



INTERLAW DIVERSITY FORUM

APOLLO PROJECT

PHASE TWO: 2015

ARCHITECTS

WINNING SUBMISSIONS & BEST PRACTICE ANALYSIS

OF MERITOCRACY



01. **FOREWORD**
Patricia Scotland
The Rt Hon. the Baroness
Scotland of Asthal QC
02. **INTRODUCTION**
Daniel Winterfeldt, Liz Grant
& Stephen Ward
03. **DIVERSITY & INCLUSION:
THE DEMAND FOR BETTER
PRACTICE**
Liz Grant
05. **REED SMITH
DISABILITY TASK FORCE**
Winning Submission
11. **PROMOTING GENDER
EQUALITY IN UK BUSINESS**
Dan Robertson
14. **NATIONAL GRID
EMPLOYABILITY,
LET'S WORK TOGETHER**
Winning Submission
19. **SUCCESS IS DIVERSITY
OF THOUGHT, DIVERSITY
OF TALENT**
Lisa Webley
22. **DELOITTE TIME OUT**
Winning Submission
26. **WHAT IS AN
ARCHITECT OF
MERITOCRACY?**
Carola Hoyos
27. **RBS LEGAL PROMOTING
SOCIAL INCLUSION AND
DIVERSITY**
Winning Submission
32. **20 YEARS SINCE THE DDA
– SO WHAT'S CHANGED?**
David Caldwell
34. **ENTERPRISE RENT-A-CAR
ADVANCEMENT OF
SOCIAL MOBILITY IN
GRADUATE RECRUITMENT**
Winning Submission
38. **HARNESSING TALENT:
THE POWER OF DIVERSITY**
Dame Fiona Woolf DBE & Char-
lotte Sweeney
41. **CAREER DEVELOPMENT
FRAMEWORK
– ONE YEAR ON**
Kate Cheetham & Lesley Wan
43. **BREAKTHROUGH
MENTORING
PROGRAMME
– ONE YEAR ON**
Kate Cheetham & Lesley Wan
45. **BACKGROUND**

Foreword



Patricia Scotland

*The Rt Hon. the
Baroness Scotland
of Asthal QC*

Three years ago I wrote in the foreword to the InterLaw Diversity Forum's Career Progression Report that its findings rang an alarm bell on diversity and inclusion in the legal sector and beyond. As we all observed at the time, Diversity 101 was not working and what change there was to deliver progress on gender, disability, BME, LGBT+, age and social inclusion was happening very slowly.

The Apollo Project launched last year by the InterLaw Diversity Forum seeks to give employers a set of tried and tested tools that have been successful at delivering real and sustainable change. It looks not just at the legal sector but is open to all organisations, large and small because it recognizes that true innovation and success can be achieved anywhere and must be shared everywhere.

This report highlights the most powerful of this year's submissions, and I am immensely heartened by the impact they are having. I hope that, as with last year's winners, other organisations will shamelessly imitate them, making them their own and a good fit for their business so that they too can drive the agenda forward.

This year's winning submissions range broadly. What they have in common is a clear focus on outcomes and delivering real benefit

to individuals and businesses. This rigour within the Apollo project is vital. For too long diversity and inclusion have focused on inputs and often programmes have ploughed on regardless of their final impact simply on the basis that they feel right.

But we know that measurement of outcomes and accountability for achieving them is what drives every other aspect of business activity. So it's right that same discipline should be brought to bear on securing diversity of talent and creating inclusive and productive business cultures.

I am delighted that InterLaw Diversity Forum is showing leadership through the Apollo Project. I hope that when we review the Career Progression Report 2016, four years on from the founding study, there will be evidence of the impact of this work in the legal sector and beyond.

I congratulate all the organisations featured in this report and hope that others will be inspired to follow their examples.

Baroness Scotland is the former Shadow Attorney General and former Attorney General of England and Wales. Baroness Scotland has achieved a number of extraordinary firsts: In 1991 at the age of thirty five, she became the first black and youngest woman ever to be appointed Queen's Counsel. She was the first black woman to be appointed Deputy High Court Judge, Recorder, Master of Middle Temple, Member of the House of Lords, and Lord's Minister, and is the first and only woman ever to have been appointed as Attorney General.

Introduction

*By Daniel Winterfeldt
Liz Grant and Stephen Ward*



We established the Apollo Project in 2014 because it seemed to us that there was a need for peer to peer learning for organisations that want to drive organisational change. Great experience and understanding of how to have a real and lasting impact was simply not being shared enough.

So we invited businesses to put themselves forward as Architects of Meritocracy. With our panel of judges we selected ten from the many submissions as our Phase 1 winners. We published their submissions and have encouraged others to not only learn from their experiences, but also imitate their projects and approaches.

In this booklet celebrating 2015's winners, our panel of judges has, as in the first year, selected some inspiring case studies to guide others to even better performance in the future.

The InterLaw Diversity Forum for LGBT Networks has, since 2012, been reaching out beyond its initial focus to look at diversity in its broadest sense and the inclusion of everybody in the modern workplace. Through our partnership with the FT and with the support of our sponsors, we hope that the examples provided by this year's Architects of Meritocracy will be taken up across the full range of business sectors.

We congratulate this year's winners and 2014 alumni. We look forward to taking the conversation forward in 2016 and continuing to spread great examples of best practice that deliver lasting impact.

Architects of Meritocracy Awards: Alumni

2014

Baker & McKenzie
Norton Rose Fulbright
Eversheds
Lloyds Banking Group
Genesis Housing Association
Lloyds Banking Group
Environment Agency
National Grid
CMS
InterLaw Diversity Forum

2015

Reed Smith
National Grid
Deloitte
RBS Legal
Enterprise Rent-A-Car

Diversity & inclusion: The Demand for Better Practice



*Liz Grant OBE,
Director,
Fantail Business
Development*

The larger part of our workforce is composed of millennials who demand greater integrity and honesty from their employers. As the competition for talent accelerates candidates are proving to be highly selective about the ethos and practices of the employers they choose to work for.

Since the financial crisis of 2007-2008 and its subsequent exposure of bad business practices, the volume (both quantity and loudness) of social commentary questioning the values of some of our more august institutions has been pronounced. Transparency of data and actions have put some individuals, their firms and their dubious business practices under the spotlight.

As a result many businesses have actively sought to rehabilitate themselves. Mostly their efforts seem genuine. They are also seeking to restore the confidence of their customers, shareholders, employees, regulators and

other stakeholders by showing that they have changed their errant ways.

So a combination of the demands from the talent pool and a need to improve the perception of business means Diversity and Inclusion policy and practices play a useful role. Additionally because of this insistence on transparency and the need for real evidence of impact, the greatest exemplars of inclusive workplaces are those who are truly integrating their Diversity & Inclusion intentions into their operational structures.

The best of this year's Apollo Project submissions highlighted this level of integration in the business. The engagement of levels of management and their accountability to deliver on the objectives defined by the projects were hallmarks of the very best of an impressive collection of case studies.

If we say that people are our greatest asset (and which CEO doesn't say that?) then how a business manages its people says much about their genuine intent to build an inclusive workplace. The mantra 'you cannot manage what you do not measure' is highly applicable to Diversity and Inclusion work. Diversity and Inclusion is the same as any other business critical programme.

Clearly defined plans, appropriate resourcing, good review governance, the right level of business sponsorship are all fundamental to successful D&I delivery.

A number of this year's submissions focused on Social Mobility. Efforts to afford opportunity to those who are less advantaged but nonetheless talented, are not only laudable but they also make great business sense.

A broad base of submissions from the law profession, financial services, and logistics all had Social Mobility at their hub. Growing the careers of individuals from new talent pools has the opportunity of changing how a firm is perceived, how it engages with its customers and of encouraging real collaboration within the business.

And those projects that have done best in this year's submissions all have clear ownership and accountability within the business and they deliver measurable outcomes. Their submissions included evidence that shows staff loyalty and performance is heightened when business leaders build work environments which encourage the sharing of ideas supported by a backdrop of trust and integrity.

So what could next year's submissions highlight in terms of Diversity & Inclusion best practice? Increased employee engagement in external partnerships and in client facing activity around D&I themes e.g. engaging less advantaged communities and groups and/or talking to and listening to clients about what you are doing in D&I. These all show a growing maturity and confidence about the role of Diversity and Inclusion in business. It's what many stakeholders want to hear about and the correlation between inclusion best practice and business performance is pretty compelling.

Liz Grant is a Business Development consultant with a strong affinity to Diversity & Inclusion in the workplace, working with a wide range of clients to build inclusive leadership teams and implement best practice in Diversity & Inclusion. Liz was made an Officer of the Order of the British Empire (OBE) in 2013 for services to Lesbian, Gay, Bisexual and Transgender equality in the workplace.

Reed Smith Disability Task Force

Overview

Reed Smith is a global law firm with more than 1,800 lawyers in 26 offices throughout the United States, Europe, Asia and the Middle East.

We are determined to attract candidates from the widest talent pool to increase the diversity of our organisation. Our diversity programme is supported at a very senior level and its importance is continually stressed by Alexander Thomas, Global Managing Partner. The firm has a Firmwide Director of Diversity and an active committee in the London office with representation from all parts of the firm.

A key aspect of our diversity and inclusion programme is our focus on attracting and recruiting candidates with disabilities. Disability affects every aspect of business – employees, clients, markets, suppliers and stakeholders – and we understand that being a disability-smart organisation is a facilitator for creating a truly diverse workforce in an increasingly diverse business world. We want to emphasise that jobs for disabled candidates are both available and achievable at the top of the legal profession.

Central to efforts to increase the number of staff with disabilities was the creation of a Disability Task Force in 2012 to deliver best practice around attracting, recruiting and retaining talented people with disabilities.

Strength of Business Case

The Task Force was created in the wake of the 2012 Paralympics as a result of our realisation that our population did not sufficiently include people with disabilities and also an acceptance that we as a firm needed to have a better understanding of the issues involved. Given our objective of recurring from the widest talent pool, we wanted to do something about that and change our recruitment methods and processes to make improvements in this area.

Our objectives were:

Widening our recruitment outreach to attract more disabled candidates
Partnering with charities that assist those with disabilities in gaining skills and meaningful employment, to help our understanding and also increase our profile within the disabled community
Learning and adapting our prac-

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tices and policies to be more disability friendly Educating and increasing collaboration across the firm

Our Task Force made up of senior management from human resources, learning and development, and lawyers from a range of practice areas. The team meets regularly to discuss best practice around attracting, recruiting and retaining talent.

It is chaired by Carolyn Pepper, a partner in the firm's litigation group, who was recently named by Brummell magazine as one of its Inspirational Women Champions of Diversity for her work in this area. Carolyn has herself mentored a lawyer with disabilities who went on to join a magic circle law firm, and she is currently mentoring another student with disabilities.

Innovation

An important step was the collaboration between the Responsible Business and Graduate Recruitment teams. This has assisted the transfer from attraction to recruitment and is further supported by the integration of a candidate "watch list" within our applicant tracking system.

This watch list allows us to:

- Talent spot and track candidates
- Accurately track the link between diversity events that we attend and return on investment in terms of application numbers and vacation scheme and training contract offers

Building key external partnerships has also enabled the firm to extend its outreach and to work and advertise within broader disability networks. In 2014 we began working with EmployAbility, and then My Plus Consulting, to reach students and graduates with disabilities. As part of our partnership, we hosted an event for over 40 students and graduates with disabilities, providing them with an insight into the training contract recruitment process. We also committed to reserving two places on our 2014 summer vacation scheme (offering three due to the high calibre of candidates).

We hosted the London School of Economics' Access to Employment event, which encouraged students with disabilities to interact with employers. As part of this we ran mock interviews for attendees, providing invaluable employability skills.

Reed Smith has worked closely with the Lawyers with Disabilities Division (LDD) of the Law Society and regularly takes up speaking opportunities to provide candidates with disabilities with the advice and reassurance

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needed to pursue their career ambitions. In November 2014 the firm co-sponsored the Disability and the City Event with PwC.

In 2014, a new diversity section was launched on the Reed Smith website, including a section for candidates with disabilities. We also have a profile on the [greatwithdisability](#) website.

Outputs

The success of our commitment to disability inclusion and of the various disability-focused initiatives and programmes in which we have invested is measured by the results achieved.

We are proud, therefore, that over the past three years the disability inclusiveness of our firm has improved substantially.

2014

- By the end of August 2014, we had received 65 applications from candidates with disabilities for the summer vacation scheme and 60 applications for training contracts
- In 2014, 10 candidates with disabilities were interviewed for the summer vacation scheme and training contracts
- Since 2013, seven places have been offered on the summer vacation scheme to candidates with disabilities
- In 2014, five training contract offers were made to candidates with disabilities, all accepted
- Three candidates with disabilities have completed ad hoc work experience as a result of the partnership with EmployAbility

2015 – Summer vacation scheme recruitment to date

- 62 applications were received as a result of our partnership with Aspiring Solicitors
- 21 applications were received as a result of our partnership with GoThinkBig
- Seven applications were received as a result of OPEN – a careers event specifically for students with a disability or long-term health condition
- Nine applications were received as a result of the EmployAbility in Law event

We will continue to build on this progress.

In 2015, we ran a compulsory ‘Disability confidence in recruitment’ training programme for members of our graduate recruitment assessment centre panel. The programme is intended to build the knowledge and confidence of dele-

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gates in supporting applicants with disabilities and was run by Helen Cooke, director at My Plus Consulting.

This year, for the first time, we recognised World Autism Awareness Week, among other disability focused celebration days. We will be sharing information on autism via our internal communication channels, which will include an interactive quiz. We will also provide staff with information on how they can get involved and raise money for the National Autistic Society. It is hoped that these initiatives will further enhance our inclusive working culture.

Testimonials

“I’m disabled myself and have just secured a place on the summer scheme. Throughout the process I felt comfortable to be who I was, not least because Reed Smith had told me so. I also introduced the firm to My Plus Consulting, a disability recruitment company, and Reed Smith subsequently signed up to almost all their events – no other firm responded with anything like that proactivity and enthusiasm.”
Summer vacation scheme 2015 candidate

“I chose to apply to Reed Smith because of the firm’s close work with leading disability organisations. The firm’s commitment to making the legal profession more accessible to disabled candidates is what struck me most about Reed Smith and motivated me to apply to the firm.”
Disabled candidate joining us as a trainee solicitor in the
2016 / 2017 intake

“Reed Smith has been working with Lawyers with Disabilities Division of the Law Society of England and Wales for several years.

Initially, Reed Smith approached LDD as they wished to increase diversity in their workforce, as they had identified a gap in the area of disability and asked us for help and advice as to how to implement effective policies in recruiting applicants with disabilities, since this time we have continued to work with Reed Smith and have no hesitation in recommending them for this award.

Reed Smith created a unique recruitment programme solely for applicants with disabilities both for work experience and training contracts.

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This work has been ground breaking and we have been able to speak about this at conferences and networking events to other law firms and it is slowly encouraging other law firms to consider doing the same.

Our members struggle to break through the many hurdles that exist in legal recruitment and obtaining work experience on the Reed Smith scheme has made a tremendous difference to them. They have also offered mentoring by senior partners to our members. No request has been too much for Reed Smith and we are so very grateful for their valuable support.”

Jane Burton, vice-chair, Lawyers with Disabilities
Division of the Law Society of England and Wales

“Student A couldn’t have spoken more highly of you and the difference in her was amazing – she looked like you had lifted the weight of the world off her shoulders. She was brimming with enthusiasm and I have been left in absolutely no doubt that you now have a future candidate as she couldn’t have been more enthusiastic about applying to Reed Smith. The information you gave her has also helped her make some very sensible decisions when she had previously been guided badly, for the wrong reasons, elsewhere.

Thank you so much – seriously I have never had such positive feedback from a conversation and it was a pleasure seeing her look so positive and bubbly!

I am always telling my legally inclined students that you are, without doubt, leading the field in your approach and now I have yet another example!”

Viki Chinn, disability specialist in the careers team at London School of Economics

“Finally, something that makes me excited. This programme targets something that is often ignored – disability – and through great actions and actual hiring commitments has brought real tangible benefits. This programme genuinely makes me think better of Reed Smith, whereas all of the gender diversity ones so far have depressed me.”
Judge, The Lawyer Business Leadership Awards 2015

Evidence

We are also pleased to say that our efforts have been recognised within the legal market.

In 2015, we received the following accolades:

- The Lawyer Awards – Ethical Initiative of the Year
- The Legal Business Awards – CSR Programme of the Year
- The Lawyer Business Leadership Awards – Most Effective Diversity Programme
- The Legal Innovation Awards – Diversity Innovation

In 2014, we were also recognised in the UK Diversity Legal Awards.

Promoting Gender Equality in UK Business



*Dan Robertson,
Diversity &
Inclusion
Director at enei*

Since the publication of Lord Davis' Women on Boards report in February 2011, UK businesses have been working to increase the number of women on their Boards. Whilst they have seen some success, the number of women in executive roles remains shamefully low – currently, out of the UK's top 350 listed companies, only 47 have female executive directors.

Of course the issue of gender diversity, particular at the executive level, is complex, although when we examine the issues closer a number of themes that hinder women's progression do emerge. In a Harvard Business Review paper entitled Women Rising: The Unseen Barriers Herminia Ibarra and colleagues identify the often subtle 'second-generation' forms of workplace gender bias. Amongst the most prevalent forms of second-generation gender bias are:

A paucity of role models for women: Women simply do not have the number of senior role models in the same way as their male colleagues moving up the organizational pipeline do. The lack of visible role models sends negative messages to both male and

female talent about the roles and positions of women in organisations.

Gendered career paths: Despite efforts through flexible and agile working practices, current organizational structures and working patterns continue to fit more easily around men's lives. The idea of a (female) supporting spouse is prevalent in many work sectors from legal, professional services and sales.

Women's lack of access to networks and sponsors: Men in positions of power tend to provide direct development opportunities to junior men, often through direct sponsorship. Junior men are also more likely to have access to informal mentors and thus women's connections tend to be less efficacious.

Double binds: The types of attributes we ascribe to the ideal leader in most organisations are closely linked to positive male characteristics: decisive, assertive and independent. A number of research studies have shown that women who excel in traditional male domains may be viewed as competent, but when they demonstrate similar leadership traits, they are seen as less likeable to their male colleagues. In short the types of behaviors that we often value in men such as self-confidence appears as arrogance in women.

In addition to these four types of 'second-generation' gender bias as described by Ibarra, Susie Babani, the Chief Human Resources Officer at ANZ, suggests that understanding benevolent bias is key to identify the root causes of the glass ceiling. Collectively these types of gender biases create a culture of exclusion without intention. And thus, as described by Avivah Wittenberry-Cox in a recent HBR article, it's the cultures that need to change.

Stop trying to ‘fix’ the women! Initiatives that are working toward greater gender inclusion

Rather than focusing on fixing the women, businesses need to look at middle male managers’ behaviour. This was the theme of a recent report by Professor Elisabeth Kelan of Cranfield University’s School of Management. In Linchpin – Men, middle managers and gender inclusive leadership, Kelan helpfully sets out four key areas where men as middle managers can indeed work as change agents to promote greater gender diversity. These areas are:

Celebrating and encouraging women: A great example from last years’ Apollo Project submissions is Norton Rose Fulbright’s Career Strategies Programme. Designed by women, for women, this global modular development programme is intended to develop women’s confidence in going for partnership and to help managers see the important role they have in pushing women towards partnership.

Calling out bias: The Genesis Housing Association’s Women into Senior Leadership project sought to develop female talent and to attract and retain senior women. Consulting with male managers on ways in which they could be supported to reduce their own biases and support women was a core element of this culture change programme. Another example of an Apollo submission which seeks to change the mind-set of male colleagues is Eversheds’ Promoting Gender Diversity, Inside and Out.

Championing & defending gender initiatives: The Breakthrough Mentoring programme from Lloyds Banking Group is an example of a UK business that sees the value of investing

in its female talent through a targeted mentoring programme. This programme is seen as key to helping the bank achieve the Group’s goal of women forming 25% of the Lloyds board by 2015 and to be a leader in gender diversity in the UK.

Challenging workplace practices: enei Member Deloitte is challenging workplace practices through its Time Out initiative as part of its WorkAgility programme. This Apollo submission has the aim of helping employees to better balance their careers with out of work commitments. Time Out allows all employees to take an extra four-week block of unpaid leave per year. RBS’s Choice programme also promotes flexible work patterns for all employees. Whilst not specifically focusing on women, these programmes have a positive impact on women’s career development as they seek to create a mind-set and culture shift from traditional work patterns that often harm women’s careers in subtle and indirect ways.

The above examples help us to create a framework for promoting greater gender diversity and inclusion. But as we know, ‘what gets measured gets done’. That’s why gender diversity targets are also a core components of any organisation’s gender inclusion programme. Many enei Members such as KPMG and our clients including Hogan Lovells LLP have established gender targets as a way of focusing the minds and energies of their business leaders.

Whilst it is clear that there is no quick fix to the complex issues of achieving greater executive level gender diversity, what is clear is that by developing a business case for success, supported by practical interventions

designed to both break down the barriers that women face as they move to leadership whilst also pushing forward programmes and projects that foster gender inclusion, culture change is possible. Many submissions to the Apollo Project are examples of organisations working to achieve such goals. That is why I for one, support this Project and these submissions.

Dan Robertson is the Diversity & Inclusion Director at the Employers Network for Equality & Inclusion, (www.enei.org.uk). He is highly respected as a subject matter expert on workplace diversity & inclusion management, unconscious bias and inclusive leadership. Connect on LinkedIn: Dan Robertson or Twitter: @dan_robertson1 or email: Dan.robertson@enei.org.uk

National Grid Employability, Let's Work Together

nationalgrid

Overview

The sobering statistic is that only 7% of students with learning disabilities achieve paid employment nationwide. Government data shows that for each student who does not achieve paid employment the cost to the UK is £1m over their lifetime. EmployAbility takes students with learning disabilities – aged 17-22 – and places them in internships that expose them to a business. The National Grid programme now partners with 8 special schools and colleges in the Warwick, Hinckley, Solihull and Wokingham areas (close to National Grid locations). This enables us to provide opportunities for over 20 students a year.

The key characteristics of the programme are:

- Students join EmployAbility in their final school/college academic year. They spend this year in National Grid where they undertake 2 or 3 placements as well as completing a BTEC in 'Skills for Life, Skills for Work'.
- National Grid provides placements in a wide range of business departments as well as with our supply chain partners. Departments include data management, customer service, administration as well as some which are more practically orientated such as buildings' maintenance.
- Job coaches, trained in Systematic Instruction, support the students. The job coaches learn the placement roles and then train the students to do them in incremental steps. As the confidence of the students grows the job coaches progressively step back. The job coaches are key and enable the programme by making it easier and less intensive for business managers.
- Before commencing on the programme students with disabilities attend a 'Work Inspiration Week' organised by National Grid's yearly intake of graduates. This week includes visits around our business as well as playing business games and making a presentation to senior leaders about what they have learned. The organisation of this week, which takes several months and involves engagements with special needs schools, students and their parents, is now a formal part of our graduate development programme. The relationships that develop during this period provide a clear demonstration that we are embedding disability confidence into the DNA of our future leadership. This is now a formal part of our graduate development programme. In February 2015 our graduates ran the 'Work Inspiration Week' for nearly 50 students from a wide range of schools and colleges.

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- Our partner special schools then put forward a number of students to take part in a taster day where the students meet National Grid placement managers/supervisors for a discussion/interview about work orientated scenarios. Following successful completion of this day students are formally offered places on the programme.
- Towards the end of the academic year National Grid works with the schools' career advisors, internal recruitment teams and our supply chain partners to identify suitable paid roles for the students to be appointed to.
- The interns commence their paid roles and add value to our business and society.

The programme is capable of being implemented across any organisation in any sector.

Strength of Business Case

National Grid and Round Oak School set up 'EmployAbility, Let's Work Together' following a number of years of mutual partnership. We worked together on community initiatives and National Grid employees volunteered at the school. Round Oak subsequently asked National Grid to take a student with disabilities for 2 weeks work experience. This was such a success that following a visit to the Project Search Model at Bath University Hospital, National Grid Executive approval was given to set up our 'EmployAbility, Let's Work Together' programme in 2013.

The original business case for creating EmployAbility presented to the National Grid Executive was based on building a disability confident organisation with benefits consisting of increasing productivity (review of processes to identify roles that could be filled by interns), increasing employee engagement, creating sustainable opportunities for those with disabilities and contributing to the UK economy by reducing the number of people on benefits for their lifetime.

During the programme we have found that the investment in EmployAbility (which is of a small scale) has become increasingly efficient as the number of interns has increased. We have also found real benefits in turning disability from an area of reserve into one where colleagues really feel positive and extremely engaged in supporting interns. Engagement has risen and there is a very positive feeling about National Grid as their employer in providing this programme. It has also connected us very positively with our local communities.

Our Directors provide great leadership by continuing to sponsor

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EmployAbility in a variety of ways. They encourage their own functions to provide internships and as well as giving up their personal time to talk to the interns about the roles they fulfil, which is inspirational for all involved. We now have a broad range of senior managers who actively support EmployAbility.

Innovation

This programme is very innovative. It brings together special schools, employers and government.

- Special Schools often find it extremely difficult to engage with businesses and find many doors are closed. This has a consequence in that students feel there is very little to aspire to which has an impact on morale and foster a lack of ambition.
- From a business perspective it delivers big impacts (changed lives) for low investment.
- The job coaches are the 'hub' of the model and make it easy for National Grid to run the programme. They are funded by the government (through Access to Work) and are provided by the special schools and colleges we partner with.

It has also led to National Grid opening an innovative recruitment process for interns. They often do not have the academic qualifications we ask for but can prove their ability to fulfil roles through their internship on an 'open interview' basis.

We want to inspire other businesses to set up the same or similar schemes as we feel there are so many positive benefits to our business and there are so many students with learning disabilities who will never fulfil their lifetime goals without support from programmes such as EmployAbility. We have developed an operating model for the programme and provide other businesses with our resources, guides, templates etc. free.

Outputs

The EmployAbility has been a great success for National Grid and the community. Key outputs of the programme have been:

- Out of our first 2 years intakes of a total of 16 students 8 have achieved paid employment with National Grid, 3 with our partners/suppliers, 1 with an external business and 4 have gone on to further education with skills and confidence which they did not have before. That is achieving a success rate of 75% into paid employment with 100% of students achieving positive outcomes.

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- The programme creates a very positive dynamic in National Grid. It has a beneficial business impact by creating real team cohesion across and within functions. The students' enthusiasm and "fresh approach" benefits the whole team. Managers and staff give freely of their own time in support and increases community engagement. Employees get real personal reward and satisfaction in helping the students and this also raises their own disability confidence. It also gives employees the confidence to talk more openly about their own or close family member's disabilities.
- The students grow in confidence and self-belief which has a real impact on their families and friends and therefore delivers a much broader community benefit.
- The programme has much wider consequences in our partner schools and colleges as it lifts the aspirations of younger pupils who previously felt they had nothing to aspire to. This changes the atmosphere and the attitude of pupils in the schools/colleges.
- The involvement of the National Grid graduates develops their own disability confidence as our future leaders and increases their presence as active and contributing members of society.
- It widens our recruitment talent pools increasing our presence in society.
- It makes our work force more reflective of the wider society around us and increases the number of people with a disability who we employ.
- EmployAbility has a budget of around £10k p.a. It is the premier programme of our Enabling Resource Group and is sponsored at Executive level by our Director of Corporate Affairs. It is led as a programme by a senior manager with local site leads for each office where we run the programme. Everyone involved in National Grid does so on a purely voluntary basis. Measuring success of the programme is based on the students achieving successful outcomes. Our target is >70% reaching paid employment but we aim for positive outcomes for all.

Testimonials

Here is what some of students have said about the programme:

"When you have special needs doors close. This has given us the opportunity to show that we have got skills"

"I realised I could do something that I thought was beyond my ability. People with special educational needs are so committed, yet so often forgotten. And we can add value to your business"

"I never dreamt that I could be so successful. For the first time in my life I am treated like everyone else. No one here judges me, they just recognise my talents"

"This programme gave me hope, confidence and self-worth. Now I earn my

WINNING SUBMISSION

own money and feel like a man”

Claire Cookson Round Oak Special School Deputy Head said:

“Our partnership with National Grid has made a massive difference. This project was built on a founding relationship which we had established over a number of years, and I can honestly say that in setting this up we have not come up against any real barriers. We have established a simple yet highly effective model which genuinely is changing the life outcomes of these interns. Their lives will be better as a result of this experience. The business provides the room and the placements, the school provides the Job Coaches and the curriculum, the government funds them. Maximum output for minimal input.

The rewards are so great, to the organisation, the school, society and most of all to the interns, so that you can’t help but become motivated by this project. EmployAbility is encased by this amazing ‘can do attitude’ which has become infectious. Our students are dedicated, motivated, passionate individuals who inspire people across the business. Having our students in the workplace has changed the environment and how people work for the better”

Evidence

Please see the attached evidence to support our Submission

- Intern handbook explaining the programme to potential students and what they can expect to be doing
- Photos of displays from our offices on the Employability Programme and our interns
- A video Department of Work and Pensions produced recently which centres on one of our interns and his line manager
- A summary foldout leaflet

Success is Diversity of Thought, Diversity of Talent



*Professor Lisa
Webley*

Diversity and inclusion strategies have developed through a series of waves and many of the Apollo Award entrants demonstrated sophisticated approaches to diversity and inclusion going well beyond first wave initiatives such as formal policies and procedures to reduce the possibility of indirect discrimination. Some showcased successful second wave initiatives that have encouraged greater numbers of low participation groups to enter, progress and thrive within their organisations. These initiatives have targeted BAME and LGBT professionals, those with disabilities, and those from lower socio-economic backgrounds. A small number of entrants submitted initiatives that have their home in the third wave, going beyond increasing the participation and promotion of low participation groups to encourage inclusion of difference within their workplace culture and structure.

These aimed to spot and to develop talent, however it presented and to make a virtue of difference.

But talent is a slippery concept and it can be difficult to state with certainty what it means and how to measure it within a given role, let alone within a department or an organisation. And if we cannot define it, it is very hard to recruit, develop and promote people on the basis of their talent. We risk falling back on proxies for talent that will be influenced by our unconscious biases. But, if we can get it right, effective talent management embraces diversity and inclusion, and successful diversity and inclusion initiatives can help us towards better talent management too.

Through advances in cognitive psychology we now understand far more that our thinking tends to default to quick, seemingly efficient, system one thinking (see Kahneman, 2011), even in complex environments. This kind of thinking produces a degree of certainty, and it leads us to believe that we have made well-evidenced, objective decisions. In truth, it filters out complexity, uses data we have readily at hand and relies on our past experiences (and biases). This can be very useful for routine decision-making in easy situations, but it is less successful in nuanced situations about development opportunities, resource allocations or appraisals of professional excellence. This is why it is all too easy for us to substitute subtle evaluations about a person's suitability for a role, a pay rise, a promotion, with a range of proxies such as: being present in

the office means being hard-working, means being committed to the organisation, as something we see more frequently in men rather than women who often want flexible working, which in turn leads to the unconscious assessment that men make more committed, and better professionals. We often make similar leaps by using A level grades in subjects unrelated to the ones relevant to the organisation's mission, or prejudices about a university a candidate has attended, as data to assess a candidate's suitability for a professional role (disproportionately affecting BAME UK candidates and those from lower socio-economic groups). These heuristics are computed in an instant without us being conscious that we are making these leaps. We may sometimes reach the correct assessment of a person, but we may not have done it via reliable means, and along the way we shall have overlooked some very talented people.

System one thinking may go some way to explain why, in the absence of reflection, we often recruit, mentor and promote in our own image. Homogenous short-listing and interview panels, management teams and boards are likely to reinforce similar biases when they default to this kind of thinking. A diversity of personnel provides a greater opportunity for diversity of thought which in turn provides the potential that the range of different biases may lead to challenge, which slows down our thinking, requires us to consider an extrinsic evidence base, to deliberate using our higher level system two thinking. To harness the power of system two, we need to put obstacles in our way to slow down our decision-making, to build in reflection, to promote proper consideration

of a wide range of evidence, to work through our decision-making as against the relevant (as opposed to irrelevant) evidence we have drawn together. And diversity of thought can help with that.

It is slower and more cumbersome, but it should lead to better alignment of individual and organisational aims as well as a fairer workplace. Person-organisation fit theory indicates that professionals make career decisions not just on whether this role is right for them but also how well the values of the organisation are well aligned with their own. A range of research suggests that higher performing women and minority professionals seem to do this more frequently than do their lower performing counterparts. The better the fit between organisation and person, the stronger is an employee's commitment to and identification with the organisation and its goals, the more likely it is the employee will choose to remain with the employer and to give of their best. Our workforce is made up of an increasingly diverse population, and to attract and to retain the most talented professionals an organisation needs to manage talent in a way that is supportive of those from diverse backgrounds, rather than simply appearing to accommodate them.

Consequently, if we are serious about diversity and managing talent we need to examine the things our organisation uses as evidence against which we measure potential and current employees. This is not limited to important decision points such as recruitment, yearly appraisals and promotion, we also need to reflect on our day-to-day systems such as how we allocate work and provide development opportunities. We need systems in place

that capture those data necessary to allow for nuanced, balanced decisions.

All the submissions to the Apollo project have engaged with the need to promote diversity. They have all considered areas in which they hope to improve, put strategies in place to achieve these and then monitored improvement over time. Some have been courageous in their challenge to preconceptions about talent and the contribution that under-represented or marginalised groups could or do bring to their organisations, not just because they believe that it is economically advantageous for them to do so but also because of the positive contribution it makes to the workplace environment and to their co-workers lives. By using system 2 thinking they have been able to be creative and successful in their diversity initiatives.

References and further detail may be found in L. Webley and L. Duff "Chapter 7: Diversity and Inclusion As the Key to Innovating Talent Management in Law Firms?" in T. Morttenshead (ed) *Innovating Talent Management* (American Bar Association, 2016 forthcoming)

Dr. Lisa Webley is Professor of Empirical Legal Studies at the University of Westminster and holds a Senior Research Fellowship at the Institute of Advanced Legal Studies University of London. She has extensively researched gender and diversity in the legal profession, including major collaborative research projects on diversity in the legal profession and the role of women in law firms.

Deloitte Time Out

Overview



Deloitte is one of the UK's leading professional services firms. It provides audit, tax, consulting and financial advisory services with more than 14,000 professionals in the UK. The firm recruits almost 1,500 entry level students annually, including more than 1,000 graduates.

Deloitte's Time Out initiative is part of the firm's WorkAgility programme. It allows all employees, regardless of grade, sex or age, to take an extra four-week block of unpaid leave each year, in addition to their paid leave entitlement and longer-term career breaks. Time Out has proven to be a popular addition to the firm's agile working practices. The aim is to help our people achieve a better balance between their career and other commitments and enable them to return to work re-energised. Time Out is an excellent demonstration of a simple and straightforward approach being incredibly successful in attracting and retaining talented people.

Before the programme was launched, Deloitte engaged its people in discussions - face to face, on its internal social networking site, via email and the intranet – as well as conducting meetings with leaders across the firm.

We already understood the challenges faced by our people managing busy work and personal lives. The consultation process, which was two-way and iterative, enabled us to discuss and understand individual and business concerns and to address these during the design phase. Also during the design phase, we continued to consult to ensure our solutions were aligned with needs and supported by our people and our leaders.

When the WorkAgility programme was ready to be launched, all of our partners were provided with a detailed toolkit along with an 'at-a-glance' summary to ensure they were fully aware of our approach to agile working, including Time Out. We housed policies and case studies on newly created intranet pages, ran a poster campaign and used digital screens in our offices. Our CEO, Managing Partner for Talent and business leaders were all also visible in the communications.

Since we launched the Time Out programme in 2014, over 250 people from all parts of the business and at all levels have requested to take one. 58% of the requests have come from female employees, the majority of whom are operating at the level of manager or above, a critical retention point of women for the firm.

Strength of business case

The business case was clearly set out, recognising its breadth, from attraction and engagement of best people through to the cost of replacing leavers and optimisation of real estate costs. We specifically highlighted the benefits to working parents and how it would support our aim to increase the numbers of women in leadership roles, and the generational impact on employee engagement.

As recognised by the Lord Davies review, female leadership can improve organisational performance. Deloitte is making sure it is best placed to improve and increase opportunities for female talent and benefit from the wider, more empowered group.

Specifically in terms of improving our pipeline of future female leaders, Deloitte recognises the challenges to be overcome and sometimes this can be at the most practical level, for example, caring for children during the school holidays; being able to take an additional four-week Time Out to cover the summer break goes a long way. Deloitte has set ambitious targets of 25% female partners by 2020 and 30% by 2030. In order to achieve these, the firm must improve its pipeline of future female leaders by making Deloitte a place that offers the opportunity to be successful while maintaining a healthy work-life balance.

With the executive sponsorship of Emma Codd, Managing Partner for Talent, a cross-functional project team was formed including management information (MI), brand, communication, knowledge sharing and HR business partners representing each business area. Detailed financial modelling was carried out and discussed with key stakeholders to show the cost of replacing people who leave, against the cost of any potential loss in revenue with people taking a Time Out.

In addition, the firm's Executive and managing partners for each of the business areas supported the business case and planned actions. The development, launch and year one implementation was completed at negligible cost.

Innovation

Deloitte's WorkAgility programme offers a new approach to agile working in order to provide its people with the choice of where, when and how they work. The firm wants to ensure it has a culture and environment which supports working families and believes this includes supporting agile working. This is founded on three key principles: trust and respect, open and honest communication, and judging people on outputs. Today's workplace must be a modern and agile environment where people are trusted to work in a way that combines their needs with those of their clients, their team and the wider business.

As part of the WorkAgility programme, Deloitte's Time Out can be taken by employees at all grades every year, after 12 months of continuous service, without needing to give a reason for wanting time away from the business.

Outputs and Evidence

Emma Codd, Managing Partner for Talent, is accountable for the success of the WorkAgility Time Out initiative. Emma has the full support of the board, executive and managing partners.

Six months after the launch of our WorkAgility programme, we ran a campaign to identify how our people can now work in more agile ways. Over 1,000 people from across Deloitte shared their thoughts on what agile working means for them. These case studies include representatives from all areas of the business, at all grades. Although a reason is not needed when requesting a Time Out, a lot of our people have told us how they plan to spend their time anyway. A senior manager in the tax practice is using a Time Out over the summer holidays to spend time with her children and to help her youngest settle into school in September. A manager in Deloitte's Sports Business Group used a Time Out earlier in the summer to umpire at The Wimbledon Championships.

Time Out has received external recognition with the Sunday Times Best Companies innovation award, which is the UK's largest and most recognised employee engagement award, covering all sectors. In addition, it also won a 'Best for Innovation' award at the 2015 Working

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Families' Special awards earlier this year. Furthermore, we have been asked to talk to other external parties about it, including our clients, suppliers and the press.

All of this activity has helped to make agile working Deloitte's most improved item in the 2014 People Engagement survey, up by 12% on the prior firm wide survey.

Time Out has been noted in the UK press on several occasions, in particular when an employee used a Time Out to umpire at Wimbledon, as mentioned above. The story featured in the Guardian and Evening Standard.

What is an Architect of Meritocracy?

*Carola Hoyos,
Recruitment, Executive
Appointments &
Non-Executive*



*Director Club
Editor, Financial
Times*

Ben Bernanke, former chairman of the US Federal Reserve, said: A meritocracy is a system in which the people who are the luckiest in their health and genetic endowment; luckiest in terms of family support, encouragement, and probably, income; luckiest in their educational and career opportunities; and luckiest in so many other ways difficult to enumerate- these are the folks who reap the largest rewards. The only way for even a putative meritocracy to hope to pass ethical muster, to be considered fair, is if those who are luckiest in all of those respects also have the greatest responsibility to work hard, to contribute to the betterment of the world, and to share their luck with others.

I believe the winners of the Apollo project have got this message. Some of their good deeds are based on enlightened self interest,

it is true - and that is a good thing. It makes what they do easier to sustain in a world of quarterly earnings and instant social media feedback.

But even so, surprisingly few people are able to look beyond the traditional, flawed, definition of meritocracy and admit that they have been lucky because the cards were stacked in their favour, rather than because of their own personal brilliance and hard work. Our winners can. They are slowly rewriting - and righting - the rules of the game of life. They are shuffling the deck and dealing a new hand. And in so doing they are creating a more dynamic, empathic and relevant experience for everyone - for those who can now finally properly participate, and even for those who in the past had held the best hand in a rigged and ugly game.



RBS Legal Promoting Social Inclusion and Diversity

Overview

The Royal Bank of Scotland Group is one of the largest retail and commercial banks in the United Kingdom.

Our purpose is to provide our customers with outstanding service. To achieve this, RBS has a number of strategic values, including serving customers, working together, doing the right thing and thinking long term. Social inclusion and diversity lie at the core of our values.

In 2012, RBS Legal committed to promote social mobility by:

- providing opportunities to disadvantaged young people to improve their skills and employment prospects; and
- supporting communities and local educational establishments.

We created several programmes to meet these commitments:

- **First Step Programme:** internships for secondary school pupils who may lack access to work experience opportunities or professional networks.
- **Trainee Programme:** a recruitment process aimed at candidates from backgrounds that could potentially disadvantage them in securing training contracts.
- **Sponsor of external Law Centre Trainee:** funding a legal traineeship at Govan Law Centre, Glasgow (“GLC”) in collaboration with four law firms and The Legal Education Foundation.

Strength of Business Case

Our social mobility commitment supports the bank’s diversity and inclusion principles by recruiting and retaining a wide range of talent. The more that the diversity of our customer base is reflected in our workforce, the better we can understand and serve our customers’ needs.

A 2009 Government report into social mobility found the UK legal profession to be “more, not less, socially exclusive” than 30 years ago. Work-

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ing in the profession can be particularly challenging for those lacking the ingrained familiarity which comes from having professionally qualified parents or attending schools with a similar cohort. Our programmes have sought to address this challenge.

Key to the success of our programmes has been the active engagement of the RBS Legal staff that developed and led them. Their enthusiasm has, in turn, improved overall departmental morale and teamwork.

The programmes received substantial senior leadership support. RBS General Counsel, John Collins said:

“All such initiatives are exciting, add value and are the right thing to do – they are win, win, win. The institution wins because staff are excited and energised and more diverse talent comes into the business, candidates and trainees win because doors are opened to them that were previously shut, and the profession will win because, through incremental steps, the talent coming into the profession becomes more diverse and the profession better represents the society it is dedicated to serving.”

Innovation

RBS First Step Programme

We believe that we are the only in-house legal department providing a work experience programme that targets disadvantaged secondary school children as part of a structured end-to-end talent recruitment and retention programme.

To meet our objective we:

- partnered with the ‘PRIME’ alliance of law firms, which is committed to broadening access to the profession for children who lack work experience opportunities. We adopted PRIME’s criteria to select our candidates;
- worked with local partners including Brokerage Citylink and Edinburgh University to reach our target audience;
- visited schools to promote the programme.

The programme, which runs in Edinburgh and London, gives students a week’s structured work experience. Sessions have included:

- advising on and debating mock legal scenarios;
- insight into business and career opportunities;
- practising interview and networking skills;
- shadowing lawyers at work and discussing their varied pathways into law;
- delivering presentations to a panel of senior managers;
- visiting private practice firms and courts;

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- speaking to barristers about life in chambers; and
- visiting a University campus.

We also offer ongoing mentoring and host reunion events for students.

RBS Traineeship Programme

We believe that we are unique in specifically targeting candidates with an aim of furthering our social mobility commitments.

Our recruitment process is designed to be purely aptitude-based and to identify candidates who reflect the bank's values. In addition to legal skills, we look for candidates who demonstrate a positive, self-starting and commercial attitude.

Our trainee recruitment process has three unique components:

- We engage with educational and professional organisations that have links to candidates who have the requisite qualifications, but who might struggle to secure training contracts because of their backgrounds or circumstances. We also provide sponsorship to the Law Society's Diversity Access Scheme, which provides financial support to candidates completing the Legal Practice Course.
- We do not exclude candidates based on poor school exam results. We focus on what each individual can do now and on the quality of their application responses.
- Success is based on interview performance only. Interviews are completed "blind" and application forms are not provided to interviewers in advance.

Full feedback is offered at all stages and we offer further assistance to those who are unsuccessful following interview (e.g. by arranging work experience).

Successful candidates usually spend their traineeship in a range of teams within RBS Legal as well as six months with a panel law firm to give them the broadest possible experience. Each trainee is allocated a supervisor who ensures that their training requirements are met, and a buddy to provide informal support.

Sponsor of Govan Law Centre Trainee

It is in the interests of RBS and the wider legal profession to ensure

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that those in need of legal advice can access it. We identified the GLC as a partner due to its existing relationship with RBS and its innovative, award-winning work in social welfare. By leveraging the bank's network through this joint-sponsorship trainee model, we are helping to meet the legal needs of a community that includes some of Scotland's most vulnerable and disadvantaged people.

Outputs

RBS First Step Programme

Continual Growth: In 2013 we hosted 26 students from 11 UK schools, growing to 38 students from 21 schools in 2015.

Student Feedback (London):

- 78% of attendees felt more confident about accessing a career path into law;
- 72% of attendees felt more interested in working for a bank, law firm or in house legal team;
- 94% of attendees left with a clearer idea about how to find a job in the legal profession.

One student commented:

"Thank you for the fantastic insight and opportunity to experience life as a lawyer. This experience has helped me a lot while I decide my plan for the future."

One 2013 student has told us that the programme was a significant factor in his decision to study law and his successful application to the University of Dundee.

Feedback from organisations:

Deborah Xavier, CEO of The Brokerage CityLink:

"The Brokerage Citylink are delighted to partner with RBS Legal for the First Step programme to provide another eye opening work experience programme for students from some of the most deprived areas in London. This has always been an exciting and informative week for our students as they are able to meet a variety of employees at RBS Legal and gain invaluable knowledge on many different career paths into Law."

Lindsay Jack, Director of the Student Experience at Edinburgh Law School:

“Edinburgh Law School is delighted to support this excellent initiative from RBS and to be able to offer another career exploration opportunity to the pupils registered on the University’s successful Pathways to the Professions (Law) programme.”

RBS Traineeship Programme

RBS recruited six trainees during 2013 and 2014 and is now recruiting for 2015. The trainees qualifying in 2015 have all accepted permanent roles within the bank. Two further trainees qualifying in 2016 have already been offered roles.

RBS trainee (qualifying 2015):

“The RBS training programme has provided me with experiences and opportunities I would otherwise never had been able to undertake.

As the programme seeks to take on individuals who are not from the social and economic background from which many other training institutions traditionally source from, RBS is becoming a major player in advancing social diversity in the legal sphere.”

RBS trainee (qualifying 2016):

“When making applications, I wanted the opportunity to show what I could do, but being the first person in my family to go to University and not having connections in the legal profession, I found it difficult to make my application stand out. RBS, however, didn’t solely focus on our CV’s, our application forms, or how many weeks work experience we had. The application process was as much about who we were as people and how our personalities would contribute to the culture at RBS.”

Sponsor Govan Law Centre Trainee

As a direct result of our initiative, a trainee was appointed at the GLC in August 2015.

Mike Dailly, Principal Solicitor at the GLC, says:

“Given the current economic climate, it is difficult for many talented law students from less advantaged backgrounds to secure a traineeship – without which it can be impossible to enter the Scottish legal profession. Accordingly, the creation of this post has given a fantastic opportunity for our successful candidate to enter the legal profession, which might not have otherwise been possible.

From our perspective...the support from RBS to establish this new trainee solicitor will result in major gains and benefits for future clients

20 Years since the DDA – so what's changed?



*David Caldwell,
PurpleSpace
Ambassador*

November 8th 1995 is a very specific date in the passage of time, however for the disability agenda this date holds a lot of significance as it was on this day that the UK gained its first disability discrimination legislation - the Disability Discrimination Act (DDA). As we drew closer to the 20th anniversary of the legislation earlier this year, a large number of articles started to pop up looking back on whether the legislation had actually made a difference and has actually delivered what it was supposed to - to create a more equal society and protect people with disabilities.

20 years since the DDA was enacted has anything changed? The answer, of course, is yes but to what extent? I was only a nipper in 1995 (for reference I was 6), so to understand the impact of it I read a lot of the articles, stories and reflections marking the 20th anniversary.

What I discovered was that some things have changed - no longer are people in wheelchairs thrown out of cinemas or banned from cafes. Nightclubs, public transport and public services are increasingly accessible and the

rights of millions of people are a legal must. Some of the biggest companies in the UK and around the world have recognised that accessibility isn't just important but that it's vital to their long term success - including Apple, Microsoft and many of the financial services organisations including Barclays, who I'm really proud to work for.

However, there are some things which definitely haven't changed. The understanding and awareness of many is still significantly lacking. People with assistance dogs are still being asked to leave supermarkets and restaurants, shops and entertainment establishments are still not providing accessible entrances and the abuse of accessible car parking spaces goes on. The awareness of accessibility in the digital environment is also severely lacking leading to an ever increasing problem of access to information and online services. Without getting very political we continue to see a lack of understanding within government about the best way to support people with disabilities.

For those born post-DDA there has, very clearly, been a difference to their lives compared to those born before it came into law. Access to proper education, healthcare and accommodation are the expected norm as well as improved attitudes towards disability. For me though, the most important change has come from the business world who acted as one of the main catalysts for change in the early 90s, alongside the campaign groups.

Kate Nash OBE regularly talks about the three stages of change for disability confident organisations. The first was the establishment of the DDA (which I think we've covered!), the second stage is the process of businesses

becoming disability confident through best practice tools, and the third is the empowerment of disabled employees to shape their own stories, so that organisations can really understand and invest in disabled employees' talent, career and progression. Stage 2 continues but stage 3 has already begun.

Stage 3, for me, is the most powerful stage. Stage 1 is the hygiene factor - the roof over the heads of disabled employees. Stage 2 is the enablement of organisations to understand that people with disabilities can and should be employed in proper, meaningful work - it's the stability factors. Stage 3 is about powerful self-actualisation, and enabling and empowering everyone to not only get in but get on and get up.

Stage 3 is also about developing disabled people and that's where I think the real power comes. For too long, organisations have worked on the basis that it's a one size fits all approach to development when actually, for most disabled employees, there's a need for specific interventions. Organisations are increasingly leveraging the stories of disabled employees to increase awareness and understanding and to demonstrate their inclusive cultures. Of course, I'll mention Barclays' 'This is me' campaign but other great campaigns include Shell's 'Be Yourself' and HSBC's 'Connect with Difference' all of which demonstrate the value of diversity - and disability in particular.

Additionally, there's a need to develop disability network leaders and ensure that they have the skills and opportunities to enable and develop disabled people within organisations. We're beginning to see the change in

this space too - a brand new community called PurpleSpace is leading the way. Led by Kate Nash as a result of her research into 'disclosure' and 'declaration' in the workplace, the community is the first of its kind - to support and develop network leaders to enable and promote the talents of disabled employees.

So... are we nearly there yet? Well, honestly, no. There's still a long way to go to get to equality for people with disabilities. The 'fight' for equality continues but we're making progress and I'm pleased to say that it's the business world leading the fight. In the words of Lady Jane Campbell "Our liberation is only just beginning. There is so much more to achieve".

David Caldwell is a disability network leader and an Ambassador for PurpleSpace- the UK's only leadership, learning and development hub for disabled employees, network leaders and allies from across all sectors, trades and regions of the UK

Enterprise Rent-A-Car Advancement of Social Mobility in Graduate Recruitment



Overview

Enterprise Holdings, the largest car rental company in the world as measured by revenue, fleet and employees, is a company that operates a global network of more than 8,600 neighbourhood and airport locations under the Enterprise Rent-A-Car, National Car Rental and Alamo Rent A Car brands. These brands, which offer total transport solutions including car rental, car sharing, commercial truck rental, corporate fleet management and car sales, accounted for \$17.8 billion in revenue in the financial year to July 2014. This success has come from being an honest and inclusive company.

Over the past couple of years, social mobility has become an increasingly hot topic. But, at Enterprise, the subject

is nothing new. Diversity is at the heart of our values and is embedded in Enterprise. We have not had to make any specific effort to sell our social mobility strategy into the organisation because social mobility sits at the heart of our business and our success is based on having a workforce that fully represents the communities in which we work. And, as one of the UK's largest graduate recruiters hiring over 1,000 graduates and interns every year, we believe we have a responsibility to lead from the front on social mobility. Our theory is that top talent can be found at all universities. By putting this theory into practice, we have broken down barriers to intergenerational social mobility and hired people irrespective of who their parents or guardians may be. Our objective is to recruit a workforce from the widest socio-economic background, with an overall aim at creating a culturally aware workforce and a culturally competent organisation that mirrors the makeup of the communities Enterprise serves.

Strength of Business Case

Enterprise is still a family owned and operated company. The Taylor family has established eight core values for the company to represent. This initiative is a natural move for the company because it embodies two of

the eight core values at Enterprise: “We strengthen our communities, one neighbourhood at a time” and “Our doors are always open”. These values are the cornerstone of what makes Enterprise successful and were why we started this initiative. Promoting social mobility has awarded us with employees from all backgrounds, which has allowed us to represent the communities in which we serve and better understand our customers.

We have been rewarded with double digit growth, increased employee retention, improved profits, and worldwide expansion. This has all been possible because of the diverse people who make up Enterprise at our branches in the UK and the world. To create a diverse workforce, we have found that by building relationships with local schools, colleges, universities, and residents via community programmes our recruitment activity has allowed us to target a diverse range of groups.

This year we won the 2015 TARGETjobs award for ‘The Advancement of Social Mobility in Graduate Recruitment,’ which is the largest student driven graduate recruitment award in Europe. This award shows that students and recruits appreciate Enterprise’s model and practice and we will continue to capture the interest of top rising talent in the future. Top talent recruits are vital to helping Enterprise continue to grow and succeed.

Our social mobility strategy is driven by two senior executives at Enterprise: Tori Patrick, Vice President of European Airport Operations, and Jeff King, Assistant Vice President of IT. Together Tori and Jeff have exemplified the commitment Enterprise has made to implementing social mobility into the workplace. Furthermore, at the same time as promoting our social mobility strategy, for the past five years Enterprise has secured double-digit growth and have grown to become the largest car rental company in the world.

Innovation

The effectiveness of our social mobility initiative has been, in part, due to the fact that we have made it a top- down mission, which is driven by senior management throughout the company, not just the HR team. Social mobility policies will only be implemented effectively if they are backed wholeheartedly by the very top ranks of a business. If it is driven from the top, it is more likely to find its way into the day-to-day priorities of middle

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and front-line management. Positioning social mobility as a companywide focus has made it part of the Enterprise company culture, which is one of inclusivity.

As a company that promotes from within, social mobility begins at the recruitment stage. We have put social mobility at their heart of our recruitment campaign. We believe that by reaching the most diverse audience with our recruitment campaign, we will get the most diverse candidates and employees. One of the keys to doing this is to looking beyond candidates' UCAS points and the university that they attended. We are unique for having more than 100 campus brand managers, many of whom attend non-Russell Group institutions, who recruit based on the most diverse pool of majors possible. Unlike most companies we believe that we can teach recruits the skills their role requires, so we recruit based on competencies. We concentrate as much on what a potential recruit can offer Enterprise on a broad range of aptitudes, not just their A-level results and degree.

Enterprise is a collection of small businesses and depends on a flow of particular entrepreneurial people to support and run these operations. The skills it takes for a candidate to be successful at Enterprise are not monopolized by a particular group of people, so the goal of the management trainee programme is to give young graduates the skills they need to run their own businesses. We hire based on behavioural and attitudinal trends we identify in candidates, traits that are prevalent in all backgrounds and areas of study.

Outputs

Everyone at Enterprise is held accountable for embracing our social mobility initiatives. We have built diversity and people development into the promotion and remuneration structure at Enterprise. Employees need to demonstrate how they are developing their people and encouraging diversity if they want to get promoted. We find this encourages employees to support and develop their own employees, as well as future employees in local schools and colleges.

As for results, anecdotal evidence of social mobility in action is not sufficient. While testimonials about Enterprise employees who have transcended social mobility can be a tool to inspire our candidates and employees, only a rigorous analysis of candidates and employees' educational and

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social background will give an accurate picture of success, and what more needs to be done. We track our social mobility progress with robust, benchmarked data. These figures are outlined in the infographics in the supporting evidence section of this document.

These exceptional numbers show not only that our strategy has been working up to this point but also that it is likely to continue making an impact on the diversity of our business long into the future.

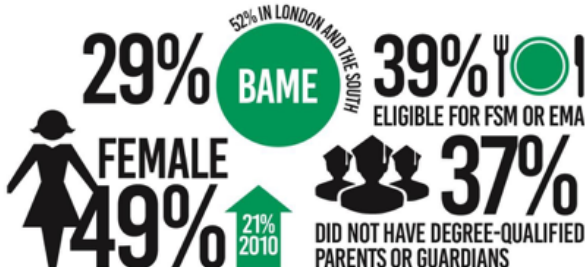
CURRENT WORKFORCE



OUR SENIOR MANAGEMENT TEAM



NEW HIRES IN 2014



Harnessing Talent: The Power of Diversity



*Dame Fiona Woolf
DBE and
Charlotte Sweeney*

The City depends upon being able to draw the best talent from an increasingly diverse and inclusive pool for the innovation that society now needs. The Power of Diversity programme was designed to discuss and highlight the critical steps that the City and all management levels must take to maximise the energy and innovation that diversity can bring to business. A key element of the Power of Diversity Programme is collective intelligence – the bringing together of the best and most effective tools to create meritocratic workplaces. Through the Apollo project we bring that collective intelligence to life.

Although we have only recently begun to shine a spotlight on the cultural changes required to create truly inclusive and diverse companies, progress has been made and legacies committed to.

Throughout the initial mayoral year the programme brought together CEO's, Chairman,

Senior Leaders, Managers at the mid level responsible for the talent pipeline, Affinity and Network Group Leaders and people at all levels to discuss the challenges and identify the steps required to create sustainable change.

The programme launched in late 2013 with three London Buses embossed in the 'Dedicated to Diversity' strapline, with all 36 of the founding member companies logo's included, leaving Guildhall yard to continue their bus routes throughout London for the rest of that year. The programme continued with four Senior Leader Forums, five Power of Diversity Breakfasts and two conferences bringing leaders of all levels together, harnessing the energy and passion to create change.

In preparation of the mayoral year a survey was conducted in the City to gain an understanding of perceptions of diversity by city workers. Surprisingly we found that 87% of people surveyed didn't think that their company's efforts on diversity and inclusion were having any impact on them at all. This was an important wake-up call.

Further surveys throughout the year found that:

84% of employees agreed that their companies made a commitment from the very top to create a diverse and inclusive working environment

However, only 15% of mid-level managers felt that their leaders actions were consistent with their words

Only 25% of leaders responsible for creating the right culture in their companies had any

form of measure relating to diversity and inclusion in their performance plans

This led to some valuable insights to ensure that future action on creating more inclusive and diverse companies is focused and impactful:

There is currently a lack of consistent, effective measurement that really gives a sense of progress and challenges

A lack of measures and objectives relating to diversity and inclusion within Performance Management plans at all levels suggests lack of accountability and responsibility within many companies

The lack of ‘change management’ disciplines is hindering progress, ‘initiatives’ are rarely embedded and sustainable

The perceived ‘conservative’ nature of managers when identifying talent. Hiring or utilizing people with direct and transferrable skills rather than ‘just like me’ is key to creating a sustainable pipeline

Senior leaders and the majority across the wider levels of companies want more inclusive working environments. They want to work in more diverse companies, they want to realize the benefits of difference...but change is slow.

The above insights were tested further with the senior leaders and have resulted in commissioning research with CASS and Ashridge business school to take the thinking to the next stage on:

Understanding the motivations of the middle managers who know that income generation

is their key performance indicator and who may not see what is in it for them in following the diversity and inclusion messages and initiatives

To progress how we measure the performance on diversity and inclusion, on-the-job talent development and equality of access to the top quality work experience that will form the basis of promoting and skills development.

Do meaningful measures, rather than soft, balanced score card assessments deliver a “what gets measured gets done” result?

The research will tap into what organisations actually do (an activity audit) and some conduct a number of focus groups (senior, mid-level and junior) to draw out the practical issues and the potential for management and measurement tools. The research will utilise any existing reports on the subject of the mid-level managers and inclusive leadership and focus on creating effective management and measurement tools.

The research is currently underway and will be in a position to report the findings and outputs in the summer of 2016.

The Power of Diversity programme continues to go from strength to strength, with support given from The Corporation of the City of London. The Lord Mayor’s appeal continues to run a series of breakfasts on issues that are seen as important to the supporting organisations and the Audacity Network continues to focus on the leaders of the affinity networks across companies to continue to harness the power of diverse talent across the city.

The power of the programme has been through the collaboration of the companies involved as well as the commitment and drive across multiple levels within those companies. Great strides were made through the mayoral year to understand the real issues and now continues to be the time to focus on the continued energy required to realise truly inclusive and diverse companies as the ‘new normal’.

Dame Fiona Woolf DBE, Alderman of the City of London and Partner, CMS

Dame Fiona Woolf is a leading energy lawyer with CMS Cameron McKenna. Alderman Dame Fiona Woolf DBE was the Lord Mayor of London for the year 2013/14 as the 686th Lord Mayor, and only the second woman to hold the role since 1189. During her mayoralty she initiated the Power of Diversity Programme, and remains committed to promoting diversity and inclusion in all its forms. She was awarded a DBE in the 2015 New Year Honours for services to the Legal Profession, Diversity and the City of London.

Charlotte Sweeney, Diversity and Inclusion Expert and Founder of Creating Inclusive Cultures

Charlotte is an experienced and pragmatic change agent with over 20 years experience of leading significant change programmes in large global organisations, coaching, facilitation and training. Charlotte holds a number of Non-Executive Directorships and is an external advisor on diversity and inclusion at the UK Government Department of Business Innovation and Skills.

Lloyds Banking Group Career Development Framework

– *One year on*

Since being announced as 2014 Apollo Winners for our Career Development Framework, we are delighted that our D&I initiatives have continued to gain momentum. Peer to Peer mentoring continues to deliver benefits for colleagues across the Lloyds Banking Group (LBG) Legal Community. We now have approximately 40 colleagues (lawyers and non-lawyers) across the UK participating, with many joining as a result of personal recommendations from existing mentees. Feedback from mentees and mentors has been extremely positive – including:

“I have been encouraged to forward plan in respect of my career and to take active, assertive steps to make my career plan happen.”

“It is so great to have someone from outside the organisation to be able to advise me and see the wood for the trees and offer great suggestions and advice that I might not have thought of.”

Mentees have been particularly impressed by the quality of the initial ‘matching’ process which found them a mentor well placed to build a meaningful relationship and provide

the support they need. The matching process takes into account mentees characteristic preferences (e.g. ethnicity, disability, family) and the development themes they want to explore. One colleague is even carrying on seeing her mentor while on maternity leave! The scheme will be further showcased through a mentee’s story being told on a Community-wide ‘Talent Masterclass’.

Building a diverse talent pool and inclusive environment continues to be a key focus for the Legal Community.

In 2015 LBG rolled out D&I training across the Group, with a session of train the trainers and then these colleagues training their divisions. Focus has been on the benefits of a diverse and inclusive workforce being not just for our customers but also for colleagues. For many in Legal, the sessions were helpful in understanding some of the challenges that colleagues may face in progressing their careers and how as a community we can assist in making positive changes.

Kate Cheetham, Group General Counsel, participated in a Powerlist Roundtable on

achieving a diverse senior leadership team with experts and business leaders. This resulted in a recommendation that businesses focus on identifying, sponsoring and quickly progressing black and ethnic minority talent (particularly in middle management). This struck a chord with us not only on an ethnicity front, but for all areas of diversity. As part of our talent review and succession planning we challenge colleagues on whether they think we are progressing a diverse talent pool. We also look for opportunities to facilitate all colleagues' personal development through nomination for existing leadership and development programmes (e.g. Women in Leadership and Career Development for Ethnic Minorities). In the context of recent annual talent reviews, we have noted the following:

75% of colleagues promoted internally from 'Lawyer' to 'Senior Lawyer' since the 2014 review are women;

67% of colleagues promoted internally from 'Senior Lawyer' to 'Head of Legal' since the 2014 review are women;

69% of colleagues in the identified 2015 talent pool (known as the 'inverted L') at 'Lawyer' level are women; and

63% of colleagues in the identified 2015 talent pool at 'Senior Lawyer' level are women.

We are currently working with HR to review the proportion of colleagues in our talent pools who are working on reduced hours to

determine the impact on career progression (if any)

We also recently held a Community-wide LiveMeet ("D&I - Our Stories"). This session was designed to 'kick start' the conversations that research studies show will be vital to achieving the Community's strategy of Building the Best Team. Two colleagues were brave enough to share their personal experiences of living in a 'dual identity world' - what that means, how they've adjusted, their culture etc. Feedback has been extremely positive - including "extremely interesting"; "a refreshing change"; "food for thought".

***Kate Cheetham, Group General Counsel,
Lloyds Banking Group and Lesley Wan,
Corporate Real Estate Counsel,
Lloyds Banking Group***

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Lloyds Banking Group Breakthrough Mentoring Programme

– One Year On

Lloyds Banking Group's (LBG) Breakthrough Women's Network (Breakthrough) has continued to promote, develop and retain female talent since the Apollo Awards in 2014.

It ranked number 1 in the Top Ten Women's Employee Networks when featured in The Economist's Global Diversity List in October 2015 – an impressive achievement for Breakthrough which has seen membership of its Breakthrough Mentoring programme grow by 21% in the last year from 9500 to 11,500. Its national growth has been assisted through colleague access to an online database which allows females to seek mentors at a regional level.

Since the 2014 awards, Breakthrough has delivered in excess of 30 events for its members and the wider LBG community, with Speed Mentoring events making up half of these. The sessions continue to be hugely successful, with Outstanding Mentors of the Year propagated through the network's quarterly newsletter, providing significant recognition to Mentors and an incentive to volunteers who positively influence mentees. The panel of judges included Andrew Bester, Group Director and CEO for Commercial Banking – testimony to the support given by senior executives.

Continuing Breakthroughs

Breakthrough continues to innovate and evolve. The Breakthrough Mentoring World Cafe formed in response to feedback given by colleagues who suggested mentor-led sessions on how to overcome work issues, such as confidence building or becoming a better networker. Breakthrough's telephone conference sessions, rolled out to hundreds of colleagues simultaneously, continue to attract senior leaders who share their personal experiences in an open, honest and relaxed way, providing opportunity for questions and answers. The Book Corner, a recent addition to Breakthrough Mentoring's co-ordinated effort, reviews books on female development in the corporate environment, giving scope for discussions on how to become more effective at work.

External Recognition

Breakthrough Mentoring continues to communicate the network's successes by sharing its insights to other organisations, including presenting to the University of Edinburgh's MBA programme, confirmation of the network's external perception. Another highlight of the last year was the Our Working Brain event, a 2 hour session led by a renowned psycholo-

gist, which sought to overcome misconceptions about the effectiveness of our brains at work, progressively challenging the status quo in areas surrounding productivity. This is symbiotic with the bank's own ambition to implement an agile working strategy.

The Future

LBG aims to have 40% of our senior roles occupied by women by 2020. Breakthrough's existence is central to helping the bank achieve its target. The focus now is on embedding core values, deepening relationships with its members and concentrating on personal development. Colleagues of all grades can become members, and LBG's pioneering mentoring programme is leading the way in supporting other inclusion networks both within the bank and externally through its best practice approach. Breakthrough Mentoring is now focusing on providing additional support for other networks in the organisation, including LBG's Rainbow Network for the LGBT community - with a view to doing the same for other LBG networks in the future.

***Kate Cheetham, Group General Counsel,
Lloyds Banking Group and Lesley Wan,
Corporate Real Estate Counsel,
Lloyds Banking Group***



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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:

- 1 “Obstacles and Barriers to the career development of women solicitors” (March 2010);
- 2 “Ethnic Diversity in law firms: Understanding the Barriers” (May 2010); and
- 3 “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: these diverse groups face similar obstacles. The InterLaw Diversity Forum sought to follow-up on this observation and conducted a study that collected a wide range of quantitative and qualitative data from across the UK legal sector. From the results, InterLaw hoped 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, ultimately they all deliver the same bad news: “Diversity 101” isn’t working. Despite vast efforts made by law firms to effect cultural change, there has been little significant improvement. This is a frustrating result for many organisations and their leaders who are very aware that there are challenges to be addressed. It is widely known that there is a strong case for organisational change and better culture that will result 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. However there is little guidance for leaders on how to implement those changes practically.

The Judging Process

The judging panel ranks each submission in four areas

- 1 Overview and Description;
- 2 Strength of Business Case;
- 3 Innovation; and
- 4 Outputs.

The goal of the Apollo Project is to find original initiatives that have helped make a positive change in an organisation. As such, the judging panel was primarily concerned with getting a clear picture of the initiative and why it was a success. Evidence of success is given top priority in the judging process as all case studies must be replicable for other organisations. However, the judges recognise that, due to the wide variety of organisations and initiatives submitted, not all entries are able to provide the same level of detail and/or are not at the same stage of implementation or completion.

The judging panel has sole discretion as to which submissions are chosen as winning entries for the Apollo Project, whether for any reason or no reason, and in its sole discretion can choose to disclose or refrain from disclosing, any such reason.

The InterLaw Diversity Forum owns the rights (such as copyright) to any materials that we create, and all entries grant to the InterLaw Diversity Forum the right to use the submission to create such materials.

For more information about the Apollo Project and the application process, please visit **www.theapolloproject.net**.

The Apollo Project

The goal of the Apollo Project is to help give organisations the practical tools to drive effective cultural change by leveraging on examples of best practice.

Phase I of the Apollo Project launched in May 2014, seeking submissions of innovative diversity and inclusion initiatives - with strong evidence of success - from all organisations in the UK and beyond. From those submissions, 10 organisations were recognised as winners of the Architects of Meritocracy Awards. The winning case studies were published in the Phase I 2014 booklet.

The 2014 Architects of Meritocracy Awards winners were: Baker & McKenzie; Norton Rose Fulbright; Eversheds; National Grid, Lloyds Banking Group; Genesis Housing Association; the InterLaw Diversity Forum and CMS.

Phase II of the project launched in May 2015 and the winners, whose case studies feature here, were announced in November 2015.

As the Apollo Project grows, we envision it becoming a multi-media toolkit for leaders and diversity professionals to draw on.

Audience

The Apollo Project is a cross-sector initiative for businesses and organisations of all sizes. In seeking to uncover the best innovations in the Diversity and Inclusion field, the Apollo Project invites participants from all industries across the public, private and third sectors in the UK and internationally.



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