The Apollo Project:

InterLaw Diversity Forum Management DNA Toolkit
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Background

In 2009/10, the Law Society of England and Wales conducted three diversity studies around barriers to career progression in the legal sector, each focused on a different strand of diversity:

— “Obstacles and Barriers to the career development of women solicitors” (March 2010);
— “Ethnic Diversity in law firms: Understanding the Barriers” (May 2010); and
— “The career experience of LGB solicitors” (Conducted with the Law Society by the InterLaw Diversity Forum). They are collectively referred to as the “Barriers Reports”.

Despite focussing on three different populations, the Barriers Reports seemed to come out at roughly the same place (i.e. that these diverse groups faced similar obstacles). The InterLaw Diversity Forum sought to follow-up on this observation and designed and conducted a study that collected a wide range of quantitative and qualitative data from across the UK legal sector. The goal of the exercise was to pinpoint the exact problems facing these diverse groups and provide recommendations that address - and ultimately solve - them.

This resultant study, the “Career Progression Report”, was published in July 2012. It was the first of a series of high-profile diversity reports to come out over the course of the past 18 months. These include: (i) the McKinsey/30% Club “Shifting the Needle” (December 2012); (ii) the Law Society’s International Women In Law Summit report “Setting the Agenda for Change” (January 2013); and (iii) the Women’s Business Council report - specifically the “Getting On” section (2013).

While these reports have slightly different scopes, they all ultimately deliver the same bad news: “Diversity 101 isn’t working.” Despite all the efforts of law firms to effect cultural change for years, there has not been much significant improvement. This is a frustrating result for many organisations and their leaders, who have read the reports and know there are challenges to be addressed. They know there is a strong case for organisational change and better culture that results in: (i) better talent management; (ii) increased efficiency; (iii) better delivery of service to clients; and (iv) a better reflection of clients and wider society. They just need more guidance on what to do, practically, to make those changes.

The Apollo Project Content

The goal of the Apollo Project is to help give organisations the practical tools to help make effective cultural changes by leveraging on the examples of best practice that exist throughout the legal sector and beyond. The Apollo Project seeks to reach out for examples of best practice backed up by evidence and will serve as a resource for them along with details on how they can be adapted for other organisations. The final project will include:

— a Website with full content and multi-media functions (message boards, video, supporting documents);
— an App (featuring overviews of case studies and videos);
— Periodic webinars that will feature detailed analysis of case studies.

The toolkit will be sub-divided into five main categories:

— Evidence Based Intervention;
— Culture;
— Management and Training;
— Systems, Procedures and Policies; and
— Communications.

We envision that the best practice case studies will be listed under the appropriate categories. (Many of the sub-categories will fit within more than one of the broader categories e.g. Work Allocation may sit under Systems and Procedures but may also have a link under Culture.) We will populate case studies with competition entries that will follow a template and will include innovation and evidence of genuine change.
Audience
We know that there are examples of best practice in the legal industry and beyond. The scope of the project will cover best practice examples from across the legal and other sectors and will be evidence based.

The target audience is the legal sector (with a view towards other professional services and corporate being able to use, but not tailored for them) with sections with adapted content for: (i) law firms and larger legal employers; (ii) small and medium-sized legal employers; and (iii) barristers.

Supporters and Patrons of The Apollo Project:
— Kate Cheetham, Deputy General Counsel, Lloyds Banking Group
— Baroness Scotland, QC and Member of House of Lords
— Alison Kay, Global General Counsel and Karen Clayton, UK General Counsel, National Grid
— Fiona Woolf, Lord Mayor of London – The Apollo Project is officially part of her programme
— Helen Grant, Minister for Sports and Equalities
— BT and Dan Fitz, General Counsel

Confirmed Foundation Sponsors
— CMS
— Data_Morphosis
— National Grid
— Lloyds Banking Group

Confirmed Project Partners:
— The Law Society
— The Bar Council
— Equalities Office
— Stonewall
— National LGBT Bar
— IILP

Media Partner:
— FT

Technology Partner:
— Google

Application Process
Application forms, application guidance notes and example submissions can be found at (www.theapolloproject.net). Submissions are due in April 2014. If your organisation’s initiative is selected, you will be notified and will be asked to schedule a time to record a short video with a senior representative from your organisation. You will also be asked to provide all relevant background and supporting information. This is an essential requirement, as a goal of the project is to ensure that other organisations have the tools needed to replicate and adapt each initiative. By submitting an entry you agree to provide supporting information. Both the supporting information and video will feature on the Apollo Project website and app.

If your initiative is selected, it will be publicly announced on the Apollo Project website launch on the 15 May. It will also be featured in the various launch events, which are currently being scheduled.

Judging Criteria
The judging panel will look at four areas:
— Overview and Description
— Strength of Business Case;
— Innovation; and
— Outputs.

Our goal is to find original initiatives that have helped make a positive change in your organisation. We are less concerned with you ticking the box of an entry form and more concerned with getting a clear picture of what you did and how it has been a success. Because of the wide variety of organisations and types of initiatives, we do not expect that each organisation will be able to provide the same level of detail in every application. On the following pages we have provided some guidance questions to help shape the entry for your initiative. To the extent that it would be helpful, please feel free to adapt previous awards entry submissions, if relevant.

The Apollo Project Judging Committee, whose members will be announced shortly, has the sole discretion as to which submissions are chosen for the Apollo Project, whether for any reason or no reason, and may, in its sole discretion, disclose or refrain from disclosing, any such reason.

We will prepare written materials regarding selected initiatives based on the submissions and supporting materials. You agree that the InterLaw Diversity Forum owns the rights (such as copyright) to any materials that we create, and you grant to the InterLaw Diversity Forum the right to use your submission to create such materials.
Apollo Project - Baker & McKenzie submission Global Aspirational Targets for Gender Diversity

Overview

Baker & McKenzie was the first major international firm to announce a target to increase its percentage of female equity partners to 30%. In 2013 we took 10 concrete steps towards achieving the target.

As a truly multinational law firm, diversity has always been integral to Baker & McKenzie. Russell Baker appointed the first female partner in 1961 and when a young Christine Lagarde joined in 1980 - later to become chair of the Firm - she was interviewed by Monique Nion, the Paris managing partner. Lagarde later commented: “[Being interviewed by Monique] made a very strong impression on me. The fact that a woman could actually share the experience that she had with all these male partners was quite encouraging for a young woman my age. In those days there were hardly any female partners in international law firms.”

But despite these pioneering efforts, we are also well aware that there is still plenty of room for improvement when it comes to promoting the professional growth of women. That is why, in 2012, we implemented our Global Aspirational Targets (GATs) for gender diversity. In so doing we became the first major international law firm to set gender targets for partners.

The targets, which were spearheaded by London-based Global Executive Committee member Beatriz Araujo, aim to increase the percentage of female equity partners to at least 30%, the percentage of female junior equity partners to 40% and for the 30% of leadership roles in the Firm to be held by women.

In order to deliver on these targets we have introduced a broad range of innovative initiatives, including the rollout of our firm-wide ‘unconscious bias’ training to address subconscious bias in evaluations, work allocation and promotion discussions.

In London, our largest office, a ‘comprehensive action plan’ was also created to implement policies to make the GATs more achievable, and make partnership a realistic goal for a broader spectrum of our female workforce, particularly those balancing work and family life. These actions were drawn up by the leadership of the influential BakerWomen group, Jo Ludlam, Julia Hayhoe and Louise Webb. The action plan was unanimously approved by the London Management Committee in January, 2014.

Strength of Business Case

While Baker & McKenzie has made strong headway in bringing greater gender diversity to its partnership and leadership positions, there remain stark examples of how more can be done. In London, 54% of our associates are women, yet women make up only 20% of our partnership.

There isn’t just a moral case for addressing this disparity, there is also a business case. It is a key belief in the firm that a diverse workforce enables us to respond better to the needs of our clients and diverse leadership teams are generally more effective. Redressing the balance and striving towards greater female representation in senior positions is a fundamental goal.

The introduction of Global Aspirational Targets served as a call to action, challenging the leadership to look more closely at what should be done to develop, retain and promote more females both to partnership and to leadership roles.
In order to meet the targets, practical measures were taken to identify and retain female talent and remove the barriers to their progression. We are confident that the comprehensive action plan that we have now introduced will help remove some of these barriers.

**Innovation**

We believe we were the first global firm to announce global gender targets (announced end 2012) and the first to implement them. 2013 and 2014 have seen the rollout of several highly innovative initiatives, including a comprehensive action plan designed to help the firm meet its gender diversity targets:

1. **Unconscious bias training** – These training seminars helped address subconscious bias in evaluations, work allocation and promotion discussions, as well as day-to-day office relationships. This training was compulsory for staff at every level.

2. **Maternity coaching** - The introduction of 1:1 maternity coaching for associates, including advice on planning for maternity leave and how to stay in touch and manage the return to work. These sessions are conducted by a former partner who recently retrained as an executive coach.

3. **Leadership positions** – Ensuring that more women candidates are put forward for office committees and working groups. Equally, more women will be identified to head practice groups, client teams and industry groups.

4. **Recruitment review** - A full review of the lateral partner hire process to ensure we have a diverse pool from which to recruit. Recruiters have been asked to commit to increasing their efforts to engage female candidates, striving for 30% long lists to comprise women.

5. **Lawyer job sharing** – An increased rollout of our successful job-sharing programme between senior associates. This ensures that the flexible working hours that some lawyers enjoy will not come at the expense of continuity of client service.

6. **Partner coaches** - The provision of specialist training to partner coaches to assist them in developing female talent. Partner coaches attended a session titled “Coaching Women, is there a difference?” facilitated by Catherine Sandler, a leader in this field.

7. **Client relationships** – Close monitoring of the number of female decision makers among our client base and the gender balance of our pitch and client service teams.

8. **Events programme** - The expansion of our highly successful BakerWomen client events programme (running a client event each quarter) increases the opportunity to engage with female decision makers and bring topical issues to the attention of clients.

9. **Office engagement** - The London office conducted a survey which focused on the aspirations and challenges facing female employees. The results of this survey have helped to inform and shape our action plan. We also host quarterly meetings for our gender network, in addition to regular informal networking sessions, focusing on topical gender related debate.

10. **Gender forum** - The Firm recently held a forum for partners across the EMEA region, providing an opportunity to share challenges, ideas and best practice and to make commitments as a group aimed at strengthening our resolve to achieving greater gender equality at all levels in the Firm.

**Output**

The London office has already made great strides towards attaining greater diversity in its leadership. In 2012 just 12% of its Management Committee was female, now that figure stands at 37.5%. Of the four partners who sit on the committee, two are female.

The committee has also given its full support to the comprehensive action plan, much of which has now been implemented. The recent EMEA Gender Forum is another indication of how seriously this is taken, since over 30 partners from across the EMEA region attended, including the London managing partner, Paul Rawlinson.
We continue to monitor our progress closely, and in 2014 we conducted a survey within our BakerWomen network, which captured a broad range of views from across the office, including men and women from the fee-earner, business services and secretarial services populations. The survey has already highlighted areas of success – including training, development and coaching programmes offered to lawyers – as well as areas that need more focus – such as flexible working and the challenge of balancing parenting and career responsibilities.

We believe that we were the first global firm to set out such clear gender diversity targets. We have since seen other firms follow suit, including Herbert Smith Freehills and Pinsent Masons, by announcing their own targets. This is a strong reflection of how important the issue of gender diversity has become, not just to Baker & McKenzie but also to the wider legal market.
Norton Rose Fulbright LLP – Career Strategies Programme (CSP)

Overview

Our Career Strategies Programme (CSP) is a global modular development programme developed by Carolann Edwards, Global Director of Learning & Organisational Development, and has been tailored to the needs of Norton Rose Fulbright culture, systems and processes. The programme is staffed with experts in women’s development and has been designed by women, for women, and delivered by women. The CSP programme was the first of its kind in the legal sector, intended to develop women’s confidence in going for partnership and help managers see the important role they have in pushing women towards partnership. Launched in May 2010, the CSP runs annually with 20-23 delegates (88 have participated in total) in Europe, Middles East and Asia.

The programme was carefully designed, based on research and focus groups. It was sponsored by Deirdre Walker, Head of Dispute Resolution and Litigation, and visibly supported by senior leaders including the Global CEO, Peter Martyr.

The objective of the CSP was to increase the number of female partners in Europe, Middle East and Asia from 16% to 21% over three years, starting in May 2010. We wanted to improve retention of talented women lawyers, improve recruitment of female lawyers and create a more diverse partnership, reflective of the population of our clients.

Business Case

In 2009 our Global CEO, Peter Martyr and Deirdre Walker, Head of Dispute Resolution and Litigation, Europe, Middle East and Asia recognised that the under-representation of females at Partner level was a business critical issue. When it costs £175k to train each new lawyer, it is a real issue when too many women leave. Peter Martyr, recognised that many women leave because they are not made partner.

We undertook extensive research, debates, focus groups and testing prior to launching the programme. Key activities included recalibrating the Diversity & Inclusion Committee and creating a Steering Group to participate in developing the programme.

Themes that emerged included, business development and networking skills, lack of confidence barring the path to partnership, male attitudes towards women around female advancement and flexible working, few positive female role models and lack of clear career discussions.

We needed senior leaders to engage in this programme and to openly support it to ensure its success. The Global CEO has been a strong supporter from the start and the other programme sponsor, Deirdre Walker, is a member of the Executive Committee. Without their support there would not have been the endorsement to allow the participants to take 6, otherwise chargeable hours, out to participate in the programme, nor would we have had the number of senior people engage and volunteer their time at dinners, networking events and as sponsors.
Team leaders also have to play their role in identifying the right women to participate in the programme via our talent management process. The process sees us reviewing each associate individually with a particular focus on women and diverse associates. Through the process we identify individual developmental needs and women are nominated to attend the programme. Topics discussed include mentor/sponsor relationships, offering stretch opportunities to challenge associates, mobility assignments and competency development.

There was resistance along the way about positive discrimination and this was addressed by citing what positive action means. There was also a solid factual business case in the metrics.

We promoted no women in 2008 and 2009, in London and in the two years prior to that, only 3 women and 8 men. The percentage of women partners in EMEA was 16% and it was 12% in London. Something had to be done to encourage the female talent pipeline to put themselves forward for partnership.

Innovation

Participants each have an induction meeting, a session on objective setting and a briefing on the Myers-Briggs type indicator. They then receive a copy of their MBTI report, are allocated a personal coach and receive six executive coaching sessions.

The course training content covers gender dynamics, confidence, personal branding, finance and business development. Delegates also have access to senior managers at various dinners and networking events. Role modelling opportunities are provided via a panel of female partners talking to delegates about their own experiences of progression to partnership and life as a partner. It is women-only to ensure the creation of a non-judgemental space for women to honestly discuss the challenges they faced and find solutions.

The aims of the CSP are to ensure that newly promoted female partners have the confidence, knowledge and skills to succeed as partners and to help female lawyers understand their value to the business and the firm’s commitment to retaining their expertise. It also helps supervisors of female associates better manage and enable their career progression.

A spin-off of the programme has been the 13 women’s networks established across offices in Europe, Middle East and Asia.

Outputs

The programme launched in 2010 and we saw an immediate impact:

- In 2011 50% of those promoted in London were women. More than 60% of the partners made up in London in 2012 and 2013 were women.
- In 2012 13 associates across Europe Middle East and Asia were promoted to partner – 62% were women and 88% of these were CSP alumni.
- The 21% target for women partners was met.

Not only was our volume of women partners boosted to 21% and our target met, but we can further validate the success of the CSP by comparing the financial performance of female partners who had been though the programme with other female and male partners who had not:

- Women partners who had been through CSP outperformed financially other women partners by 52.6% in 2012/2013, and their male colleagues by 36.5%.
- Beyond financial performance, comparing the behavioural performance of our new female partners with new male partners illustrates how women perform better on ALL measurable area

The programme is available in Australia, Canada, Europe, Middle East and Asia and is expected to launch in South Africa in the future.

Comments received from CSP Participants

“If NRF had not done this, I would be much more likely to have moved to another firm”

“Illuminating and invigorating – given me a new confidence to strive for the top without fear of failure”

We can say, with confidence, that CSP has had a significant direct impact and will continue to play this role globally as we reach for the next milestone.
Eversheds LLP
Promoting Gender Diversity, Inside and Out

Eversheds is one of the largest full service law firms in the world employing over 4,000 people, including more than 500 partners and almost 2,000 legal advisers. We have 52 offices across 30 countries within major cities in Europe, the Middle East, Asia and Africa. Our head quarters are in London.

Overview

As a firm we recognise the value that balance brings to our business, and the importance of diversity at every level. We take a proactive approach to inclusion and gender diversity, working hard to promote gender equality internally and within the profession.

Through the involvement of senior management figures in all diversity initiatives and engagement of staff at every level, we have fostered an inclusive culture where women know that their progress matters and is part of a larger picture to which they contribute.

Our commitment to inclusion, particularly focused on gender, is written into the firm’s strategy making it a core objective for our Board, Executive and Senior Management Team.

In 2011 the firm undertook ground-breaking research to identify reasons for a decline in female partner representation (20.4% as at Sept 2011), and to identify innovative solutions to redress this “leaking pipeline” across the firm within five years (target 25% by 2016). To deliver these objectives, we created a Gender Working Party (GWP) to progress action plans to address challenges identified by this research. The group is divided into four sub-group “Working Parties”, each of which address a different area of our diversity strategy.

Two years on, we have:

- established a national client speaker programme, at which senior female role models from client businesses provide inspirational presentations to our members of staff;
- established a mentoring programme for 42 female Principal Associates across the firm, who are supported onto the partnership track by the Senior Management Team;
- established a career forum attended by over 200 Associates/Senior Associates;
- made significant enhancements to our maternity policy including revised financial targets for women managing the challenges experienced by females upon return to work.

Progress is communicated internally through a quarterly intranet article which provides and update on the gender diversity programme. Female award winners are regularly profiled to provide visible examples of success.
Business Case

The firm's enduring commitment to gender is delivering results. We consistently recruit over 50% females as trainees and have achieved parity or more in every level below partner. Formal flexible working was established in 2009 (24% of our female lawyers work part time) and in 2011 we launched ‘FlexAble’, our informal flexible working scheme. We have reported gender diversity statistics externally since 2010 and were the first law firm to sign up to the GEO Voluntary Gender Equality Reporting initiative.

We recognised that we had lost ground on the gender mix of the partnership as we had grown internationally and this did not accurately reflect the talent pipeline within the firm or its commitment to equal opportunity. Our female partner numbers dropped from 23.0% in June 2009 to 20.7% in June 2011. This was a situation that we could not allow to continue, and we presented our Diversity Scorecard to the Board and agreed targets for the first time. In October 2011, we commissioned an Ashridge Business School MBA student to undertake a piece of objective research. She conducted over 100 interviews with women at different levels across the firm and 20 interviews with male and female partners. The results demonstrated a clear case for change.

The GWP was created, made up of male and female lawyers from across the business, and a male member of the SMT was appointed as Executive sponsor for gender diversity and asked to lead the group.

Innovation

We have focused on highlighting the link between gender diversity and business success and making successful senior females visible within the business through our female client speaker series as well as International Women’s Day events across our offices in March 2014.

We have engaged specifically with our female partner group to understand their thoughts. They have encouraged us to do more work to understand the barriers to female progression at the firm. They have committed to work together to change the mindset of male colleagues.

Formal career planning workshops have been established for male and female Associates and Senior Associates, providing an open forum for discussion, and access to the skills and tools needed to enable medium to longer term career planning.

We have taken a close look at the pipeline for promotion to partner to identify and plug the “leak”. We have developed a pilot programme to help senior women and their supervisors to anticipate the issues that have a different impact on career progress for women. We have also introduced a specific coaching programme for a select group of high potential female Principal Associates to assist them to take charge of their career progression.

All partners have attended maternity roadshows, aimed at taking the mystery out of managing employees’ return from maternity leave. The course focuses on encouraging partners to have honest and constructive discussions when managing a return to work, so that each party can approach this process in a business focused and mutually respectful way.

In 2013 we published our second Board Report. This followed on from our 2011 in-depth research survey of the boards of top companies and financial institutions. The report highlighted the fact that better-performing companies tend to have a higher percentage of female board members. We have used findings from both reports as a driver for a series of external events highlighting the issue. These events have helped to deliver a strong message to the business community about the performance benefit of gender diversity.

Putting diversity at the heart of our business gives it organisational credibility: it enables open conversations; the identification and dismantling of barriers; credibility with clients (which is an invaluable commercial asset); and people support something which “makes business sense”. Speaking to a business case with a bottom line impact influences senior leaders - it is essential to talk their language not ‘diversity speak’. Having a target is important, because what gets measured gets managed. But it is important to recognise that change takes time. Persistence and flexibility is important and building momentum and understanding at all levels is critical to success.
Outputs

- Diversity and gender objectives are built into 2012-2015 strategy
- Eversheds has 30% female board membership
- Annual female partnership promotions increased to 40% in 2012 and 60% in 2013
- Increase in female partners to 24% as at December 2013
- Employee opinion survey results show high engagement levels across both genders
  - 92% agree that Eversheds actively supports diversity in the workplace
  - 92% feel that Eversheds is an inclusive environment regardless of background, age, race or gender
  - 85% of the firm have been able to work flexibly
  - 84% agree we are an employer of choice for women in the legal sector

A comment from a female Principal Associate demonstrates our success: “My experience of Eversheds’ diversity programme is that it supports women in the firm in any way that they want to take their careers – whether it be promotion, working part time, or working flexibly. It is part of the Eversheds’ dynamic culture, there is no ‘one size fits all’.”

Our unique and business focussed approach to gender diversity has been recognised within the wider business community with the following awards:

- The Times Top 50 Employers for Women 2012, 2013 and 2014
Overview

(a) Description of Initiative

Breakthrough is the women’s network established by Lloyds Banking Group to promote, develop and retain female talent. It forms an integral part of a bank-wide gender strategy designed to ensure the equality of men and women in the workplace by reducing the divide in senior positions and ensuring that women are equipped with enough support, knowledge and resource to optimise their potential.

An important element of the network is its mentoring programme which imposes no eligibility criteria and is open to women at all levels of their career, in all business divisions and geographical regions of the bank. Both male and female mentors are actively sought and encouraged to ensure awareness of the programme is disseminated as broadly as possible to effect an inclusive, bank-wide initiative. This diversity and inclusiveness are fundamental elements of the programme which aims to support all women to be the best they can, whatever their personal goals and circumstances.

The programme operates around an online database where mentors and mentees register and complete a profile highlighting key facts together with specific areas (career progression, confidence building or work-life balance to name a few) where support can be given or is needed. Mentees are then matched either by self-selection; at one of the programme’s many networking events or (upon request) by a member of the Breakthrough Mentoring committee.

Members also benefit from a diverse range of resources including bespoke mentoring handbooks together with the plethora of events referred to below.

(b) Description of Organisation

Lloyds Banking Group is one of the world’s largest banks employing over 100,000 people working for household names such as Lloyds Bank, Halifax, Bank of Scotland and Scottish Widows. Breakthrough Mentoring spans these and other brands across the group, including colleagues in all business areas from retail branches to head office to support services.

Diversity is the biggest strength and the greatest challenge of the programme. Membership has risen exponentially over the past year and the focus this year is firstly to ensure that the current mentor/mentee relationships embed and are given the necessary support to flourish and secondly to expand the programme’s numbers and geographical coverage. The programme’s alignment to the bank’s management strategy is evidenced by Group Chief Executive, Antonio Horta-Osorio’s role as mentor for three senior women, a clear indicator of the Group’s commitment to gender diversity.

(c) Communication

Breakthrough Mentoring communicates to members through various mediums. A quarterly newsletter publicises key issues and complements the programme’s events. National events enable members throughout the country to dial in (on 300 telephone lines) and listen to relevant mentoring presentations and participate in Q & A sessions.
Strength of Business Case

One of the fundamental aims of the programme was to help achieve the Group’s goal of women forming 25% of the Lloyds board by 2015 and to be a leader on gender diversity in the UK. The Group recently extended this commitment, pledging to ensure 40% of senior roles are filled by women by 2020. We aspire to make Lloyds a dynamic, forward-thinking environment creating success internally and retaining talented women and see Breakthrough Mentoring as performing a vital role in meeting these aims.

Innovation

(a) Traditionally, banking has been a male dominated sector. One issue we have observed as a result of this gender imbalance is that many women in the industry appear to lack the confidence of their male counterparts to approach more senior colleagues to act as mentors. Given this cultural barrier, we felt it imperative to take an innovative approach to developing a programme aimed at optimising female talent. Our goal was for the programme to be as accessible and inviting as possible with an emphasis on creating dynamic, fun and interesting events to encourage female colleagues to pluck up the courage to participate. Social events organised outside the formal work environment have proved a particularly effective tool in expanding membership and engaging both mentors and mentees in experiencing the benefits of the mentoring relationship.

To solve the problem surrounding approaching a mentor, we developed the concept of ‘Speed Mentoring’. Using speed dating as a model, mentors and mentees rotate around the room discussing their issues followed by networking drinks. This forum is an excellent way to break the ice and facilitate the sharing of knowledge in an easy, fun environment.

‘World Café’ is an innovative concept where mentee groups circulate around 5 different tables, each with a facilitator (a mentor) who leads discussions on a topic, for example, “how to be a good networker”, “tips for a good presentation” and “how to deal with difficult conversations”. The discussion is recorded on paper table cloths so each group can build on the previous groups’ ideas. The discussions are summarised to the wider group and included in a follow up document circulated after the event.

The inaugural Mentor of the Year Awards 2013 recognised the amazing efforts of mentors without whom such a successful programme could not have been created. Nominations were requested from each our 8 regions and judged by a senior panel with prizes awarded to the victorious mentors. Pairings were also interviewed for a special edition of the Breakthrough Mentoring newsletter.

(b) We would advise other organisations to grow organically, expanding gradually to help build confidence and trust in the initiative. Feedback is also invaluable to ensure the programme is adapted in line with its members’ and the business’ needs.

Outputs

(a) Accountability: Breakthrough Mentoring is led by Lesley Wan who reports to Helen Rose, Co-Chair of the Breakthrough network. Lesley is supported by a committee of colleagues from areas all over the bank, all of whom undertake this work voluntarily in addition to their day job.

(b) Qualitative Results: The speed of growth, scale of membership and success stories emanating from the mentor/mentee relationships is evidence of the positive change in opinions and culture within the bank and the importance of schemes of this nature.

(c) Quantative Results: Membership has grown within just over a year from c.1,600 to 9,000. Other business areas within the bank are citing our programme as “best practice” and have requested our assistance in setting up similar initiatives. External organisations have also approached us with the same request.

Helen Rose & Lesley Wan
Breakthrough Mentoring
Lloyds Banking Group
11 April 2014
Overview

Genesis is a business that is socially hearted and commercially minded, our mission to provide quality homes and services to enable our customers to build better futures. We provide homes and services to tens of thousands of people, one of the largest and most diverse housing groups in the UK owning and managing more than 27,000 homes.

We are part of a sector where 60% of the workforce is female but only 17% of CEO’s are female. In 2009 17% of our senior managers and 20% of our Executive team and Non-Executive Board were female. Our challenge was to support and develop female talent and attract and retain senior women. We worked with women in the organisation to identify the barriers that were holding them back in career progression. We also consulted with senior male managers on what would support them to develop female talent in their teams. We worked in partnership to create a cultural shift by implementing a series of interventions including development programmes targeted at women, creating conversations about gender equality and its value to the business and setting targets for female recruitment for senior managers and non-executives.

The initiative became part of our Diversity and Inclusion strategy and was championed at an Executive level and by the non-executive board.

Strength of Business Case

Our Corporate Business Plan and D&I strategy focuses on improving customer service to our diverse customer base. Valuing and understanding the diverse need of our customers is critical in evidencing to all our stakeholders that we will deliver services that are accessible to all and tailored to individual need.

Stakeholders include those commissioning public services.

With 60% of our customer base being female it is critical that we have diversity of thought at senior management levels to bring better understanding of customer service. We also recognise the importance of positive female role models within communities where we work to inspire women in their own career aspirations or set up their own enterprise. Senior role models also motivate and inspire women to develop their careers with Genesis.

Innovation

Initial feedback identified the following key interventions:

- A mentoring programme
- Learning and development that specifically addressed the skill needs of women to improve performance and career development opportunities
- Flexible working policy and practice

What quickly became apparent was how valuable women found the networking opportunities at the learning and development seminars. These were delivered in an all female environment. We decided to set up a women’s network, which we thought would help us to engage with a wider circle of women by:

- Increasing the profile of gender equality
- Providing an opportunity for women at all levels to fully engage with and shape the agenda
• Providing learning and networking opportunities
• Providing opportunities for women to network with senior male and female staff to help them build their brand
• Acting as a consultation forum on policy and practice

While these interventions may not be new concepts. Both men and women challenged our initial proposals on the grounds that it was not needed; excluded men and showed bias in favour of women. It raised a debate around gender equality, what it meant and was it still relevant. This debate reinforced the belief that we needed wider organisational buy in to ensure that we have a culture where gender equality is valued and actively pursued and supported. The risk for us was that if the debate and the articulation for the business case were not handled well then the network and the interventions to increase gender equality would not gain the support of staff, and in particular senior male staff, across the organisation.

The network was formally launched in 2012 and was championed and supported by the Head of Diversity and Inclusion and the Executive Gender Champion. The network has taken ownership of the learning and development agenda for themselves delivering a range of evening seminars including:

• Getting Women on Boards
• Self Confidence
• Personal Impact and Brand

To increase access to seminars for more junior women and those based outside London, the network introduced lunch time sessions. These are linked by videoconference to all other offices. All sessions are videoed and made available on the intranet building up a resource library online.

The women’s network, its activities and purpose have been promoted widely across the organisation using the company intranet, staff magazine and yammer. This has been a great way to discuss current topics around gender equality and encourages interaction from men and women.

In addition to creating learning and networking opportunities for women through the network, we have also put into place the following:

• Promoted the organisation as an employer of choice through recruitment advertisements and also the information we have made available on our website. This details our performance on gender equality and the interventions we have in place to support the career aspirations of women.
• We have been proactive in recruiting female non-executives instructing recruitment companies to provide diverse candidates
• We monitor the gender profile in each of the area of business as well the levels at which women are employed. This information can be found in the public domain
• All staff restructures have to be accompanied by an equality impact assessments along with any actions to be taken to mitigate any negative impact
• Workforce planning requires managers to highlight what action they will be taking to recruit a diverse workforce
• Promotion of flexible working

Outputs

Female staff were recently surveyed about the activities and impact of the women’s network. The results were:

• 56% said that it was a positive addition to life at work
• 44% said that it supported them in their personal development
• 37% said that it provided opportunities to meet women they wouldn’t during a working day
• 44% said that it provided opportunities to meet senior women
• 52% said they had been inspired by speakers
• 48% said that they had attended an event
• And 67% of men said the network was a positive addition to life at work.

Outcomes show the network has been highly effective in raising awareness of gender equality issues across the organisation, providing networking opportunities and personal development in a space that understands and supports women’s needs. The success and the support shown by both male and female staff shows how well the debates have been handled and the business benefits of gender equality promoted across the organisation.

We have increased the proportion of women at senior levels since 2009 to 2013 by the following:
• Senior Management 17% to 37% (target 35%)
• Executive Team 20% to 60% (target 50%)
• Non-Executive Board 29% to 50% (target 50%)
Lloyds Banking Group
Career Development Framework for the Legal Community

Lloyds Banking Group ("LBG") is one of the largest retail and commercial banks in the United Kingdom, visible in many communities across the country. LBG's vision is to help Britain prosper, to be the best bank for our customers and a great place to work for our (approximately 90,000) colleagues. Supporting LBG's vision, the Legal department ("LBG Legal") comprises 370 lawyers, led by Andrew Whittaker, Group General Counsel and Kate Cheetham, Deputy Group General Counsel and co-chair of Breakthrough, the Group's women's network.

Overview

Integral to LBG's vision, is a Board led and sponsored three year Diversity & Inclusion (D&I) Strategy (2014-17) driven by the necessity for the Group to reflect the communities in which it operates, as a key part of its commitment to be the best bank for customers and to help Britain prosper. LBG Legal has developed a Career Development Framework (CDF) to help achieve the goals of our strategy.

Launched in 2013, the CDF provides:

- A career development toolkit, with a package of measures designed to address some of the issues which traditionally prevent sufficiently diverse representation in legal departments, particularly at more senior level: opportunities to build confidence, visibility and experience, mentors, role models and sponsors, access to secondments and vertical and lateral moves.

- A cultural shift, by placing the career development of our lawyers at the heart of regular line manager/employee conversations and performance management discussions.

The CDF has already resulted in higher engagement scores within LBG Legal and improving levels of diverse representation at senior levels in LBG Legal.

Business Case

The business case for D&I is clear: our customer base is as diverse as the UK population. Currently:

- 51% of LBG current accounts are held by women.
- 10% of retail bank products are held by ethnic minorities.
- An estimated 2 million LBG customers are LGBT. An estimated 5-7% of the UK population are LGBT.
- An estimated 3 million customers are disabled.
- Customers care about how well their Bank reflects D&I. 80% of disabled customers say they have switched accounts due to accessibility issues and 60% of LGBT customers say they are more likely to buy a product from a company they see as LGBT friendly.

The UK population is constantly changing. By 2050:

- 20% of the UK will be from an ethnic minority group.
- The population is aging, living and working longer and as a result, there are growing numbers of people with disabilities, 75% of whom will acquire their disability as adults.

All of these groups of people are LBG customers, and work in the Group as colleagues.
Business Case – cont’d

The strength of the business case of the CDF lies in the fact that it helps promote not only LBG’s five strategic goals, to enable it to be a recognised leader internally and externally on D&I, but also the specific goals of LBG Legal.

LBG’s strategic goals are:

(i) Deep and lasting customer relationships built on an understanding of the needs of our customer base, with accessible products, services and branding;
(ii) A workforce which more closely mirrors the diversity of its customer base and the external labour market;
(iii) An employer of choice for diverse talent, with an inclusive workforce where colleagues can succeed on merit;
(iv) LBG leaders and colleagues will understand and value difference and demonstrably promote inclusion; and
(v) Community Investment will reflect the diversity of its customer base.

LBG’s ability to leverage D&I is an important enabler to help build a positive and high performance culture for all colleagues, so that we can recruit the best talent and get the best from all of our people. A clear focus has been placed on aligning our people processes to D&I best practice. In addition to improving our recruitment processes to ensure we can access and develop talent from the widest pool possible, we place a strong emphasis on the continued development of our colleagues, to ensure that both LBG Legal as a function, and the individual members of the team, are able to ‘be the best we can be’.

Innovation

In 2013 we launched a new CDF for the Legal Community to support colleagues in actively managing their careers within a much broader, more transparent and more targeted approach. We believe that the multi-layered and multi-dimensional framework we have embedded is more innovative and holistic than that used by our peers and external firms, and has already begun to show results in the short time it has been in use.

The CDF fosters a culture of supportive, ongoing 121 career development discussions with line managers and allows tailored measures to be put in place which support individual aspirations, give scope to broaden experience, build confidence and give individuals more profile.

Our innovative framework includes:

- The development of a suite of detailed on-line tools and written materials, focused on career management.
- Ensuring that all colleagues create individual career biographies and individual development plans, providing colleagues with the opportunity to explore their aspirations and gain feedback on their potential for future roles.
- Embedding a programme of regular, tailored development conversations between colleagues and line managers, supported by the above. These discussions give our colleagues a voice and make them feel valued when seeking support to address their development needs.
- Provision of specific opportunities for individuals to increase their profile and experience by:
  o leading Group-wide projects;
  o taking part in cross-team secondments and job-shadowing activities;
  o mentoring by more senior executives;
  o opportunities for lateral and vertical moves, to broaden experience and skill sets;
  o tailored practical support for parental leavers to keep them in touch with LBG Legal and assist their return;
  o attending external leadership courses and;
  o increasing their profile and skills through participation in Legal Community and D&I initiatives.
- Bespoke workshops and training events including ‘Listening to Leaders’ sessions, each structured to facilitate career development within a specialist function.
Innovation – cont’d

The CDF has had a positive impact on colleagues’ levels of engagement and has already elicited positive feedback:

"Being part of a legal community where a diverse and inclusive culture is actively supported and promoted and tangible investment is made in people’s development, particularly supporting the advancement of women’s careers, is a key factor in making me feel good about working for LBG."

(Head of HR Legal)

In addition, the CDF has provided a far greater insight into the breadth and depth of talent across LBG Legal, allowing the leadership team to gain a much better understanding of the diversity of our colleagues. This has been important to ensure we are offering targeted development support for our talented colleagues and also considering each colleague as an individual, particularly in succession planning.

It is important to us that all our colleagues feel they have a worthwhile and satisfying career in a positive, inclusive and healthy environment, where they feel proud of what they do. Such an environment motivates colleagues to become high performers and this is essential to meeting the needs of our customers and contributing to the success of the Group.

As a community, we are aware there are different and diverse people across our business. Through the CDF, we have placed a stronger emphasis on ensuring colleagues can be themselves at work and progress on the basis of merit. We consider that the measures we have put in place are already helping to address some of the traditional key blockers to career advancement for those in diverse groups, and are supporting an inclusive culture where colleagues feel valued and supported.

Outputs

Engagement Scores

The success of our CDF is already being demonstrated by the results of our Colleague Engagement Survey, which was conducted in October. Comparing our 2013 results with 2012, there were improved scores in all of the following questions:

- Are you provided with the opportunity for learning and development (up to 81%).
- Do you have “a real opportunity to improve your skills” (up to 74%).
- Do you receive the training you need to do the job effectively (up to 79%).
- Does your manager do a good job of managing people with diverse needs and backgrounds (in terms of age, gender, race, disability, sexual orientation or religion) (up to 79%).

Gender diversity aims

Our three main gender diversity aims are:

1. **Retain**: female population
2. **Recruit**: diverse shortlists
3. **Develop**: across all levels within LBG Legal

LBG Legal has been doing well against those aims by maintaining/improving our gender diversity right the way up the team (overall it was 50% in 2013 and is now 53% female including 43% of GCs).

More broadly, we have also increased the number of roles filled internally with 62% of the people appointed to permanent roles in 2014 being internal candidates; of these 57% were women. In future we expect to continue to increase the number of internal promotions, and diversity of candidates, supported by the personal development colleagues are able to achieve through our new CDF.
Friends of the Network Poster Campaign

Overview

The Environment Agency is an executive non-departmental body for the Department for Environment, Food and Rural Affairs (DEFRA). We were established in 1996 to protect and improve the environment for people and wildlife, and support sustainable development. We have offices across England, divided into 16 areas. We employ 11,000 people, some of whom work from central offices, but many work remotely in the field, at lock sites, or in small depots.

At the EA, we have a successful and active LGBT network that has been at the forefront of succouring change in the way that the Environment Agency delivers on its diversity commitments. Within the large offices, our messages are well communicated and our people know who to contact for support. We are aware that getting the message to all staff requires the support of our straight allies or as we prefer to call them friends of the LGBT network.

The initiative we are submitting to the Apollo Project is our “friends of the network poster campaign”. The initiative was lead by the members of the LGBT network but it quickly gained popularity from our Directors, the CEO and chairman.

The posters featured the person holding a small whiteboard on which they wrote the reason why they were a member of the network or why they were a friend of the network, written in their own handwriting and printed under the photo. The aim was to raise common awareness of our friends of the network using role models from all levels of the organisation. The posters were displayed across all of our offices and depots.

Strength of business case

Our corporate strategy, Creating a better place 2014-2016, sets out what we plan to do to secure positive outcomes for people and wildlife. One of the six ‘it’s how we do things’ statements that underpin the strategy is as follows:

We will develop people and benefit from diversity

- We will provide training and development opportunities for all.
- We are diverse as the communities and customers that we serve.
- Staff feel supported, valued and trusted.

The Environment Agency has an equality action plan, which is jointly delivered by the diversity networks and the business. In early 2013 the LGBT network identified that communication and support for LGBT members of staff was not as equal as we would like it to be across all our geographic areas, functions, and offices. We wanted to address this issue and launched the poster campaign to increase awareness of the LGBT network.

The campaign was a low cost but high impact campaign, which could be easily replicated across the business. Seeing both local recognisable staff as well as directors makes the connections to every member of staff showing that the message is relevant to everyone.
Innovation

Sitting outside of our corporate structure, the diversity networks are empowered to use innovative solutions to deliver results. It is important that the LGBT network is an independent and critical friend. With regards to the LGBT poster campaign, an effective solution was easily achieved by taking a different approach.

Our scheme succeeded due to its simplicity and ease of getting a personal handwritten message from directors to all staff. Using a mix of local staff and directors ensured that the commitment from all levels of the business was communicated. It also provided a chance for personal feelings from individuals to be relayed to all staff in a way that many would be unable to say to such a wide group. Network members were then able to collate and distribute the materials for it to be used as they saw fit and at suitable times to tie in with other local campaigns.

It’s a simple and easy thing for an organisation to do, just make sure that you use a quality camera and that people’s handwriting is eligible.

Outputs

Our posters were displayed at many of the offices across the country. Our latest staff survey shows that our people consider the business to be more inclusive and fully supportive of the diversity of staff. When compared to the staff survey results in 2011, 5% more people said we were committed to diversity and equality at work and 6% more people said we respected the individual difference of our people. They told us that they believe the agency would deal effectively with cases of bullying and harassment if an issue was raised. The proportion who ‘strongly agreed’ has increased significantly from 18% to 26%.

“I’d like to sign up to being a member of the friends of LGBT network! I think it’s a fantastic idea to spread the word about how diverse the EA is and that we are supportive.”

New Friend of the Network

We achieved a considerable increase in the number of friends of the LGBT network and awareness of the reasons why we require a network. After the launching the poster campaign we increased the number of network members by about 20% and saw a similar increase in friends of the network (our straight allies programme). This was the next step in the cultural change to a fully inclusive and supportive organisation, with new members and friends coming from all levels and geographic areas of the organisation. Many people across the organisation now have our friends of the network logo as part of their email signature.

This campaign has helped to embed a culture of diversity being part of everyone’s responsibility within the Agency. We have shared the idea with other cross-government LGBT networks and they have since run their own poster campaigns.
Example of the ‘Friends of the Network’ email footer:

Anthony Clark
Senior Media Officer
Operational Communications
Environment Agency

I’m a friend of the LGBT Network because...

One of the posters from the campaign
National Grid: P4G Performance Management System

Overview

National Grid is an international organisation based in the UK with significant operations also in the US. It is dedicated to being the world’s premier network utility, primarily focused on delivering energy safely, reliably and efficiently. They articulate their vision as “connecting you to your energy today, trusted to help you meet your energy tomorrow”. National Grid employs over 26,000 people worldwide.

Their initiative they have submitted to “The Apollo Project” is their P4G (which is short for “performance for growth”) performance management system, which places equal importance on what their people do and how their people do it. By adhering to a “50% what you do, 50% how you do it” framework, which applies to company’s management population and nonoperational staff, they have effected widespread, positive cultural change in a very short time.

P4G is used globally. National Grid communicates the system to their people annually as part of their “Line of Sight” people framework.

Business case

The basis for National Grid’s P4G system lies in their strategic objectives. Their objectives lay out what is important to them as an organisation, so that they can meet their commitments and deliver value. One of their six strategic objectives is as follows:

“Engage our people – create an inclusive, high performance culture by developing all our employees. It is through the hard work of our employees that we will achieve our vision, respond to the needs of our stakeholders and create a competitive advantage. Creating an engaged and talented team that is aligned with our strategic objectives is vital to our success. Our presence within the communities we serve, the people we work with and our opportunities to grow both individually and as a business are all important to making National Grid a good place to work.”

Every year, National Grid defines a series of annual priorities to help them achieve their vision. Together with their strategic objectives, the priorities provide direction and clarity on how they are going to achieve our vision. For their people, they present this with a Line of Sight framework so people can see how their personal objectives link back up to the vision.

National Grid’s Core Values are:

— Respect others and value their diversity;
— Take ownership for driving performance;
— Demonstrate integrity and openness in all relationships; and
— Work as one team, as one National Grid.

This is all very admirable, but the success of the system lies in the international company’s ability to breathe all of these words to life and ensure their culture truly reflects them. National Grid has done this—effectively and quickly—through their P4G system, which they developed in collaboration with Lane Four Management Consultancy.

Innovation

Many organisations have official strategies, diversity statements, appraisal systems, etc. that clearly state the importance of treating people well and the value placed on it. However, many struggle to translate those ideals to reality. Prior to implementing P4G, National Grid, like most large organisations faced the challenge of placing too much emphasis on targets and not enough on behaviours.

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importance of treating people well and the value placed on it. However, many struggle to translate those ideals to reality. Prior to implementing P4G, National Grid, like most large organisations faced the challenge of placing too much emphasis on targets and not enough on behaviours.

National Grid’s system is innovative; the innovation in National Grid’s Performance Management system lies not only in its leadership’s bold 50/50 articulation, but also in the comprehensive and thorough explanations and examples that back it up. Since being implemented, the impact on National Grid’s culture has been dramatic.

National Grid have in place a comprehensive structure of Leadership Qualities to reinforce and provide flavour and detail to their core values. There are four overarching categories, each subdivided into three subdivided actions. The categories and themes are:

— **Creates the future** (Develops a wider internal and external perspective; Leads change: Thinks Ahead);

— **Consistently delivers great performance** (Drives for results; Influences strategically; Leads others);

— **Builds relationships** (Engages stakeholders; Collaborates; Understands others); and

— **Develops self and others** (Has Self Awareness; Develops others; Has Self Belief).

Each of these twelve is then further given colour with multiple, practical examples of positive and negative behaviour, divided into “what it is” and “what it isn’t” columns. There is little doubt about what is expected in the culture. In addition, they have articulated top “Inclusive Leadership” actions, behaviours and knowledge and skills.

The success of and impact the P4G performance management system has had on National Grid’s culture is something that organisations can look at to help make the case that a successful and sustainable people strategy requires both commitment and engagement of leadership.

### Innovation

Research carried out in 2011 demonstrated that inclusive leaders have made a real difference in employee performance and engagement:

— 84% of respondents said that an inclusive leader made them feel more motivated;

— 83% of respondents reported that an inclusive leader increased their loyalty to their team, leader and organisation;

— 81% of respondents reported that an inclusive leader improved their performance and productivity; and

— 81% of respondents reported that an inclusive leader motivated them to go the extra mile above and beyond their day-to-day role.

The improvements delivered through inclusive leadership were achieved for both men and women and for employees from a range of different groups.
The Athena Project

CMS has 56 offices in 50 cities, spread over 31 countries. It brings 10 international law firms together under one banner. CMS Cameron McKenna is one of those 10, with offices around the world, including four in the United Kingdom.

Overview

We are committed to diversity; it is central to our strategy and we believe that an inclusive environment and a diverse workforce are key to having a successful business. Many of our clients are increasingly interested in diversity and inclusion and we are proud to demonstrate our longstanding commitment in this area by working alongside them. We understand the importance of role models and mentors and the Athena Project emerged as a way to highlight some of our lawyers and our clients who are at the forefront of their professions.

For the Athena Project we transformed our London client meeting room floor into an art gallery, featuring 24 portraits and profiles of 28 successful female clients, CMS partners and representatives of government. We launched the exhibition at an event in September attended by over 200 people including clients and CMS employees. There are many additional components to the project, including:

— a “bring your child to work day” tour of the exhibition;
— a glossy catalogue featuring all the photos with their extended profiles; and
— the International Women’s Day “Athena Summit” featuring two client panels focused on the intersection of gender and other diversity strands, and best practice examples in the workplace. The summit was attended by over 140 clients and was a huge success in promoting existing relationships, developing new ones and raising awareness of diversity and inclusion throughout corporations in London and the United Kingdom.

Upcoming events include:

— the launch of The Athena Project website;
— tours of the exhibition for girls from local CSR partner schools; and
— an international “tour” of the exhibition around our offices in Central & Eastern Europe, including the addition of local portraits and profiles

Business case

We are proud of our culture and our diversity statistics and accomplishments, but we know there is always room for improvement and are always looking for ways to further engage our people and our clients. The Athena Project was, and continues to be, a perfect engagement tool.

The idea for The Athena Project emerged from, and is complementary to, a project that our partner Joanne Wheeler participated in earlier this year with photographer Leonora Saunders called <10%... & Rising. Joanne, Daniel Winterfeldt (Head of International Capital Markets and D&I Partner) and Jay Wetterau (Strategic Projects and Inclusiveness Manager) saw the business benefits of combining the firm’s strategy with Leonora’s artistic vision, to develop a project that would engage a wide spectrum of stakeholders - from our junior lawyers to our clients and CSR partners - by highlighting role models and leaders in our firm, clients and partners across UK businesses and the Government.

At the same time, we saw the opportunity to put a face to all the research and reports, from Lord Davies to the 30% Club and the InterLaw Diversity Forum, which have been featured in the media over the past few years, and demonstrate our commitment, both internally and externally, to responding to them in a meaningful way. All of these reports have challenged the status quo,
revealing that only limited progress has been made towards equality and that there is an urgent need for a widespread cultural change. We believe in the importance of role models, mentors and sponsors and the Athena Project is our way to put a face to all the research and reports referred to above. We realised that, while we have many amazing women leaders in our firm and among our clients, this does not always mean they are visible to the business outside of those with whom they come into contact on a day-to-day basis in their roles. We wanted to provide them with a plinth to showcase their amazing achievements and inspiring stories to a wider audience both at CMS and beyond.

Innovation

With the Athena Project, we have found a creative way to highlight women role models in a way that engages all the demographics mentioned above. Most diversity events are one-off; this is a living, evolving project. By making the exhibition permanent, and by continuing to plan events around the brand, the firm demonstrates its commitment to this area in a very public way on a daily basis. We believe this is an unprecedented, bold move and makes a grand and permanent statement.

This project also has significant depth. Although the impact of having an entire floor of “larger than life” one by one-and-a-half meter colour portraits should not be underestimated, this project is not just about “pleasant photos”. The real impact comes from the combination of the portraits with their extended profiles. We get to know the stories of these 28 women – with all their challenges, accomplishments, similarities and differences.

We have come up with a way to engage clients and our firm in a sincere manner and tell their stories in a way that serves as inspiration for the next generation of women lawyers currently making their way through the career pipeline.

Outputs

The outputs from the Athena Project exhibition and related events have increased internal engagement, increased client engagement and increased the firm’s media and external profiles as a leader in diversity and inclusion. We know this has had an impact because of the ongoing and consistent feedback we have been receiving since the project was launched. The following are some examples:

— **Comment from a junior associate.** “I had heard about Fiona Woolf [CMS energy partner and Lord Mayor of London] and Penelope Warne [Senior Partner] but they are so busy that I didn’t really know them. Reading their profiles has given me a real insight into their stories and all they have accomplished. Not to mention our other partners featured! It makes me very proud to be at CMS!”

— **Comment from partner about event and clients:** “…I could not have heard higher praise from BP, National Grid, Centrica, Goldman Sachs, Helen Grant, Baroness Scotland and more. As two lawyers from [a client] left this evening, they went out of their way to tell me how ‘real’ and impressive the evening had been for them. They said, others in the City are talking diversity but we are demonstrating it…”

— **Comment from a client:** “The Athena Project had really put CMS on the map for diversity. No other firm has done anything on this scale and people around the City are discussing it…”

Select Press references:

— An online gallery of the portraits in the Guardian for International Women’s Day (09 March 2014)

— AFT (22 February 2014): “…Office picture gallery. A visit to the London offices of CMS Cameron McKenna, the law firm, offers an unexpected delight – a gallery of photographic portraits of women working in professions where they comprise 10 per cent or less of the workforce. The firm has transformed the corridors of its meeting room floor into an exhibition space, with each eye-catching picture carrying a description of the subject and their career…..”.

— From the Times (19 September 2014): “Snapped up. Who are today’s women candidates to feature on tomorrow’s bank notes? Maybe the answer can be seen from tonight at The Athena Project, on display… on the client floor of CMS Cameron McKenna’s office …the project is described as “an inspirational look at pioneering women who have made it to the top in the City, Whitehall, industry and the law…..””
InterLaw Diversity Forum for LGBT Networks

Overview

The InterLaw Diversity Forum is an inter-organisational forum for the LGBT networks in law firms and all personnel (lawyers and non-lawyers) in the legal sector, including in-house counsel (the “LGBT Legal Community”) and has over 1,000 members and supporters from more than 70 law firms and 40 corporates and financial institutions.

In July 2012 InterLaw published a ground breaking report covering all strands of diversity and inclusion. The report combined hard data with individuals’ perceptions of their own career progression and the operation of policies and practices in the legal sector. Compiled from almost 2,000 respondents across the legal sector, the report is the work of CMS Head of International Capital Markets and Diversity & Inclusion Partner, Daniel Winterfeldt, and Stephen Ward, Director of DC Legal, co-chairs of the InterLaw Diversity Forum.

Business case

The InterLaw Diversity Forum was created in response to a need for an organisation to address LGBT issues in the London legal sector. InterLaw has grown in size and influence since it was founded, emerging as a thought leader in not only LGBT issues but in diversity in general. After conducting a survey for the Law Society in 2010 on career barriers for LGB lawyers, InterLaw [realized] that the results of their study were similar to results other studies. They decided to take the next step and conduct a more in depth survey, the results of which would allow comparisons between different groups to be made with confidence, as there was nothing similar available in the legal sector. For the first time the sector would be able to identify the challenges that minority groups have in common and the areas where their issues diverge.

Innovation

The survey looked at both lawyers and non-lawyers in law firms, analysing the responses by gender, sexuality, race, disability, faith and social background of respondents. It is unique in the breadth of its ambition. Forming recommendations, InterLaw had to look beyond initiatives and programmes that are already in place because it is apparent that they are having a limited effect and are very slow to make a difference. Instead InterLaw used the evidence from the data that identifies where change is needed and developed recommendations to address those. Analysis was carried out with assistance from an Advisory Panel of academics and D&I practitioners. This is also new to the sector and adds greatly to the weight of the report.

The report found that existing initiatives around diversity and inclusion are having a limited and slow impact. It therefore recommends that law firms set targets to improve the participation of women, ethnic minorities, LGBT and those with disabilities at all levels and to address the challenges of social mobility.

Outputs

InterLaw identified the six specific objectives. They are listed as follows, together with their measures and outputs:

- Develop a clear understanding of the dynamics that affect career progression

  Measure: To be able to compare the hard data about different groups and their perceptions.

  Respondents completed the survey very fully, allowing comparisons between different groups to be made with confidence. Looking at hard facts – respondents’ educational background and their family’s educational attainment, salary – alongside more subjective information – career progression, management...
practices, mentoring and sponsorship – we were able to see clear patterns and spot drivers and obstacles to career progression.

**Describe actual patterns of relative advantage and disadvantage**
Measure: Identify differences and similarities between the experiences of different groups.

A robust sample and good responses across all questions flushed out the information that we wanted the survey to identify: what challenges do minority groups have in common and where is there divergence? This information helps to identify the initiatives that are working for different groups and what additional activities might be helpful for them. It uncovered a trend of bias towards white, elite-educated men in some surprising areas such as mentoring and sponsorship, which are initiatives often perceived as especially useful for women and ethnic and other minorities.

**Develop evidence-based recommendations that will help drive inclusivity forward**
Measure: Secure support from the Advisory Panel for all recommendations.

This was achieved despite the fact that the over-arching recommendation might be regarded as radical – setting targets for inclusion of all groups at all levels. The evidence of the limited impact of existing initiatives and the detail of the relative advantage and disadvantage of various groups supported that recommendation unambiguously and allowed us to generate detailed recommendations to assist employers in driving towards more effective practice on inclusion and diversity.

**To generate a pool of data that can be shared with other groups representing minorities in the legal sector to take forward work of their own**
Measure: To produce more detailed analysis of responses from women and BME lawyers.

Those data sets are available and groups have been contacted with the offer of their use. The Lawyers with Disabilities Division found our perspective on the issues facing their members very helpful when we presented to their committee and they expressed an interest in doing further analysis of the findings relating to disability. We have also held a special event to look at the findings that relate to women. More detailed analysis of the data around women and BME respondents is currently underway.

**To secure high-profile media coverage of the report**
Measure: Significant coverage in one national newspaper and two trade newspapers.

Achieved with a large feature and news piece in the Lawyer (9 July), a front-page news piece in the Law Society Gazette (19 July) and a full news piece the Times (18 July). An InterLaw spokesperson was also interviewed on the Radio 5 Live breakfast show (18 July). The report also has a good social media presence through Facebook, Twitter and LinkedIn and major articles will shortly appear in the Equal Opportunities Review and the Law Society’s newsletter for diversity and inclusion professionals and partners in the legal sector.

**To gather support for the recommendations among leaders in the legal sector.**
Measure: Secure a leading figure to write the foreword to the report, supporting the recommendations, secure the support of the Law Society for the recommendations, secure commitment to targets by 25 firms within 12 months of the launch of the report.

Former Attorney General, Baroness Scotland, supports the recommendations in the report and wrote the foreword. The President of the Law Society, Lucy Scott-Moncrieff confirmed the Law Society’s support for the recommendations at the launch event on 19 July. Dan Fitz, Group General Counsel, British Telecommunications plc has said: ‘This report is a powerful push forward on diversity and inclusion in the legal sector. The strength of the findings, clarity of analysis and constructive recommendations make it easy for employers to absorb, understand and respond. As a major purchaser of legal services I expect BT’s suppliers to strive for better outcomes on inclusion. This report gives them new tools to do so.’ Work is now underway on securing commitments from law firms.