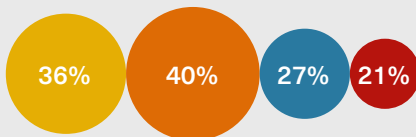
In the UK, DEI is becoming increasingly important for younger generations' purchasing decisions

% of consumers who say it is "Very Important" or "Important" when choosing which apparel brand to purchase (by generation)¹

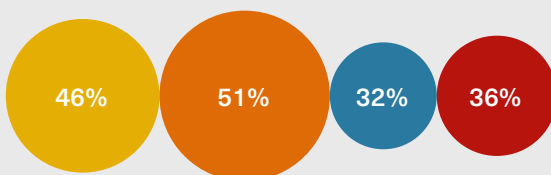
The Organisation puts people above profits



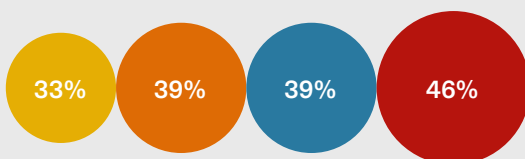
The Organisation has a diverse management team



The Organisation has a gender equity stance



The Organisation creates an inclusive environment



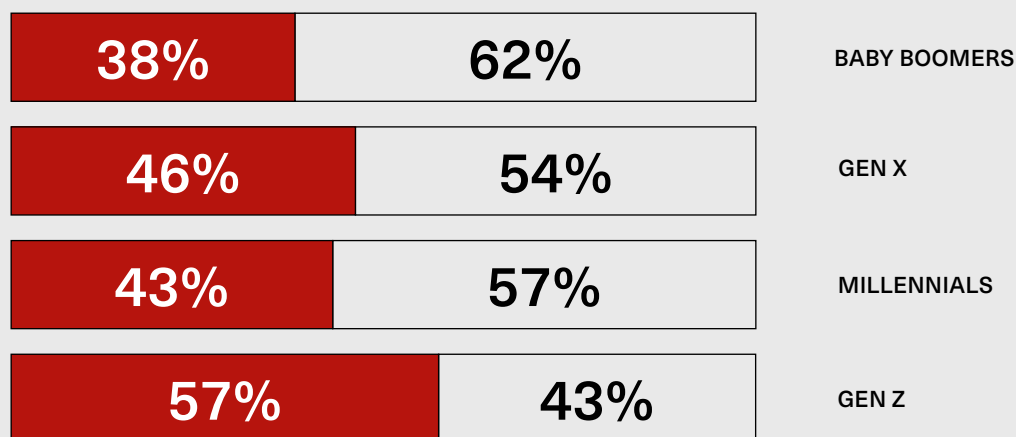
1. McKinsey Quarterly Consumer Sentiment Survey 2023 Q3

Younger generations in the UK are more ethnically diverse; the minority is becoming the majority

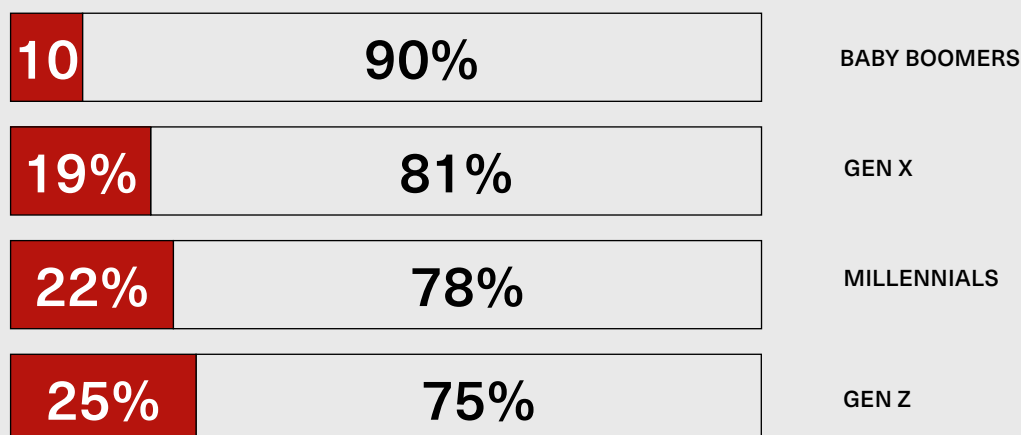
Ethnic split by generation
profile in London, England & Wales
(%, by generation)^{1,2}



LONDON



TOTAL ENGLAND & WALES



1. ONS 2021 Census data

2. For the purposes of this analysis, data on generations is based on ONS age groupings, which may not precisely reflect exact age ranges for each generation

The time to act is now: DEI is increasingly a focus for regulators and investors

Investors

~80%¹ of investors believe there will be an increased focus on ESG post-COVID-19, with an increased materiality on “S”.

Top investors, including Vanguard Group, Alliance Bernstein and Blackrock, are addressing the relevance of diversity indicators in the companies they invest (e.g., gender diversity).

“Our views on diversity extend beyond the boardroom to leadership teams and workforces, and in 2020 we made clear our expectations of companies with regard to oversight of diversity-related strategy”.

Vanguard report²

Regulation

In April 21, the European Commission issued a draft directive on equal pay for equal work irrespective of gender, through transparency and enforcement provisions.³

EU Gender Equality Strategy 2020-2025 aims to progress to a more gender-equal Europe by gender mainstreaming in all EU policy areas.⁴

In April 2022, the FCA expanded listing rules to include diversity policies and board diversity targets in reporting.⁵

1. Procensus investor survey (2020)

2. Vanguard 2021 report

3. Simmons + Simmons (2022)

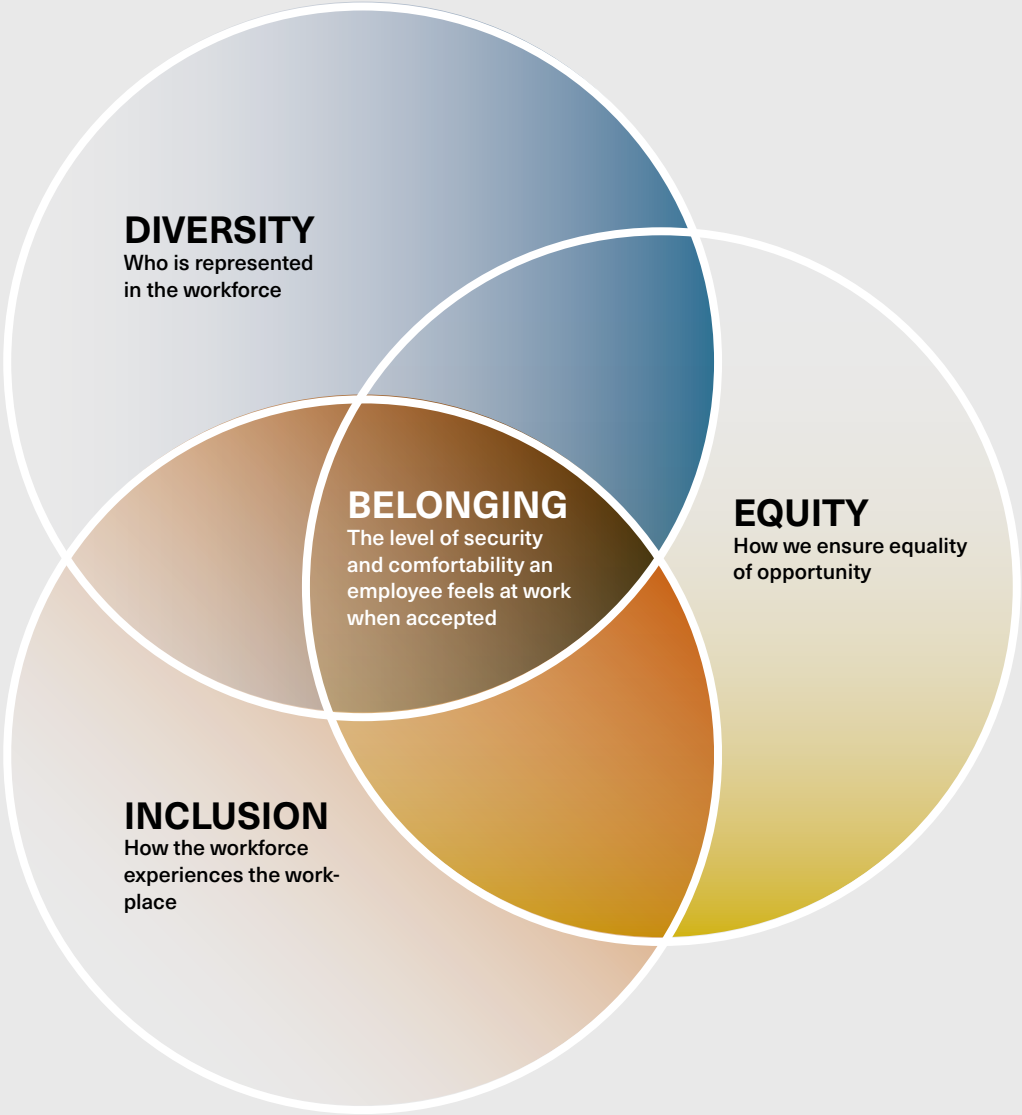
4. The European Commission (2020)

5. FCA (2022)

03. EQUITY & INCLUSION

This chapter looks at a person's sense of belonging
and the correlation with their identity

Workplace belonging is the convergence of DEI



3x

Employees who perceived that their organisation offers both opportunity and fairness are 3x more likely to stay and 3x more likely to recommend it¹

7x

Employees are 7x more likely to report their organisation is high-performing if it's inclusive²

52%

Of employees of colour, 52% will not work for a company that fails to speak out to address racial inequality³

39%

Of global job seekers, 39% have turned down or decided not to pursue a job opportunity because of a perceived lack of inclusion²

1. McKinsey & Co, Women in the Workplace (2019)
2. McKinsey & Co, Understanding organisational barriers to a more inclusive workplace (2020)
3. McKinsey & Co, The diversity imperative in retail (2021)

DIVERSE GROUPS WORKING IN FASHION TELL US THEY ARE EXPERIENCING DIFFERENT LEVELS OF EQUITY AND INCLUSION

Having established a business case for diversity, our analysis shows that diverse groups working in fashion score lower when it comes to equity and inclusion.

The following 2 pages demonstrate the sentiments of diverse groups in our industry.

KEY

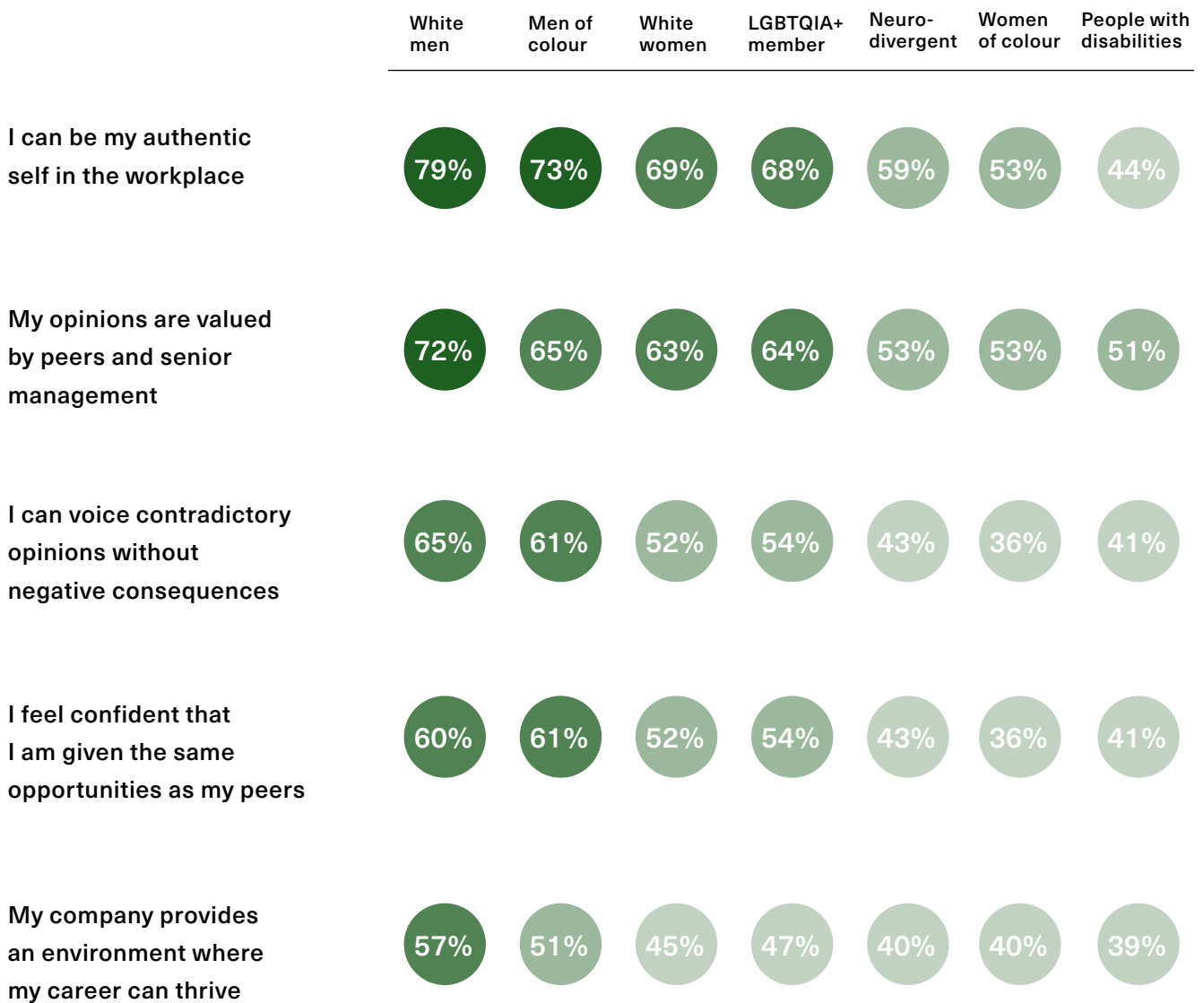


higher agreement
with statements

lower agreement
with statements

Those from diverse groups consider themselves treated less equal and less included

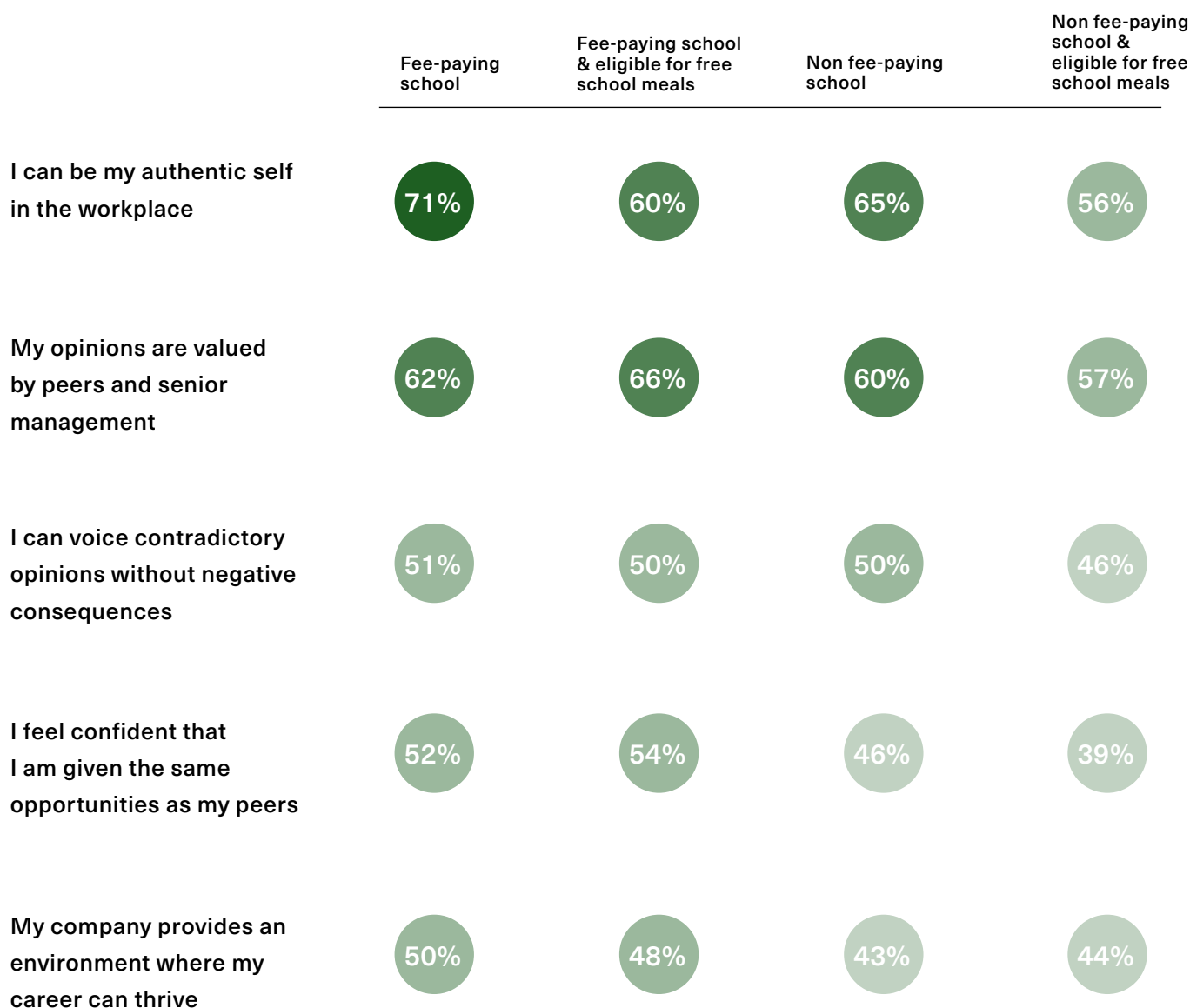
% of people who agree or strongly agree with the following statements¹



1. The Fashion DEI Census Self Identification Survey 2023, N=1529

Socio-economic status is often overlooked in DEI, but it too can lead to beliefs of exclusion

Delta between fashion industry and respondents that agree or strongly agree by free school meals and type of school attended¹



1. The Fashion DEI Census Self Identification Survey 2023, N=1529

2. The free school meals programme is in place to support lower income families or families going through a period of lower income. In 2023, a child is entitled to free school meals when their parent is receiving one of the following benefits: Income support, Income-based Jobseeker's Allowance, Income-related Employment and Support Allowance

ALLOCATING SUFFICIENT RESOURCES TO DEI RESULTS IN SIGNIFICANTLY HIGHER SENTIMENTS OF INCLUSION

Our research shows that having a DEI strategy, allocating sufficient resources to DEI or having a sponsorship programme, each result in uplifts in employee sentiments of equity and inclusion.

On the following page, we share the data that shows the correlation between sentiments of equity and inclusion (vertical axis) with organisational DEI initiatives (horizontal axis).

Impact of company activity on employee beliefs of equity and inclusion

Uplift in % of respondents who agree or strongly agree with the following statements when certain DEI measures are in place vs when they are not¹

	I agree that my company has...		
	Sponsorship available for me	A clear DEI strategy	Sufficient DEI resources
I can be my authentic self in the workplace	+23%	+26%	+45%
My opinions are valued by peers and senior management	+27%	+22%	+45%
I can voice contradictory opinions without negative consequences	+13%	+28%	+59%
I feel confident that I am given the same opportunities as my peers	+26%	+33%	+59%
My company provides an environment where my career can thrive	+47%	+46%	+103%
DEI feels like a priority to senior leaders in my workplace	+53%	+238%	+242%

1. The Fashion DEI Census Self Identification Survey 2023, N=1529

THE IMPORTANCE OF BELONGING

Daniel Peters
Founder, (Fashion) Minority Report

A sense of belonging applies to all our people, but a considered approach is needed for those from underrepresented groups. Business can then benefit from their perspective and thrive

What does it mean to belong in the workplace? I immediately think of an environment where all employees are given the autonomy to exist fully. An environment where no one lives in fear that being their authentic selves will hinder their ability to thrive.

From personal experience, coming from a single-parent, working class background in South-East London in 2006, I didn't feel that my identity would limit my ability to succeed in the industry. In truth, there were many hurdles to overcome along my seventeen year journey towards achieving a sense of belonging.

At its core, belonging is the knowledge that you are secure and supported, providing you with the sense of acceptance and inclusion.

It is true of course, that what belonging in the workplace feels like will differ for one individual to the next based on the intersections of our identities. But it is evident from our research in this report that those who come from marginalised backgrounds (people with disabilities, LGBTQIA+ or people of colour) will often feel less valued, or even less able to voice contradictory opinions without fear of negative consequences.



So, as a new year unfolds, how can we create meaningful belonging for those who are underrepresented?

Belonging starts at the point of recruiting people into your organisation. The journey from reviewing a job specification, to the interview process, and then onboarding, should convey how an individual is allowed or encouraged to show up in the workplace.

But often this part of the process can be pieced together haphazardly. That results in the creation of a negative or sometimes misleading impression from the outset. It's important to set a tone that allows employees to understand what you uphold as a business.

My advice? Provide comprehensive introductions to the company's culture, values, and mission. This will allow your employee to come on that journey with you.

“At its core, belonging is the knowledge that you are secure and supported, providing you with a sense of acceptance and inclusion”

So now you've got them through the door. But how do we extend that feeling of belonging to the entire workforce?

I've often felt that value comes with recognition. A “thank you” or “well done” speaks volumes in the workplace when it comes to validating the contributions that someone has made to the business. As an employer myself, I regularly congratulate my team for work – whether big or small – that has been executed and delivered well, but I also make a conscious effort to do this in front of their peers so that they too revel in that person's success. And with success should come the opportunities for yearly growth and personal development.

When your workforce feels supported in enhancing their skills and advancing their careers, they are more likely to feel committed and connected to the organisation. So invest in them: by providing opportunities for learning and development, which will demonstrate the organisation's investment in its employees' growth.

I'm also a big advocate of mentoring programmes, and have seen first-hand the benefits that they can bring for new and existing employees. Having someone to turn to for guidance and advice fosters a sense of belonging

and professional development among employees. They also allow for knowledge-sharing and support networks within the business.

A final thought. It's only through transparent communication that organisations can cultivate belonging. Providing platforms for employees to express their opinions, share ideas, and voice concerns creates an environment where everyone feels heard and understood.

I encourage leaders and their teams to embrace diversity, promote open communication, recognise contributions, provide growth opportunities, and nurture a culture of respect and collaboration. By weaving belonging across your overall DEI strategy, your entire workforce will thrive.

04. MOVE TO DELIVER

This chapter looks at the ways you can implement best practice throughout your organisation to make tangible progress

STRATEGIC LEVERS

This report sets out 3 strategic levers to make meaningful progress for immediate and long term effect:

1. **LEAD FROM THE TOP** - it is from here that company culture is created
2. **GET THE DATA** - continuous assessment of the state of play ensures accountability and progress
3. **SYSTEMS AND PATHWAYS** - ensure robust processes exist, biases are removed, people engagement is in place and opportunities are created

If these levers are implemented together they can work as a system to drive progress across all elements of DEI, including when setting an ambition of higher representation at executive and board levels

For each lever, we have provided a set of best practices for how to get started. These have been battle-tested and provide high return on effort



1. In consultation with legal advisors.

STRATEGIC OVERVIEW

<p>STRATEGIC LEVER</p> <p>BASELINE ELEMENTS</p>	<p>1. LEAD FROM THE TOP</p> <p>a. Set ownership of the company DEI strategy at CEO / C-suite level</p> <p>b. Allocate sufficient resources to achieve your DEI ambition</p>	<p>2. GET THE DATA</p> <p>a. All fashion companies in the UK to collect diversity data</p> <p>b. On employees sentiments of inclusion and equity, collect qualitative and quantitative data on a regular basis</p>	<p>3. SYSTEMS AND PATHWAYS</p> <p>a. Develop a DEI strategy that is shared internally and includes measurable ambitions which are time bound</p> <p>b. Focus on middle management engagement and training to deliver strategy</p>
<p>TIMEFRAME TO SEE MEANINGFUL PROGRESS</p>	<p>START NOW 1 -2 YEARS TO FULLY IMPLEMENT</p>	<p>START NOW 1 -2 YEARS TO FULLY IMPLEMENT</p>	<p>START NOW PUBLISH IN A YEAR</p>
<p>BEST IN CLASS ELEMENTS</p>	<p>c. CEOs speak and act internally and publicly in line with their business DEI strategy</p> <p>d. Become an industry leader in convening and engaging companies to progress the DEI agenda</p>	<p>c Quantitative and qualitative DEI data on different employee segments benchmarked against peers</p> <p>d. Regular or real time quantitative and qualitative data tools and root-cause analysis conducted proactively to address development areas and design effective and legally compliant interventions</p>	<p>c. Publicly share DEI ambition and strategy</p> <p>d. Leadership expectations for inclusive behaviours are clear and fully factored into performance evaluation / promotion</p>

SET YOUR AMBITION

With the 3 strategic levers in place, the BFC recommends that UK fashion companies set their ambition for progress. Best practice would be to build them as measures into their business strategy. The rationale for each business ambition¹ should be based on the data and insights collected and should be reflective of the customer base they serve.

The following is a suggestion for executive and board representation for a UK company who serves a broad customer base:

25% PEOPLE OF COLOUR²

50% FEMALE³

Representation of LGBTQIA+ and DISABLED communities⁴

TIMEFRAME TO SEE PROGRESS: 5 YEARS

BEST-IN-CLASS:

An explicit ambition for LGBTQIA+ and DISABLED communities

Extend to include leadership roles: Directors, SVPs, VPs and Heads of Departments

RATIONALE

1. In consultation with legal advisors.

2. **Ethnicity:** Suggested ambition of 25% of leadership to be people of colour is based on the triangulation of the following data:

- 18% UK population are people of colour (2021 UK census)
- 46% of London population are people of colour, this also holds true for the 25-45 age group (2021 UK census) and 84% of the biggest UK fashion businesses are HQ'd in London
- Globally top quartile businesses have 35% "ethnic minority" executive teams and board (McKinsey Diversity Matters Even More 2023)

3. **Gender:** Suggested ambition of 50% of leadership to be women based on:

- 50% UK population of women (2021 UK Census)
- Globally top quartile businesses have 50% women diversity (McKinsey Diversity Matters Even More 2023)

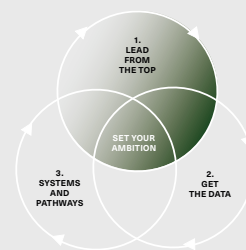
4. **LGBTQIA+ and DISABLED** communities:

- Suggested ambition not stipulated given lack of data to assess starting point. Action at a company level therefore relies heavily on data collection.

04. MOVE TO DELIVER

BEST PRACTICES

1. LEAD FROM THE TOP



1.1 Create ownership at the executive level for DEI

- Implement accountability for DEI at the executive level
- Assign specific DEI objectives to each executive member based on their function
- Elevate the company's DEI lead, ensuring direct reporting to the executive level

1.2 Embed long-term commitment to DEI

- Allocate time regularly to discuss DEI strategy and progress with the board
- Allocate adequate resources and funding to attain DEI ambition
- Invest in continuous training to support the company's success

1.3 Role model inclusive culture from the executive team

- Actively engage in ongoing training initiatives
- Solicit feedback from direct reports regarding: demonstrating a growth mindset, encouraging open communication across all levels, and listening without judgment

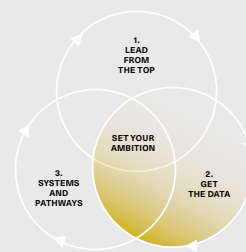
1.4 Cultivate personal connections with diverse talent

- Review and expand your existing network to include individuals from diverse groups
- Identify high-potential talent from all backgrounds within the organisation and discuss their progress with the People Team Executive

1.5 Incentivise inclusion efforts at executive level

- Factor inclusion criteria into existing C-suite review frameworks (e.g., upward feedback)

2. GET THE DATA



2.1 Establish a clear ambition

- Define ambitions at the executive level for 1, 3, 5, and 10-year periods
- Align on Key Performance Indicators (KPIs) in line with applicable law
- Ensure measurable ambitions are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) to stimulate meaningful progress

2.2 Gather data (in line with privacy and applicable employment laws)

- Collect, track and openly share diversity metrics
- Regularly gather data on inclusion, belonging, and overall employee sentiment
- Secure a reliable storage system for aggregating and disseminating data securely

2.3 Analyse data to identify root causes and track progress

- Conduct a thorough analysis to identify disparities across all business segments
- Review findings with executive and mid management teams

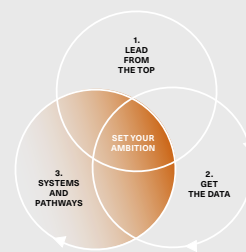
2.4 Foster internal communication

- Internally publicise established ambitions and ongoing progress
- Develop real-time dashboards to illustrate workforce progress
- Ensure regular updates in company communications about progress against ambition
- Ensure targets and progress are on board agenda

2.5 Cultivate listening channels

- For larger companies, Establish Employee Resource Groups (ERGs) focused on underrepresented groups (but open to all) and establish meeting schedules for feedback
- Clearly demonstrate how the organisation is acting on what it is hearing from groups

3. SYSTEMS AND PATHWAYS



3.1 Publish DEI strategy

- Announce and celebrate the launch of your company’s DEI strategy
- Ensure robust cascade through to organisation, and awareness of who they can go to with questions

3.2 Assess systems (and redesign if needed)

- Conduct a pay audit across diverse groups, starting with gender and race, to identify discrepancies
- Concentrate on eliminating potential biases throughout the talent lifecycle, from planning and recruitment to onboarding, development, and management. For instance, consider job advertisements with gender-neutral language, job tandems in leadership roles, diverse interview panels, and bias observers in assessment committees
- Initiate a sponsorship programme targeting the advancement of diverse groups, particularly for leadership roles

3.3 Focus on recruitment (in line with applicable employment laws)

- Mandate diverse candidate slates for all open job positions, ensuring inclusion in the interview process
- Continually cultivate a diverse talent pool from various industries to expedite recruitment for key roles
- When onboarding diverse talent into senior positions, take responsibility for ensuring an equitable and inclusive experience, for example enable a consistent feedback loop

3.4 Engage middle management

- Empower middle management to create actionable programmes that embody the DEI strategy
- Equip people managers with effective communication tools and resources

3.5 Incentivise inclusion efforts at all levels of organisation

- Recognise and reward exemplary behaviours and actions that align with inclusion ambitions
- Factor inclusion criteria into existing employee review frameworks (e.g., upward feedback)

05. INTERVIEWS

The following pages share the experiences of industry leaders on DEI.
All words and statements are those of the interviewee

A black and white close-up portrait of Alison Loehnis, a woman with dark hair and light eyes, looking slightly to the left. She is wearing a light-colored, ribbed turtleneck sweater. The portrait is set against a solid red background.

ALISON LOEHNIS

**INTERIM CEO
YOOX NET-A-PORTER**

Calling for more industry collaboration

“One challenge the industry has to overcome is thinking of dedication to DEI and commercial performance as two separate things”

How does your organisation define DEI?

The way we define and approach DEI is to engage, listen, invest in, and support all our employees to reach their potential in an inclusive and respectful environment. We break this down into representation, in the way we present ourselves to the world, equitable opportunities through developing our people so they can thrive, and an inclusive culture that encourages curiosity and conversations.

What are your top priorities for DEI?

One of our top priorities is training. We've really focused on anti-discrimination, unconscious bias, conscious inclusion, inclusive leadership, and, most recently, allyship. The feedback we initially received on unconscious bias in particular was very interesting and spurred us on to do more. Almost every individual that did the training came to the realisation that it was real. When you walk into a room, you do have certain assumptions based on certain criteria, and that was a helpful milestone for people to understand.

From a representation standpoint, we know that customers think that retailers should represent customers, but only 31% actually feel represented in the market. We believe that to meaningfully

connect to customers, it is important that we should reflect their world . Another key priority is listening to our people and supporting them to share their views, open their horizons, and take risks. When we launched the DEI council, I was unbelievably proud, and it wasn't just about people joining straight out of the gate – there's been a sustained level of interest.

A big one is also attracting diverse talent, and we are really trying to reach people from different backgrounds. We are working with external partners such as the Fashion Minority Alliance and that has helped to improve the diversity of participants to our early careers talent programmes such as The Modern Artisan project.

What changes have you / your brand made over the last 5 years? (We would love to hear about the impact of anything which had measurable success)

We put our Infinity strategy in place in 2020, which is our approach to Sustainability & DEI. We aimed to align the organisation to advance progress for both areas. We publicly report our 12 commitments, have set targets for DEI, and have a system in place where we carefully monitor progress on areas such

as training, partnerships, and the content we are putting out.

Externally, we have two big initiatives that break down barriers for next generation designers: NET-A-PORTER's The Vanguard and our Modern Artisan project in partnership with The King's Foundation. We also introduced paid volunteering days, this year launching a global hub that makes it easier for our people to find ways to support underrepresented communities.

But the greatest achievement I found is the increased engagement on DEI topics from our people through the seven Employee Resource Groups we've established. I take my role as Chair of our DEI Council, and executive sponsor of one of our ERGs, the Ethnic Equality Network, very seriously. The curiosity from everyone involved to learn more about diverse perspectives and lived experiences has been something I really appreciate.

How do you think about allocated funding and resources to DEI?

We've taken a democratic approach, with a corporate component that has centralised funding and resources, which it cascades and makes available to different parts of the business. At a grassroots level, we focus on empowering our ERGs, and delivering training and initiatives that will resonate with people's experiences. For me, it's important that people's voices can be heard and the spirit of allyship is at the forefront of everything we do.

Where do you think the industry has struggled?

Not only in our organisation but industry wide, one challenge we have to overcome is thinking of dedication to DEI and commercial performance as two separate things. We want to move

to seeing them as one.

But the bigger challenge is the lack of the right data. That's because gathering data provision from our people currently needs to be optional. What we have tried to lift the veil on is getting people to understand that we need to know where we are today, to see where we can be tomorrow.

What do you see as the largest opportunities in DEI today?


The opportunity is in mixing a fantastic culture, diverse challenges and people with different experiences to create a melting pot of innovative and different ideas. It's important because we really look for originality and new perspectives in the creative industries. I think there are also more opportunities for collaboration and the industry can work together more to help underrepresented talent break into the industry. Our Modern Artisan project that I touched on is the perfect example.

Moving to the future, how do you want to see the industry change?

Making a stronger investment in nurturing diverse talent and also inspiring gender-balanced leadership. From a female leadership standpoint, we want companies to reflect the change they want to see because it is still a rarity to see women in a boardroom. I take a personal role in mentoring because it is important for me to reflect the world around us.

Final thoughts

In a nutshell, inclusion on the whole is good for business and drives creativity, curiosity and connection. An inclusive workplace is more innovative, supports us to retain our people, helps us understand and do a better job for customers.

A professional portrait of Anya Hindmarch, a woman with long blonde hair and blue eyes, wearing a dark blue blazer over a light green top. She is leaning on a black marble pillar. The background is a neutral, light-colored wall. The entire image is framed by a solid red border.

ANYA HINDMARCH

CEO & FOUNDER
ANYA HINDMARCH

Small company culture and DEI

“The cause loses momentum when it’s used as a weapon against people who need to be part of the solution”

How does your organisation define DEI?

Equal opportunities is the key tenet I abide by, and the dream for me is that everyone [gets] a fair chance. Diversity means different things for different businesses, depending on their starting point.

What are your top priorities for DEI?

For me, making business representative in a natural way is a priority. I believe in the power of a bit of a “shunt” to drive change. For example, when I have been chosen to sit on boards, my daughter sees me going to a board meeting and the men in the room see the value a woman adds. This brings about a mindset change which helps everyone. But there needs to be a balance: we all know tokenism does everyone a disservice.

Preserving a high-performing culture is also priority and I think it’s okay to say that. I like people to think and be different and, at the same time, I am striving for a consistent culture of kindness and doing excellent work – so people need to fit that culture.

What changes have you / your brand made over the last 5 years?

We have always naturally been diverse, so we have not felt like we needed any dramatic interventions. We really benefit from the size of our organisation – I can personally get a feel of how we are doing across the whole business. If there’s a moment when I look around the room and see we are lacking different voices, I can act [to change that].

At times (and particularly in a small company), diversity numbers can fluctuate so keeping an eye on things is important – but being maniacal about the numbers can be unhelpful. You would be wrong to hire the wrong person [just] to hit a number.

Where do you think the industry has struggled?

The nature of the fashion industry means that there are, at times, many more axes of inequality – [such as] body inclusivity. There has been, for a long time, a huge stigma to inclusive sizing in the industry. This is beginning to change now, with more body shapes being included on the catwalk and in general fashion imagery.

We have done a lot of work with local schools to try to open up these

opportunities to young students interested in fashion, but sometimes we find there is a lack of interest due to a lack of confidence. That can make it really daunting for someone to take up and be successful in one of these opportunities. We want to help open up these barriers.

What do you see as the largest opportunities in DEI today?

Pipeline, pipeline, pipeline. Diversity at all levels. At the entry level, the power of good apprenticeships. [They allow] young people to see the value in being paid to get an education, which will end up in a job, rather than paying a lot to go to university. The current apprenticeship process is quite complex for businesses: a simpler version for smaller businesses in the fashion industry would, perhaps, help towards more senior levels, we all need to be working upstream to have a pipeline of good candidates. The HR team needs to be building a rolodex of fantastic candidates in advance of a role coming up, as it's hard when someone leaves. You only have three months to find someone good and ideally diverse, and sometimes, when time is short, the needs of the business take priority over diversity.

We benefit immensely from our size, but it has been harder when we have been a larger company. An idea I could see working would be larger organisations breaking themselves into several smaller units with leaders responsible for DEI getting their “arms around” their segment of the organisation. This could help drive accountability down into the level where those who can do something about DEI are responsible.



What are the biggest barriers to acting?

The differences in maternity and paternity leave are a barrier for gender diversity. The single biggest win for women is the changes to paternity leave which we are seeing. When men take an equal role in day-to-day childcare, it helps level the playing field for women immensely.

[We also need] tolerance both ways, with everyone learning and trying to do the right thing – not using DEI to shame or discourage people and organisations. It is a fine balance, because we want change and with change [there may be] a bit of aggravation, but the cause loses momentum when it is used as a weapon against people who need to be part of the solution.



GEOFFREY WILLIAMS

**GLOBAL VICE
PRESIDENT OF DE&I
BURBERRY**

How a British luxury fashion house approaches DEI



How does your organisation define DEI?

At Burberry, DEI is about being a business that includes all, learns from all, and represents all. It's about how we drive our business forward with creativity and innovation in a way that doesn't just make commercial sense, but also social sense. [It] truly brings people together, like our founder, Thomas Burberry, did.

What are your top priorities for DEI?

Building out our data dashboard is a top priority, as DEI data is often voluntary. It's something we've been working on internally – how to drive

greater disclosure and use those insights to be more data-led in our approach.

Second to that, I'd say ensuring that we build the right governance and that the partnerships we forge present tangible value for our colleagues. Also, continuing to support our people with the education and resources they need to tackle biases and define best practice.

What changes have you / your brand made over the last 5 years? (We would love to hear about the impact of anything which had measurable success).



I joined the business almost two years ago, and within that time, we've continued to build out the DEI team and increase engagement internally, which has been top down. We're fortunate to have strong support from the CEO and ExCo as well as colleagues who champion our work. We have also expanded our Cultural Advisory Council, which includes experts from a range of backgrounds, to help us ensure that we're keeping on top of what is happening in the market and testing our plans for any potential refinements.

Where do you think the industry has struggled the most?

I think many industries still haven't fully grasped the commercial value of better representing the consumer, both now and in the future. The conversation around DEI seems to continue to be rooted in "otherness". Where businesses may solely focus on the need for more women, for example, what they should be looking at is the business need and the

business case for representation as well as the benefits of inclusion.

Where do you see the largest opportunities?

Fashion can be so influential, and I think there is a massive opportunity here for the fashion world to embrace diversity and author the conversation. I think there is also an opportunity to shift from seeing DEI as just a worthy cause, to building a business case for DEI and framing it as a business opportunity. Ultimately, the global consumer base is evolving, and luxury is becoming more ubiquitous.

Is driving change a full organisation effort?

Definitely. To drive change, each part of the business must come together to see DEI as important. Some departments are well ahead of others, because of their lived experience or because they've taken full advantage of the training and educational resources on offer.

When you are trying to move as an organisation, a level of accountability and education is required. We ask all colleagues to complete three mandatory DEI sessions, and failure to complete these impacts the individual's bonus, for example. We also integrate principles of DEI into our business values, which team and personal evaluations are scored against too.

Moving to the future, how do you want to see the industry change?

I'd like to see the industry evolve to make DEI a firm part of business-as-usual, as opposed to considering it a subject that belongs to a separate department. I'd also like to see greater industry-wide emphasis on intersectionality and how that should inform business strategy.

A black and white portrait of a woman with long, dark hair, smiling slightly. She is wearing a light-colored, possibly white, top. The portrait is centered against a white background, which is itself set within a larger red frame.

HAILEY WOJCIK

**CHIEF PEOPLE
AND CULTURE OFFICER
THE BUSINESS OF FASHION**

DEI for better, stronger, more resilient organisations

“It is imperative that we use our privilege to level the playing field and create space for those not represented in the room”

How does your organisation define DEI?

We define DEI as “Belonging”. We look at whether individuals feel like they belong at The Business of Fashion and whether they feel like they belong within their team, and we target the average of these two scores at 80% or higher.

That metric is given the same weight as all other metrics in the organisation – including revenue and profit – and we hold ourselves accountable to this target on an annual basis.

For us, DEI is about how we embed belonging holistically within the organisation. It is in our values, in our people practices, in our performance management processes, in the everyday language we use. This is reflective of our brand values which have made us successful.

DEI is a journey and not a destination. It is not something that you can solve by making it a single person’s “problem to solve” in the organisation.

When we started on our journey, it required taking a hard look at ourselves and seeing some of the challenges we had internally. We sought to unpick our biases and blind spots as a leadership team. This was not a box ticking exercise, but a genuine desire to do better and be better.

What are your top priorities?

The biggest priority for me is a cultural shift. This would mean we are able to drive profitability and performance, without compromising on our bespoke approach to creating a human-centric organisation that puts the experience of our employees first.

To do this, we are focusing on upskilling all line managers. The relationship you have with your direct manager is one of the biggest predictors of employee engagement and belonging. When you have a large organisation, or a large number of line managers more generally, this can create an inconsistent or incoherent experience for people, depending on who they report to.

Therefore, by training all line managers on our expectations of them, we ensure a better overall experience for our employees. The responsibility and accountability starts and stops within each person in the business. We do this by ensuring everyone has access to these expectations, so people are clear about the behaviours which are expected from them and their managers. When you hold everyone to a higher standard, you are collectively uplifting the performance of the entire organisation.

How have you seen the change in your organisation over time?

Our organisation has always authentically understood the benefit of diversity, equity and inclusion, although there were important lessons for us to learn.

For example, during our hiring process we were very focused on education, with the perspective that the best people would have the best educational backgrounds. We have long since changed this thinking – dating back well before the pandemic – and we have seen that we can attract excellent candidates that we might have otherwise missed by focusing on their experience, not just education. To make a change like this, our leaders needed to accept and challenge their own biases, and the way their thinking shapes and influences the culture of decision-making.

Over the past few years we have also had conversations about what it means to have privilege in the fashion industry. For leaders to engage in a meaningful conversation around how privilege shows up in our organisational processes, means we also need to discuss our own actions and behaviours without judgement or ego. It is essential to creating change, even if it is uncomfortable in the process.

Furthermore, we recognised that it is imperative that we use our privilege not to further our own personal circumstances, but to level the playing field and create space for the voices, opinions and experiences of those not represented in the room or with a seat at the table. Our job is to say: "wait – we cannot speak to this topic because we don't have the lived experience to get it, so let's ensure we have a more balanced cross-section of voices who can speak knowledgeably about this and incorporate

**“DEI is a journey,
not a destination”**

their perspectives into our decision making”. That is why diversity matters — it represents the voices of your customers, your clients and your wider community, delivered through the voices of your internal team.

We engage our shadow board (under-30-year-old group) on a range of subjects to ensure their perspectives are taken under consideration when making decisions on where to focus time and resources on internal programmes. For example, the shadow board had been vocal about increasing transparency around career and pay progression. As a result we have introduced an 18-month transformation programme, aimed at educating and upskilling the entire business on BoF’s approach to these key areas of the employee lifecycle.

What do you think the opportunities are in the UK Fashion industry?

I would encourage organisations to start with an audit of internal mindsets, behaviours and practices. In our experience it’s about creating mindset shifts. This means individuals across the organisation buying in, and understanding why DEI matters. To do this well, every single person in the organisation — and especially in leadership — needs to hold themselves responsible and accountable for doing better and being better. How you show up at work matters — it is not a responsibility you can outsource to your People, Culture or Diversity teams.


True accountability means holding people accountable via compensation and promotions. This should not be a PR exercise. It should be about building a collective mindset in the organisation where each person holds themselves accountable to challenging their biases and blind spots and taking

actions to be inclusive and welcoming of all individuals.

What are the biggest challenges?

The biggest challenge is that we are talking about human issues. Changing human behaviour can drive performance and profitability but it’s not a 1:1 mapping.

In other words, when we all show up with the intention of being the best possible human beings with each other each day, and by putting the needs of others first ahead of our own, we are able to build better, stronger, more resilient organisations.

A professional portrait of Hannah Colman, a woman with blonde hair, smiling, wearing a dark blazer over a white top and a gold necklace. The background is a light grey gradient, and the entire image is framed by a red border.

HANNAH COLMAN

CHIEF EXECUTIVE OFFICER
JIMMY CHOO

Actively seeking diverse perspectives for business growth

“Consumers and partners are more likely to engage with a company that actively promotes equality and social responsibility”

How does your organisation define DEI?

We define diversity as celebrating and understanding our clients' and employees' individual differences, uniqueness, life experiences, backgrounds, and viewpoints. At Jimmy Choo, equity means that we are committed to creating a level playing field for all individuals within our organisation. This ultimately drives innovation and our collective success.

What are your top 3 current priorities for DEI?

Our top three priorities are always our 3 DEI pillars: Culture, Talent, and Community.

Our Culture pillar focuses on continuous improvement, fostering inclusivity, and creating a positive work environment. We strive to build an inclusive space where all employees can reach their full potential and excel while contributing to the success of our overall company.

Our Talent pillar focuses on diverse recruitment and internal advancement. We are attracting, advancing, and advocating for our workforce to reflect the diversity of the world around us.

Through our Community pillar, we promote equality within our industry,

for our clients, and in our communities. Beyond our internal objectives, we strive to represent diversity and beauty in all forms across our communication channels and through our content.

What changes have you / your brand made over the last 5 years? (We would love to hear about the impact of anything which had measurable success)

We are committed to building a representative business that is empowered by our celebration of difference. 81% of the Leadership team are women, headed up by our Creative Director Sandra Choi and I.

Jimmy Choo has always celebrated and empowered women, and through our ongoing partnership with the charity organisation, Women for Women International we have helped to empower women around the world through access to life-changing education and support, contributing £500,000 since our partnership began in 2020.

Leadership at Jimmy Choo has remuneration goals related to achieving our set Sustainability and DEI targets, and all other employees are encouraged to have at least one personal objective which links to these targets. We recognise that change starts at the top and by

ensuring DEI is a focus across all levels of the business, it allows all individuals the opportunity to make a positive impact.

We have introduced a comprehensive global mentorship programme that includes both traditional and reverse mentorship pairs. This programme fosters learning, growth, and a cross-generational knowledge exchange.

As part of Capri Holdings we have established a number of actions, including a Dedicated DEI Team. Through the Capri Holdings Limited Foundation for the Advancement of Diversity in Fashion, we have also launched a robust scholarship programme (with a \$20 million pledge) for historically underrepresented students.

We also launched a robust Employee Resource Groups (ERG) programme, with five different groups established to date, providing a platform for employees to connect, share experiences, and contribute to our DEI efforts. ERGs include PRIDE@Capri, for LGBTQIA+ employees and allies, and BOLD@Capri, for black organisers, leaders, and doers. Across Jimmy Choo, each [member] of our Executive team sponsors an ERG to drive engagement, inclusion, and a sense of belonging for all participants.

How do you think about allocated funding and resources to DEI?

We believe in purposefully allocating individual funding to support our DEI initiatives. Our budget must be substantial enough to drive large-scale DEI programmes effectively. This financial commitment is essential not only for driving DEI initiatives but also for making a meaningful impact externally through community partnerships and outreach.

In addition to the work we are doing at Jimmy Choo, I partner closely

with our leadership team to ensure they understand the importance of DEI and are committed to dedicating budgetary resources to advance our programming. We also do this at Group level.

Where do you think your company / the industry has struggled?

The fashion industry has historically struggled with diversity. This issue is not unique to our company but is a broader industry challenge that we are actively addressing.

Hiring diverse talent at senior levels has been more challenging. These positions may be less available or not open as frequently, limiting our opportunities to bring diverse voices into leadership roles. We prioritise promoting from within and develop our existing talent, and while this is essential for employee growth, it can present challenges in ensuring diversity in senior positions as it further limits the number of openings available.

DEI programmes in many organisations can be subject to fluctuations based on the social climate. We have taken proactive steps to ensure our DEI initiatives remain consistent by having a dedicated DEI team in place at Group level. This team is committed to sustaining and evolving our DEI efforts, regardless of external factors.

What do you see as the largest opportunities in DEI today?

One significant opportunity lies in shifting our approach to hiring and talent management. Today, we focus on “culture add” rather than “culture fit”. This means actively seeking candidates who bring diverse perspectives and different ways of thinking to our organisation.

Creating an environment where every employee feels valued, respected, and encouraged to bring their whole

“We are committed to building a representative business that is empowered by our celebration of difference”

selfes to work [is also important]. It's about embracing diversity as a strength and making sure all employees have an equal voice and opportunities for growth.

How would you like to see the industry evolve in 2-3 years?

We should continue striving to balance our workforce demographics to resemble the general population and the communities we serve. This includes efforts to increase representation..

The industry needs to not only address ethnic diversity but also recognise and embrace diversity in terms of gender, age, abilities (visible and invisible), sexual orientation and other dimensions. This also means representation in all facets of the fashion industry and all levels and departments. For example, this year Jimmy Choo has partnered with a disability charity named SCOPE, to become a 'Disability Confident' employer.

What do you see as the key benefit to improving inclusion on the whole?

Inclusion fosters an environment where diverse perspectives are valued and heard. This diversity of thought sparks innovation and creativity, leading to the development of groundbreaking fashion designs, marketing strategies,

and business solutions.

A commitment to inclusion attracts a more diverse and talented workforce. This, in turn, strengthens the company's ability to compete in a highly competitive industry. As we serve a diverse global clientele, improving inclusion ensures that products and marketing campaigns resonate with a broader range of clients. Consumers and partners are also more likely to engage with a company that actively promotes values of equality and social responsibility.

What are the biggest barriers to acting?

Adequate funding and resources are essential to implement effective DEI programmes. Limited budgets or resource constraints can hinder the development and execution of impactful initiatives.

Unconscious bias within the organisation can impede progress, affecting hiring decisions, promotions, and overall workplace culture. DEI initiatives can be complex and multifaceted, so organisations struggle with where to begin or how to measure progress effectively, leading to hesitation in taking action. And finally, external events like economic downturns or crises can divert attention away from DEI initiatives, making it difficult for organisations to maintain momentum.

A portrait of June Sarpong, a woman with long, dark, wavy hair, wearing a white button-down shirt. She is looking slightly to the right of the camera with a subtle smile. The background is dark, and the lighting is dramatic, highlighting her face and hair. The text is overlaid on the lower half of the image.

JUNE SARPONG OBE

**EXECUTIVE BOARD;
BRITISH FASHION COUNCIL**

Industry's shift and the risk of not acting

“We should want to create an inclusive environment for everyone, regardless of background”

Why does DEI matter to you?

DEI should matter to everyone. For one, ethically, it's the right thing to do. We should want to create an inclusive environment for everyone regardless of background. But also, economically, it is the smart thing to do. I think a lot of businesses are slow to realise the changing demographics of the world. For example, we are witnessing the rise of the BRICS countries and how they can be the new global engine for Fashion. There is a shift happening in the world and any company that wants to be truly global must keep DEI close to mind.

What are some of the industry's most impactful actions in DEI?

When it comes to LGBTQIA+ inclusivity, I think the fashion business might be the most inclusive industry there is. I'm not sure there is any other that is as accepting of different identities and sexual preferences in a way that is as normalised and commonplace as the fashion business.

What the industry has been able to do on that front can serve as a template moving forward, when considering how to integrate and include other underrepresented groups.

Are there any discrepancies between how they portray DEI internally vs externally?

A lot of brands in the past five years have made positive shifts in terms of external representation, such as body positivity and more ethnic diversity. But behind the scenes that is not the case, and the industry has a lot of catching up to do when it comes to diverse talent recruitment and progression through a company.

Why do you think external representation has changed so quickly?

When we look at the next generation, they want to see brands reflect themselves. If brands do not have diverse representation, they're selling an aesthetic that is exclusive, but only represents one small percentage of customers. Then they expect everyone to buy into that as something aspirational.

Customer aspirations and attitudes have changed, which has influenced external representation, but has not touched companies as much internally. I think that will only be the case for a certain amount of time.

Fashion has a conundrum, particularly luxury. How can you be inclusive when the brand image is being sold as being exclusive? Until recently,

if you wanted to work at a top tier luxury house, there was a specific archetype of person that was hired and thrived in this culture.

Are there strategies to improve DEI that are more sustainable than others?

Retention is the issue for a lot of businesses. You may be able to find diverse talent, but can you keep them?

One of the best ways to look at the problem is to ask the question of who has traditionally done well in the business, and why. That is down to everything: not just background but also personality type. I think that when you know that, you can figure out what the barriers are for people who don't easily fit the standard.

Another thing that companies could work on is preparing existing staff more effectively. There may be some that have succeeded in the old model, and they could be fearful of what a new system might mean for them and their progression.

How do we prepare existing staff?

We need to have similar conversations with middle management as we do with other stakeholders in a company. Your line manager can be more important to you than the CEO, as they are the ones who can determine your day-to-day experience at a company. It is rare nowadays for people to spend their whole career in one organisation, so with the time we have we should be asking ourselves: what is the impact we want to have? I think improving inclusivity should be [part of that].

Moving to the future, how do you want to see the industry change?

The tough thing with fashion is that it is so top-heavy, especially luxury. I want to see more independent brands enter the space and be supported

with the right tools, so they don't feel pressured to sell. Most brands start up and can be creative and innovative, but they don't have the strongest business acumen so are forced to sell and change to survive. If a new company were to come about that is truly inclusive, free to experiment, and does well, I am sure the fashion houses will copy them – but that is unlikely in a closed shop.

How ready are fashion companies to make these changes?

I think there is more talking than doing and that is because fashion is [performing] very well. Change usually comes from necessity. We would never have thought we would be where we are with DEI three or five years ago and so it is important to get out in front of the trends.

What is the risk of not acting?

A big risk is the impact to the business from the productivity and creativity you lose out on. This creativity can come from the most unexpected places, and you must be open enough to access and allow talent to be able to freely express itself. The industry will suffer if we miss out.

The data is so clear, why is there a disconnect with executives and people in power not seeing the problem ?

The top C-suite have a very rarefied experience compared to others. In the spaces they are in, you might be around a diverse group of personalities and celebrities, especially as we see more diverse representation within ambassadors and endorsements. In the most elite circles, there can be a lot of diversity. If you are the chairman, you might be socialising with these people and so they see a different world to others. If we go one tier down and below however, then we see the truth of it.

A portrait of Padmaja Bommareddy, a woman with long dark hair, wearing a black blazer over a red top, sitting on a grey couch with her hands clasped. The background is a neutral, light-colored wall. The entire image is framed by a solid red border.

PADMAJA BOMMAREDDY

SVP CORPORATE DEVELOPMENT,
SUSTAINABILITY & DEI
ZALANDO

The need for leadership role models for everyone

“We believe in the power of partnerships, as they open doors for communities and will support us in reaching our goals”

How does your organisation define DEI?

At Zalando we always go by our tenet: we want to be the starting point for fashion, for everyone to feel included and respected. This is built into everything we do.

For me the most important element of DEI is access. Growing up, I didn't see many people who looked like me in fashion or in creative industries. This representation, and having role models, is important for everyone – but particularly for young people – to have access and opportunity and to enable the fashion industry to become more diverse.

What are your top priorities for DEI?

Our priorities are built holistically around our four pillars: our talents, leaders, customers and partners. We want our talents and leaders to be representative of the customer base we serve, and hold our leaders accountable to drive an inclusive culture in their teams. Internally, we want DEI to permeate the entire organisation so we can build inclusive solutions for ourselves.

Externally, we work to design solutions that make the shopping experience and content more inclusive for our customers and work with our partners to increase our inclusive assortment. Some concrete examples are developing

size-inclusive collections, championing Black-owned brands, and creating an adaptive fashion assortment.

As an online destination for fashion and lifestyle, we serve over 50 million customers across 25 markets with 7,000 brands. We always think about how we can set an example and encourage the fashion industry as a whole to be more inclusive.

What changes have you / your brand made over the last 5 years? (We would love to hear about the impact of anything which had measurable success)

We know it is important to have KPIs and metrics of success, so we run analyses to track progress and build this into our talent pipeline. For instance, over the past five years we have doubled the share of women in tech roles to almost 25% in 2022, but we still have important progress to make towards our commitment of 40% for the top 5 levels. While we realise we are not near where we want to be, we're still proud of where we currently are. We wanted to set ambitious goals because as a leading player, we need to push the industry, but also ourselves.

We believe in the power of partnerships as they open doors for



communities and they will support us in reaching our goals. One example is ADAN, the Afro Diasporisches Akademisches Netzwerk, who are a community organisation for Black talents in the German-speaking market. Through our partnership we enabled 25 BPOC talents to have six month internships at Zalando and have access to Zalando mentors.

In a different commitment, we built a disability toolkit which was designed for leaders to help them learn and think about how to enable the rest of their team to be more inclusive to our disabled colleagues and make sure these colleagues have everything they need to thrive in day-to-day work.

Where do you see the largest opportunities?

It is becoming even more important to have a global perspective. Historically, companies tended to be quite insular and found success within their home market, but now it's a global marketplace for customers and competition is coming from everywhere.

In this global landscape, there is a significant opportunity to cultivate a diverse talent pool to cater to a more diversified customer base.

Where does the commitment to DEI come from?

We try our best to listen to what

different people are telling us. Internally we have 11 ERGs (Employee Resource Groups) that are grassroots, and these groups have been active for a while, even preceding the launch of our dedicated D&I strategy, do.BETTER, in 2021. ERGs organise community building events and they influence culture teams on how to improve the experience at the organisation.

Leadership leans in a lot, listening to what ERGs are saying, for instance through personal sponsorships. Furthermore, we regularly gather feedback from our employees, both informally but also through our quarterly employee survey. This allows us to ensure that we are evolving our culture in the right way. In 2022, we also conducted a voluntary anonymous DEI survey to probe into the diversity of our organisation, which helps us to improve our DEI interventions.

But also, the customer base informs what we do. We released a survey asking customers what they want to see from us. Their response was that they wanted to see more diversity in models, sizes, genderless styles - an authentic and inclusive representation. This helped us decide to invest in a holistic DEI strategy, because at Zalando we are very customer centric and we want to be #InclusiveByDesign.

Moving to the future, how do you want to see the industry change?

I want all of this to be obvious and remove the need to even have a DEI discussion or division. I would love to see true equity - not just representation, but access across the board.

I would love to live in a world where we don't need to have targets, where the importance and benefit of a diverse, included, and respected workforce is clear to everyone.

A black and white close-up portrait of Richard Gilmore, a bald man with a light beard, looking directly at the camera. The background is dark with some blurred white shapes.

RICHARD GILMORE

**MANAGING DIRECTOR
FRED PERRY**

The value of embedding DEI into the fabric of an organisation



“We try to look inwards and act outwards. We decided to get our house in order before we act outwards”

How does your organisation define DEI?

Our approach to DEI is aligned with the cultural heritage of our brand. We are driven by two main values: aspiring to be a champion and being authentic. Our founder was a champion: he came from a working-class background and we see ourselves as an inclusive brand built by individuals of diverse backgrounds. We encourage everyone to be their authentic selves, we are considerate to others, we are collaborative, we act with integrity, and we have open conversations.

In practice, our approach to DEI is twofold. We try to look inwards and act outwards. In terms of looking inwards, we decided to get our house in order before we act outwards. We started our internal growth process, knowing this is a journey with no endpoint. We opened a DEI committee that held open discussions with all people across our company, allowing everyone to lend their voice to shape the company strategy.

Externally, we have multiple initiatives. We have our Fred Perry Tennis Trust, which we set up around two and a half years ago, which promotes diversity and equity within the tennis world, enabling people of all backgrounds to play tennis. In addition to this fund, we aim to give back about £1,000,000 a year

to community-based projects. The Amy Winehouse Foundation is one of our largest beneficiaries and through our licence deal we help people recover from drug or alcohol dependency and integrate back into the world.

What are your top 3 priorities for DEI?

The Tennis Trust – A very important initiative because it speaks to who we are. In 2023 we provided free coaching to over 1800 children in the UK.

No Gender Pay Gap – We run an annual assessment which shows that we have no gender pay gap. The only difference remains in the Bonus Pay Gap, which is mainly down to an imbalance on the Senior Team (45% women to 55% men). We tried to cut it by background and ethnicity, but we did not have sufficient data. We are happy to offer fair pay to our employees.

Recruitment – Our two main initiatives are anonymising CVs and editing experience requirements. Asking for experience at other brands was a barrier. As we focused on inclusivity of our recruitment process, we saw a huge change in the diversity of our workforce.

Have you been able to measure any of your progress to date?

We do an anonymous survey twice a year, which measures how people feel working for us. The questions explore sentiment towards our community-oriented work, a sense of inclusion, pride in working for the brand, whether you feel heard and supported by leadership, and whether leadership upholds the brands' values. We also have the gender pay gap that we track annually. Other initiatives are around measuring our progress on actions, which are a direct response to the people's needs and comments. For example, we introduced gender-neutral restrooms.

We see measurement as a second step. What is important first is to ensure the right actions are taking place. Only then does it make sense to focus the time and effort on measuring outcomes. We are an action-driven business.

Do you lead any trainings? Have they brought positive outcomes?

We do a training on Purpose, Mission and Values, Unconscious Bias, and Brave Conversations, to ensure people feel confident speaking up for themselves but also being thoughtful in their communication.



These trainings are positively impacting the business, as they bring about meaningful conversations, help people step out of their comfort zones and question things. For example, the business attracts a lot of left-leaning employees, so we see a lot of people getting on board with it right away. However, there are still some interesting moments, especially in conversations around white privilege, where people might feel confronted. But we are very happy that these conversations are taking place.

We feel like our teams are changing the way forward, and we see more openness over time and people bringing more of themselves into this work. Not everything is perfectly aligned, but it is healthy that people can vocalise it. Recently, a senior colleague opened up about their neurodiversity to the wider company and it was a great moment of celebration.

“We removed requirements around experience from ‘like businesses’. It was limiting our pool to only those who already have their foot in the door”

How would you like to see the industry evolve for the next 2-3 years and where are the big opportunities in this topic?

There is a huge barrier to enter the industry, so for me it is about focusing on where people are recruiting from and their overall approach to recruitment. So much talent is missed, but once they're in, they're going to shine. We mentioned we anonymised CVs and removed requirements around experience from “like businesses” as this limits our pool to only those who already have their foot in the door. These barriers led to us recruiting people who are exactly the same. As we said, we brought down the first barrier and with some training and mentorship in the first few years, our employees are more diverse and shine the same bright light.

In contrast, is there anything you struggled with?

There is still fear amongst leaders around doing the wrong thing. To a certain degree, if you have a DEI team, you will have to make trade-offs between priorities so you might get stuck in wanting to avoid the feeling like some groups are not given the same directions as others - should be priority. For example, every year on Black Friday sales we give 10% of our profits to chosen charities. Even then, we get a lot of criticism over which charities we choose over others. It feels a bit like there is no winning. Cancel culture is something that makes decision-makers and senior leaders nervous, which can impede progress and good impact. In all of this, after all the hard work, we feel like we run out of steam. It is difficult to keep momentum.

A portrait of Siân Keane, a woman with long dark hair, wearing a teal top and a tan belt, standing in front of a wood-paneled wall. The image is framed by a red border.

SIÂN KEANE

CHIEF PEOPLE OFFICER
FARFETCH

Focusing on data, sponsorship and community to optimise impact

“Reporting is helpful in focusing organisations and keeping the conversation alive, particularly in times when businesses might have other priorities”

How does your organisation define DEI?

For diversity, we are thinking about the mix of demographics in our total population – top to bottom, all levels, and geographies as well. We focus on protected classes and track those groups regularly. We look at diversity holistically throughout the whole organisation.

For inclusion, we think about the working environment and ensuring people feel they can [be] themselves [at] work. The focus here is typically on behaviours and ensuring we are training our people sufficiently around inclusion. We track this in our culture survey on an annual basis.

Equity is around fairness of business decisions in terms of compensation, promotion, and development opportunities.

We have robust channels for escalation across all 3 pillars – with 6 different “speak-up” channels, and all serious concerns reviewed by myself and our General Counsel so we can act quickly and appropriately

What are your top priorities for DEI?

Farfetch is no different to any other organisation impacted by the macro-environment and therefore over the next 12 months we need to focus on high-impact activities.

— Data collection:

We see variation in data collection depending on regions. We are spending time making sure we can collect as much data as possible at all stages of the employee cycle.

— Mentoring programme:

We are focused on a mentoring programme for high performers and high potential individuals, as rated within their performance reviews. We are finding that sponsorship and mentorship has the biggest impact for our minority groups and often the sentiment about mentoring is positive. It doesn't take very much to give people that level of support where they feel seen and have someone who can be a thought-partner.

— Internal people communities:

We spend time with these groups to understand what we can do. This tends to focus on topics relating to Equity, Wellbeing, and Culture.

What changes have you / your brand made over the last 5 years? (We would love to hear about the impact of anything which had measurable success)

After Black Lives Matter there was such a positive wave of activity – people wanted to get involved and that was amazing. But I did notice that it resulted in us doing lots of things which were not having a meaningful level of impact. There was so much in the pot and so many people pulling in different directions that it wasn't a good use of time. There is a balance of making sure that [enthusiasm] and engagement are high and people are doing things that give them energy, but also making sure that people will see results.

How do you think about resource allocation?

We had to make hard decisions around DEI resources and we are making sure we are prioritising the right activities, really thinking about what is important on our agenda and how we can make a measurable impact.

What do you see as the largest opportunities in DEI today?

We know we have more we can do. Senior representation, specifically black and differently-abled representation, are areas where we have gaps in our organisation.



What are the biggest barriers to acting?

More data would enable us to make quicker and potentially bolder decisions. I believe data is the best way to make progress and make informed decisions: (rather than anecdotes). This is why it is such a focus area for us.

I am a real proponent of forced reporting. I think reporting and compliance are helpful in focusing organisations and keeping the conversation alive, particularly in times like this when businesses might have other priorities and it prevents us from going backwards.

SINEAD BURKE

FOUNDER AND CEO TILTING THE LENS

Redesigning systems for everyone to succeed



“Our aim is to reimagine these systems in a way that enables everyone to succeed, not irrespective of their background, but because of it”

How does your organisation define DEI?

Tilting the Lens is an accessibility consultancy that understands the intersectional expression of disability and the need for policies, practices and behaviours to be tools to dissolve the barriers and biases experienced by those from multiply-marginalised backgrounds.

This approach is a key pillar of Diversity, Equity and Inclusion, but speaks most accurately to the concepts of belonging and psychological safety. Our process begins with the acknowledgment and recognition of existing biases and the limitations set by organisational policies that often serve as obstacles to many individuals trying to succeed. We want to build programmes that bring about real change, which educate, and which create new pathways to redesigning these systems.

Our aim is to reimagine these systems in a way that enables everyone to succeed, not irrespective of their background, but because of it.

Too often, DEI sits in HR departments, which might signal that it is not everyone’s responsibility. But true DEI means developing a more democratic ecosystem, ensuring that everyone has a say, while resourcing and empowering the DEI team with the necessary budget,

levers to make short and systemic changes, and consistent access to the leadership team, including the CEO.

Its success is determined by having the resources and commitment from the entire business to drive these initiatives forward, and being a key part of the team that makes decisions. This approach needs everyone in the business, from every department, engaging and collaborating. It’s about all of us, at every level, embedding these practices into our daily workflows to make change happen, from top down and bottom up.

What are your top priorities for DEI?

We are in a really challenging moment for the wider fashion industry. A recent Wall Street Journal article showed that in large companies like LVMH, there are only two women leading as creative directors. Even more surprisingly, there are none in Kering. When we delve deeper into the aspect of intersectionality, the narrative becomes very bleak.

In the post-pandemic era (although it is worth mentioning that for many people, particularly those with chronic illnesses, the pandemic is not over and many continue to shield for their safety), with the continuous

“It’s about all of us, at every level, from top down and bottom up”

rise in inflation, and changing scope for investment, the fashion industry, like all other industries, is racing to prove profitability.

Unfortunately, there is a belief that this success can only be achieved by returning to pre-pandemic methods and biases. This could be an opportunity to question our success metrics, develop new ways of scaling businesses that are mindful of environmental and social sustainability, and to look to the future, rather than just the next quarter.

On the other hand, we are seeing greater representation and diversity in marketing campaigns (though this too has slowed). Companies continue to recognise and measure the importance of representation to consumers, but this awareness and action has not been adequately translated into internal processes and structures. The crucial question we must address is: how can we ensure that this shift towards greater representation and inclusivity is not just superficial? It is deeply ingrained into the very fabric of the industry, influencing and reshaping internal policies, cultures, and decision-making processes.

Where do you think the industry has struggled?

Ableism, coupled with a widespread lack of understanding, significantly impacts our perceptions and actions.

Consider the contrasting views of dyslexia and disability. There is a recent campaign called ‘Dyslexic thinking’, led by Richard Branson, where he speaks about dyslexia almost as a superpower. It’s important that we shift the understanding of disability, but we can’t simultaneously create unrealistic expectations or promote theories of exceptionalism as that doesn’t allow everyone to thrive.

In fashion specifically, it’s important to acknowledge that disability has historically been positioned as the antithesis of beauty. It doesn’t encourage people to self-identify and to communicate what they need. Instead, it makes subtle requests for people to mask their disability, and sometimes even creates a dichotomy where some individuals don’t feel ‘disabled enough,’ highlighting a fundamental misunderstanding of what disability actually encompasses.

A portrait of Thierry Andretta, a middle-aged man with a beard and balding head, wearing a dark suit jacket over a light-colored shirt. He is standing with his hands in his pockets against a light grey background. The entire image is framed by a red border.

THIERRY ANDRETTA

**CHIEF EXECUTIVE
MULBERRY**

Recognising the importance of investing in DEI

“The fashion industry has an important role to play in setting the agenda for the wider cultural and societal conversation”

How does your organisation define DEI?

At Mulberry it is about understanding, accepting, and valuing difference in all its many forms. Ensuring everyone is treated equally and fairly and fostering an environment where everyone is celebrated for being an individual.

What are your top priorities for DEI?

Our people are the centre of our business. My first priority is always to ensure they feel safe and valued. We give our people a voice through engagement surveys and have a DEI committee to drive initiatives that are important to them. Our people policies underpin our commitment to this.

Secondly, attracting new and diverse talent into the business. More voices, perspectives, lived experiences, and backgrounds foster greater innovation and creativity. This is how we will drive the business forward.

Lastly, ensuring our customer feels connected and represented in our external communications. We stand for progressive British luxury that is made to last. The aim through all our campaigns and customer touchpoints is to celebrate Britain at its best: a modern, global Britain that transcends stereotypes, with a reverence for our collective heritage and that celebrates our shared stories.

What changes have you / your brand made over the last 5 years? (we would love to hear about the impact of anything which had measurable success)

In 2021 we released our ‘Made to Last’ manifesto, our commitment to transform the business to a regenerative and circular model by 2030. A key part of this strategy is a commitment to a progressive people culture, and we believe that a truly regenerative and circular future must benefit all people we work with and the communities we’re part of.

We have launched our DEI committee as well as partnering with GLINT on our biannual engagement survey to ensure we are in dialogue with our teams: listening, educating, and driving change where it matters to them. In 2022, our engagement survey showed us that 78% of our employees feel they can be their true selves at work and 73% feel we have a positive and inclusive culture. Through these forums and our people team, we’ve improved our family-friendly policies, introduced our DEI policy, and are hiring and retaining more diverse talent in our organisation.

Building on our existing commitment to supporting the next generation of talent, with our leather



goods apprenticeship programme operating since 2006, we are also very proud to have begun some incredible partnerships within the past 5 years. Our partners Mentoring Matters and The Outsiders Perspective are playing an impactful role in diversifying the talent pipeline within creative industries.

How do you think about allocated funding and resources to DEI?

We recognise we will not move forward if we do not invest in our DEI strategy. Alongside our committee who test and strengthen DEI initiatives prior to implementation, we are investing in relevant training and development, paid internships, and charity partnerships. We continue to have open conversations about what will have a high impact for our people and customers.

Where do you think your company / the industry has struggled?

Fashion is a space known for often breaking boundaries and embracing progressive change, but I believe there is still work to be done to ensure the industry is inclusive and accessible to all.

It is a continuous work in progress and one in which we must always be willing to ask ourselves difficult questions and respond honestly and with intention.

What do you see as the largest opportunities in DEI today?

The fashion industry and our society are listening and acting. This has created a platform for education, positive change and new initiatives. At Mulberry, we are providing training and education on Diversity, Equity and Inclusion, and believe that giving employees the tools they need - from individual contributors to senior leaders - will help foster an inclusive mindset and business culture.



Training and education will also support the talent of tomorrow. Support for the next generation is best delivered by creating an inclusive culture, driving diverse recruitment, working with communities, and holding ourselves accountable.

Moving to the future, how do you want to see the industry change?

I would like to see the industry continue to prioritise efforts to nurture and champion diverse talent, promoting a culture which is inclusive of everyone. As well as at an entry level, I believe there needs to be real and consistent change in leadership throughout the fashion industry, while also recognising the important role that mentors and role-models play for the next generation of talent.

At Mulberry, we wish to create a business reflective of the society we live in, one that is diverse and inclusive, that is represented and celebrated both in the campaigns we create and in our office environment. The fashion industry has an important role to play in setting the agenda for the wider cultural and societal conversation, and should continue to demonstrate leadership in this area.

What do you see as the key benefit to improving inclusion on the whole?

Inclusion sparks creativity and innovation. The greater the variety of voices, influences, cultural backgrounds, opinions, and perspectives, the greater chance of success for the individual and the business globally. Diversity of experience and opinion is fundamental to creativity and will be an important part of propelling the UK fashion industry forward.

What are the biggest barriers to acting?

Reporting and disclosure. The best way to hold ourselves accountable is by measuring our progress and businesses need robust data to do that. We need to measure diversity at all levels of the organisation, not just on entry to the workforce. Data will help deliver targeted plans to recruit and nurture diverse talent right across the organisation.

Another key area is infrastructure and resources. Many initiatives require investment and expertise. For example, we are currently reviewing the accessibility of our store network and looking at the key areas of improvement. This will take time.

06.
DATA
APPENDIX &
METHODOLOGY

Research methodology

Survey fielding

The survey used in this report was fielded 21.08.23 to 14.11.23. It was made publicly available to anyone working in the UK fashion industry.

Survey participants were not compensated for their responses and the survey was promoted across social networks (e.g. LinkedIn, Instagram), featured in UK fashion press and was sent to BFC members to share directly with their teams.

Survey data collection and storage

The survey was anonymous and respondents were not asked to identify their employer so that no identifiable information could be collected. All data was kept secure in line with all data privacy laws.

Survey data analysis

We excluded anyone who stated they worked outside of the UK.

We excluded anyone who was not a member of the fashion industry in the UK.

We received a sample of >1500 people.

Analysis of 70 UK-based fashion companies was conducted. These companies were selected to include the largest 50 UK fashion companies, based on 2022 revenue, and then we included 20 key smaller players, including luxury brands, who regularly show at London Fashion Week.

Approach to selecting our representative list of 70 UK-based fashion companies:

1. All UK based companies from the largest apparel and footwear brands in the UK, based on UK revenue in 2022
2. All UK based retailers from the largest e-commerce and brick and mortar retailers in the UK, that are not also brands (i.e. not captured in 1)
3. Significant UK-based luxury fashion houses not captured by 1 or 2
4. Significant brand/retailer BFC patrons and members not captured in 1-3

External representation

We captured the presented gender and ethnicity of models in catwalk shows and advertising campaigns in 2012, 2017, and 2022.

Catwalk shows: counted the number of looks that included female-presenting or people of colour presenting models in SS, AW, RTW and MW fashion shows in 2012, 2017, and 2022 of the ~16 companies (out of the 70 we conducted research on) that held catwalk shows in at least one season of those years). Data was collected between September - October 2023.

Advertising campaigns: counted the number of models that were female-presenting or people of colour presenting in SS and AW season launch campaigns in 2012, 2017, and 2022 for ~30 companies (out of the 70 we conducted research on), as these were the ones which regularly had seasonal Data was collected between September - October 2023 launch advertising campaigns to compare over time.

Research methodology

Board and executive team composition

We collected data on the board and executive team members for each of the 70 companies, to determine the presented gender and white / person of colour composition of each company's executive team. We collected this data in the following ways (in order of priority/action):

Company websites: reviewed pages on board of directors or leadership teams and made assessment on gender and white / person of colour split.

Companies House: if no leadership team identified on website, used Companies House to identify nominated current officers and cross-referenced on LinkedIn to confirm they are still active in those roles (without this confirmation, individuals found on companies house were not included).

Executive team roles and 'NED / Non-executive director' searched on LinkedIn to find any members on leadership who listed their role on LinkedIn.

Press: searched press coverage of leadership and NED appointment.

DEI and sustainability commitments

Finally, we also captured whether each of the 70 companies feature DEI as a priority for the business on their company website (either corporate or customer facing), whether they make quantitative commitments to diversity (e.g. % of leadership team by gender/ethnicity), and whether there is anyone on LinkedIn with a job title that includes 'Diversity' (to suggest there is dedicated resources in the organisation to the topic).

We replicated this data collection for sustainability.

Note: we understand that the external representation of a person, particularly whilst working, may not align with internal identification. However, this exercise focused solely on external presentation and required a judgement to be made, as this is the ethnicity/gender identification which impacts the customer perception of the brand's or retailer's diversity.

All data on individual's gender or ethnicity was collected in line with all UK privacy laws and aggregated so that no individual's data could be identified. Data was collected between September - October 2023.

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Web scraping of 16 luxury fashion brands' SS and AW RTW and MW shows (excludes collection presentations) from 2012, 2017 and 2022

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Web scraping of headquarter location of ~70 UK fashion companies

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Population of England & Wales from the Office for National Statistics for 2012, 2017, 2021

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Web scraping of executive teams and boards of ~50 UK fashion companies

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Web scraping from company websites of ~70 UK-based fashion companies – September 2023

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Web scraping from company websites of ~70 UK-based fashion companies – September 2023

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Glossary of Terms

Allyship

Allyship is about actively practicing inclusion, social justice and human rights for diverse or marginalised communities

Belonging

The level of security and comfortability an employee feels at work when accepted and supported

Bias

A tendency to believe that some people, ideas, etc., are better than others, and that usually results in treating some people unfairly

Black Lives Matter (BLM)

A movement that was founded by Patrisse Cullors, Alicia Garza and Opal Tometi in 2013 in response to the acquittal of Trayvon Martin's murderer, and has since grown into a worldwide movement. Its aims are freedom, liberation and justice for the Black community

DEI

DEI (Diversity, Equity and Inclusion) this is seen in many forms. In this report we are adopting the industry's adopted terminology.

Diversity

The state of having people of different races and cultures in a group or organisation.

Diverse Groups

Groups that are less represented in one subset (e.g., the workplace) than their representation in the general population. These groups have often been excluded due to systemic barriers, and may be at the margins of power - often women, LGBTQIA+ communities, people of colour, people with disabilities, or those with the least wealth.

Employee Resource Group (ERG)

A voluntary, employee-led group which is centered around a particular shared part of your identity which is often minimised

Equity

The guarantee of fair treatment, access, opportunity and advancement for all, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. The guiding principle of equity acknowledges that there are marginalised and diverse populations and that fairness (not necessarily equal treatment) regarding these unbalanced conditions is needed to ensure that all groups have equal access to opportunities

Inclusion

The act or practice of creating environments in which an individual or group can be and feel welcomed, respected, supported and valued to fully participate.

Intersectionality

The way people's social identities overlap to create multiple levels of privilege,

LGBTQIA+ Community

An acronym often used as a term to include people who identify as Lesbian, Gay, Bisexual, Trans, Queer +Questioning, intersex, pansexual, two-spirited (2S), androgynous, asexual, and/ or any other sexual identity group.

Neurodivergent

Neurodivergent is a non-medical umbrella term that describes people with variation in their mental functions, and can include conditions such as autism spectrum disorder (ASD) or other neurological or developmental conditions such as attention-deficit/hyperactivity disorder (ADHD).

Non Binary

The idea that there are only two genders is called a "gender binary," because binary means "having two parts" (male and female). Therefore, "non-binary" is one term people use to describe genders that don't fall into one of these two categories, male or female.

Non fee paying schooled

People who did not go to a fee paying school

Other minority ethnic group

Other ethnicity which is not white, black, asian, or mixed multi ethnic

People of colour

The terms "person of colour" or "people of colour" are used to describe any person / persons whose ethnicity is not considered "white"

Plus sized

People who are considered to sit outside of industry average sizing range i.e. the average UK dress size is currently classed as a size 16.

Queer

People who do not identify as being heterosexual, gay or lesbian (i.e. "BTQ+")

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Report Partners

BRITISH FASHION COUNCIL

The British Fashion Council (BFC), formed in 1983, is a not-for-profit organisation focused on the relentless innovation, responsible growth and local and global amplification of the British fashion industry. Its mission is to champion British fashion on the world stage by pioneering world class programmes that unlock and elevate British creative talent. This is fuelled by an extraordinary, diverse and inspiring community of advocates, icons, experts, and fans.

www.britishfashioncouncil.co.uk

theOUTSIDERS PERSPECTIVE

The Outsiders Perspective is a not-for-profit organisation focused on increasing representation in the fashion, luxury and beauty industries. Its incubation programme sources and supports professional people of colour looking to transition into the industry. Providing accelerated learning and insights into the business verticals and offering the opportunity to network with prospective employers. Founded by Jamie Gill, the incubator draws on Gill's non-linear career journey to become a Fashion Executive to give diverse talent the opportunity to transition to an exciting career in the space.

www.theoutsidersperspective.org

(FASHION) MINORITY REPORT

Launched in July 2020 by brand and marketing specialist, Daniel Peters, The (Fashion) Minority Report (FMR) exists to create equality within the fashion industry and creative sector for diverse professionals, by advancing the conversation around inclusion and diversity to a point of measurable change.

www.fashionminorityreport.com

Knowledge partner:

McKinsey
& Company

McKinsey & Company is a global management consulting firm. McKinsey & Company is a trusted advisor to the world's leading businesses, governments, and institutions. The firm works with leading organisations across private, public and social sectors including on topics of Diversity, Equity and Inclusion and fashion/consumer business.

www.mckinsey.com

