



INTERLAW DIVERSITY FORUM

APOLLO PROJECT

PHASE THREE: 2016

ARCHITECTS

WINNING SUBMISSIONS & BEST PRACTICE ANALYSIS

OF MERITOCRACY





INTERLAW

DIVERSITY FORUM

Creating inclusive
workplaces for everyone



INTERLAW
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FOR BAME NETWORKS



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FOR LGBT NETWORKS



THE APOLLO
PROJECT



PURPLE
REIGN



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Foreword



The Rt Hon. Baroness Scotland of Asthal QC and Secretary General of the Commonwealth

Four 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 two years ago 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 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 2017, 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 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

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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.

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Baroness Scotland is the Secretary-General of the Commonwealth 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.

A version of this foreword was published in 2015

Preface

*Carola Hoyos, Editor,
Financial Times*



“The growing sense that we have become an ‘us and them’ society — where a few unfairly entrench power and wealth to themselves — is deeply corrosive of our cohesion as a nation,” Alan Milburn the former British MP said in November as he unveiled the latest report into the widening inequity in the UK. As the rise in populist politics in Europe and the US shows, Mr Milburn could have been talking about many more countries than Britain.

Governments can enact social, educational and housing policies to lessen inequality but businesses also have a role to play in the way they recruit and promote people, and through diversity and inclusion programmes. Within those businesses it is often individuals - not committees of HR professionals - who make the biggest difference.

Now in its third year, the Architects of Meritocracy awards highlights programmes that are effective in levelling the playing field at work, with the aim of showing other organisations what can be done. By doing so, it seeks to provide others with inspiration.

Daniel Winterfeldt, Partner, Reed Smith is the driving force behind the Apollo Project. As he says, “the aim of the project is to publicise practical case studies of successful programmes that have brought about cultural change [in organisations], in order to inspire managers to replicate and adapt them for their own businesses.”

How could the FT not sign up to such an idea, especially with Daniel’s indefatigable spirit behind it. In addition, social inequality and the effect it is having on all our lives, is the story of the year - from refugees risking everything in their escape to Europe to Brexit and Trump. It is a story that is not going away and that we all must become better at telling, lest we lose our voices in a post-truth world.

I am honoured to be one of the awards’ judges. In 2016, we selected four entries as winners: LEAD, a cross-sector mentoring programme involving several New York financial services companies and law firms; the Legal Social Mobility Partnership in the UK; Supporting Modern Families, a programme to boost the careers of women and carers at law firm Pinsent Masons; and Hardwicke Chambers, whose approach shows the impact that schemes even in smaller workplaces can have on diversity and inclusion.

Many congratulations and thank you for acting as beacons of inspiration.

Introduction

*Daniel Winterfeldt,
Founder & Co-Chair,
InterLaw Diversity Forum
and US Securities Partner,
Reed Smith;
Liz Grant, OBE,
Director, Fantail Business
Development*



The InterLaw Diversity Forum established the Apollo Project in 2014 because it seemed that there was a need for peer-to-peer learning for organisations who wanted to drive organisational change. Experience and understanding of how to have real and lasting impact was simply not being shared enough as we knew that there were businesses doing great things and also other organisations who were keen to hear their lessons.

So we invited businesses to put themselves forward as Architects of Meritocracy and our panel of judges then selected ten winners who demonstrated real cultural change and impact through their initiatives. 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 the 2016 winners, our panel of judges have, as in previous years, selected some inspiring case studies to guide others in their own journey to building inclusive workplaces.

Since 2012, The InterLaw Diversity Forum has been broadening its focus to engage diversity in its broadest sense and the inclusion of everybody in the modern workplace. In October, we launched our new InterLaw Diversity for BAME Networks in order to recognise and support the careers of Black, Asian and Minority Ethnic lawyers.

Through our partnership with the Financial Times and with the wonderful support of our sponsors, including General Electric, National Grid, CMS and Reed Smith, 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, along with the 2015 and 2014 alumni.

We look forward to taking the conversation forward in 2017 and continuing to spread great examples of best practice that deliver lasting impact.

The Contribution of Equality, Diversity and Inclusion Initiatives to Recruitment and Retention of Talented Colleagues



*Professor
Lisa Webley,
Westminster
University*

As the Apollo Award entrants demonstrate, there are a wide variety of initiatives that firms, chambers and organisations may champion to encourage and support equality, diversity and inclusion. Some are working to change attitudes, some of them aim to raise awareness of our unconscious biases, others to provide structures to limit the effects of those biases. Others still promote changes in workplace culture to maximise person-organisation fit to attract and retain diverse talent. There are those who are yet fully to be convinced of the merits of equality and

diversity initiatives, but by building a positive working culture, reducing churn and retaining strategically important staff, organisations can improve their health and wealth and provide stimulating career opportunities that reward loyalty and also innovation.

The research evidence on person-organisation fit is instructive. Although it is possible to recruit talented people from diverse backgrounds on the basis of public commitments to diversity and inclusion, the body of research suggests that the more diverse the colleague the less willing they are to stay within an organisation that fails to deliver on its commitments. This in part explains why we see anomalies between departments within the same organisation: in some we see major churn, whereas in other we see people thriving and striving for the success of the organisation. It, in part, also explains why attrition of women is far higher than it is for men although a complex range of factors are at play in addition.

Some departments have supportive and inclusive cultures, others can be dispiriting and damaging. And often the difference between them can be as little as one key personality that goes unchallenged. This is where diversity of thought becomes all the more important, as challenge, questioning of attitudes and decision-making, is more likely to result from differences of opinion than from homogeneous thinking from a group all schooled and trained alike. Diversity and inclusion become a virtuous circle, a lack of diversity can all too easily become a vicious one. The Apollo entrants demonstrate a range of ways in which organisations can develop the virtuous, and

The Contribution Of Equality, Diversity and Inclusion ...

provide less confrontational ways to challenge attitudes that unconsciously lead to negative working practices.

How does this effort benefit work-places? A sense of inclusion leads people to look outwards to their colleagues and their clients, to give more of themselves willingly and to develop others. A sense of alienation turns them inwards on their own experiences of work and where else they may move to feel more valued.

No amount of excellent practise at an organisational level will boost retention and productivity in a dysfunctional team. Which is why many of the initiatives recognised in the Apollo Awards are so important – they involve local commitments within teams and across the organisation and not just at the leadership levels. They embed good practice and create spaces for critical challenge and creativity. They are outward looking but locally focused and they allow for public commitments on equality, diversity and inclusion to be delivered.

Further reading

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. Mortteshead (ed) *Innovating Talent Management* (NALP, 2016)

For more on talent management and person-organization fit see

Carole Tansley, “What do we mean by the term ‘talent’ in talent management?” *Industrial and Commercial Training* 43(5) (2011): 266-274

Chris Ashton and Lynne Morton, “Managing Talent for Competitive Advantage: taking a systemic approach to talent management” *Strategic Human Resources Review* 4(5) (2005): 28-31

Daniel M. Cable and Timothy A. Judge, “Person-Organization Fit, Job Choice Decisions and Organization Entry” *Organizational Behaviour and Human Decision Processes* 67(3) (1996) 294-311

Eddy, S.W. Ng and Roland J Burke “Person-organization fit and the war for talent: does diversity management make a difference?” *International Journal of Human Resource Management* 16(7) (2005): 1195-1210.

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.

Lawyers for Empowerment and the Advancement of Diversity

Lead Mentoring Programme

Overview

A number of financial institutions, corporations and law firms collaborated to form the Lawyers for Empowerment and the Advancement of Diversity or “LEAD.” LEAD is a mentoring program partnership between (i) financial institutions and corporations and (ii) law firms in which in-house lawyers at financial institutions and corporations mentor minority associates at law firms. Mentors include diverse and non-diverse individuals from the financial institutions and corporations. The program includes mentees who are primarily second through fourth-year law firm associates.

Description Of Your Organisation And Your Sector

A number of financial institutions, corporations and law firms have collaborated to organize LEAD’s Mentoring Program. The mentoring fostered by this program cultivates a relationship between an experienced in-house lawyer and typically a junior to mid-level associate, whereby the experienced in-house lawyer shares his/her knowledge and experience. It’s a dialogue to foster the professional development of the mentee. The roles and intended outcomes are fully defined for mentee and mentor, as well as the logistics of how the program should be administered. Partnering financial institutions and corporations include AllianceBernstein, L.P., BNY Mellon, Credit Suisse, Morgan Stanley, New York Life Insurance Company and Thomson Reuters. Partnering law firms include Cadwalader Wickersham & Taft LLP, Cleary Gottlieb Steen & Hamilton LLP, Clifford Chance US LLP, Mayer Brown LLP, Milbank Tweed Hadley & McCloy LLP, Reed Smith LLP, Sidley Austin LLP, Shearman & Sterling LLP and WilmerHale.

Winning Submission

Engagement

Mentor/mentee pairs involved in this program have informal meetings at least once a month for an hour, and the participating financial institutions, corporations and law firms host formal scheduled events for all mentors and mentees on a rotating basis once a calendar quarter. Since LEAD's mentoring program launched last year, events have included panel discussions on career development, cocktail events and networking, and a film screening followed by a group discussion on themes from the film such as mentorship, leadership, diversity and partnership. LEAD's 2016 kickoff event featured an in-depth Q&A with Ted Wells of Paul Weiss.

The program has seen significant growth since its inception last year, beginning the program with 50 mentor/mentee pairings (or 100 participants) and growing to approximately 70 pairings (or 140 participants).

Strength Of Business Case

The initiative for this program came from John Mbiti, an in-house lawyer at Credit Suisse. John felt that while minority associates at law firms were getting excellent training in the technical skills required to be successful lawyers, law firms were businesses whose successes ultimately depended on the ability of a particular lawyer to generate revenues. Unfortunately, because business relationships often tend to develop from personal relationships, minority associates were at a disadvantage because they often did not have extensive personal relationships at corporations and financial institutions. In order to help minority lawyers develop personal relationships which could over time blossom into business relationships, he thought that a mentorship program involving a partnership between financial institutions and the law firms with whom such institutions already had existing relationships, would serve as a foothold on which to build and foster relationships for minority associates at such institutions. In order to have a meaningful impact, John felt that such a mentorship program had to extend beyond an individual financial institution and a partner law firm. Accordingly, he contacted Sean Fairweather at BNY Mellon, Seendy Fournon at Morgan Stanley and Deirdre Stanley at Thomson Reuters to see if their institutions and corporations would be willing to partner on such a program. Each financial institution and corporation enthusiastically endorsed the concept and agreed to invite law firms with whom they had existing relationships who were also committed to diversity and inclusion. The law firms in turn welcomed the initiative and working together with the financial institutions, created the framework for the program which successfully launched in November 2015.

Winning Submission

Innovation

An innovative quality of LEAD is that it involves a partnership between (i) financial institutions and corporations and (ii) law firms in order to promote career development and diversity. LEAD mentees have the unique opportunity to learn from experienced lawyers who are willing to share their keys to success. In addition, LEAD directly connects mentees with mentors at these financial institutions and corporations who could be their future clients. The mentoring fostered by this program cultivates a relationship between an experienced in-house lawyer and a junior to mid-level associate, whereby the experienced in-house lawyer shares his/her knowledge and experience. Mentors include diverse and non-diverse legal and non-legal individuals from the financial institutions and corporations. The program primarily includes second through fourth year law firm associates to participate as mentees, and each institution undertakes to have ten people from their institutions participate as mentors or mentees. The program includes a minimal set of program level guidelines for both mentors and mentees on what is required of them and what to expect from the program. The guidelines are designed to emphasize the objectives of the mentors and mentees. The objectives of the mentors are to share expertise and professional experience; the objectives of the mentees are to seek advice and take steps toward professional growth.

Outputs

Accountability

Mentoring creates a relationship between an experienced in-house lawyer and a junior to mid-level associate, whereby the experienced in-house lawyer shares his/her knowledge and experience. It's a dialogue to foster the professional development of the mentee. The roles and intended outcomes are fully defined for mentee and mentor, as well as the logistics of how the program should be administered. The program includes a minimal set of program level guidelines for both mentors and mentees on what is required of them and what to expect from the program. The guidelines are designed to emphasize the objectives of the mentors and mentees. (See the "Mentoring Guidelines" which is included as Exhibit A attached hereto.)

The objectives of the mentors are to share expertise and professional experience; the objectives of the mentees are to seek advice and take steps toward professional growth. (See the "Checklist for Mentors and Mentees," which is included as Exhibit B attached hereto.)

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Qualitative Results

Responses to the program have been very positive. Below are responses from participating mentees evidencing LEAD's impact:

Luke Frankson, *Associate at Sidely Austin LLP*:

"My time with the LEAD program has been relatively brief, but has also been both rewarding and fulfilling on a personal and professional level. From a professional standpoint I have had the opportunity to meet, interact with, and learn from a range of talented and inspirational lawyers who make up the ranks of the LEAD mentors and mentees. The conversations I have had with other LEAD participants, my formal and informal mentors, have helped inform and mold my approach to the development of my practice and my career. John Mbiti, in addition to being the architect behind the program itself, has facilitated the expansion of my professional network by introducing me to his non-LEAD affiliated colleagues and has been for me a source of advice and motivation.

On a more personal note, I found in my mentor a shared passion for education. As a result of his affiliation with the Adams Street Foundation, the non-profit partner of the Urban Assembly School for Law & Justice ("SLJ"), I am now a member of the SLJ junior board. This affords me the opportunity to support the education of underserved New York high school students, pass on some of the lessons I have learned from my own mentors, and to learn from another group of talented professionals.

The potential for a program like LEAD is immense and I am truly proud to be affiliated with it."

Ryan Green, *Associate at Reed Smith LLP*:

"I recommend the LEAD program wholeheartedly. Learning about the experiences, successes and failures of someone who has been in the field for number of years has informed my understanding of what is expected of a young lawyer. My mentor was and continues to be very forthcoming and transparent. Our conversations, which range from professional to personal, have been invaluable to my perspective on the practice of law. One of the most important benefits of the program is the access to senior in-house counsel it provides to young lawyers. Such access may very well be the initial interaction with "the client"

Winning Submission

for a number of young attorneys. Moreover, being able to speak honestly, and away from the office, about the daily challenges faced by young attorneys is irreplaceable. The mentors' willingness and desire to meet questions with honest feedback makes this program truly special."

Ritu Ghai, *former Associate at Sidley Austin LLP:*

"LEAD is a wonderful program and has been an important part of my life over the past year. I was assigned a terrific mentor, who I connected with very quickly and maintained regular contact with over the course of the year.

I became a part of the program when I was considering next steps in my career, and my mentor played an integral role in helping me determine my next steps. She helped me understand my strengths and where those would be best applied. Together we determined that an in house role at Thomson Reuters would be a great fit for my interests. Following my transition to Thomson Reuters, I have maintained a strong relationship with my former colleagues at Sidley Austin, and LEAD is one of the avenues through which I am maintaining that relationship. My transition is the perfect example of how LEAD is creating a strong connection between diverse law firm lawyers and diverse in house lawyers.

My relationship with my LEAD mentor is more significant than other mentoring relationships I have had because being mentored by another woman of color who is rising in the ranks in her career is particularly inspiring. Additionally, she has been able to provide guidance on not only how to advance in my career but also how to navigate succeeding as a woman of color in the legal field. I am confident that this relationship that will last for many years to come, and that I will continue to participate in LEAD and help the program grow."

Modupeolu Adegoke, *Associate at Reed Smith LLP:*

"LEAD has been an excellent way for me to acquire greater insight into the breadth and knowledge of the legal world. There are clear matters and issues an individual cannot learn or understand just by reading; it is necessary to have someone with prior experience explain complex issues. LEAD excels at this. Something as simple as sharing perspectives and thoughts appeals to me and challenges my knowledge base."

Amit Parekh, *Associate at Cleary Gottlieb Steen & Hamilton LLP:*

"While progress has been made in transforming the legal profession,

Winning Submission

much work remains to be done. The Lawyers for Empowerment and the Advancement of Diversity (LEAD) initiative has responded to the need for a paradigm shift in the way we view transformation by encouraging participants to seek out opportunities to improve ourselves under the mentorship of some of the industry's foremost corporate legal practitioners. The program has been a great supplement to the mentoring and guidance I have experienced at my own firm, Cleary Gottlieb, and to the firm's many diversity and inclusion initiatives. Over the past year, through LEAD, I have cultivated an open and meaningful relationship with my mentor, Nate Saint-Victor of Morgan Stanley, and have sought to establish personal growth objectives for myself as an associate of color. Moreover, together with the strength and vision of my firm, Cleary Gottlieb, I have embraced a commitment to diversity and inclusion as a means of realizing my full potential with a practical and measurable action plan for me to realize my professional ambitions. I am hopeful that in time, firms throughout New York and indeed, the country, will join the LEAD program, and other similar initiatives, and herald a common set of values to which all attorneys regardless of race, gender or sexual orientation can contribute and subscribe."

Quantitative results

The program has seen significant growth since its inception last year, beginning the program with 50 mentor/mentee pairings (or 100 participants) and growing to 70 pairings (or 140 participants). Mentor/mentee pairs have informal meetings at a mutually agreed time and place at least once a month for an hour. In addition to the informal meetings, the participating institutions, firms and corporations host formal scheduled events for all mentors and mentees on a rotating basis. These events are held at least quarterly and are designed to foster the one-on-one relationship while enabling broader networking within the group. The formal scheduled events are a mixture of networking and substantive events. The relevant institution, firm or corporation sponsoring an event decides on the format and nature of the event. Since LEAD's mentoring program launched last year, events have included panel discussions on career development, cocktail events and networking, and a film screening on the life of Bayard Rustin, a leading civil rights activist, followed by a group discussion on themes from the film such as mentorship, leadership, diversity and partnership.



Pinsent Masons Supporting Modern Families

Overview

The legal sector has a clear issue with gender imbalance at senior levels. 70% of our trainee solicitors are female, yet women only represent 23% of our partnership. Businesses with a better gender balance in the senior management team are financially more successful and in order to retain our talented females we need them to see the potential for a successful and fulfilling career path within Pinsent Masons. We established Project Sky in 2013, an initiative to remove the obstacles to female career progression and to achieve better gender balance in our partnership and senior leadership.

Sky aims to ensure that all our people can achieve their career aspirations and that our policies and practices reward merit across the entire business regardless of gender. Through our work on Sky we quickly realised the point at which many women fear they risk falling behind in their career, is the point at which they take family leave. 28.8% of our people are primary carers for a child under 18 and 14.0% provide help or support to family or others.

We ran a series of focus groups and surveys to explore the depth of this issue and these revealed the importance – for women in particular – of talking regularly to their manager about their aspirations and how they want their career to develop.

The focus groups and surveys also highlighted that many of our line managers had the misconception that they couldn't have open and honest conversations with someone going on family leave about their career aspirations or their absence. There were clearly areas of poor communication and lack of understanding from both our employees and line managers. Our research confirmed that becoming a parent or going out of the business for any length of time on family leave isn't exclusively

Winning Submission

a female concern and that more needed to be done to support all of our working families.

We also recognised the need to support diverse and modern families within our organisation to ensure that our policies and procedures were inclusive.

Strength of Business Case

We recognise that an inclusive culture provides the opportunity for all of our people, whether or not they have parental or caring responsibilities, to be themselves at work and realise their potential. We are committed to maintaining an environment where people with different talents, cultures and outlook benefit from working together. A diverse workforce means our clients benefit from a range of knowledge and experience, and a more innovative work product.

Innovation

1. We implemented a flexible approach to career progression, ensuring our lawyers have honest and clear conversations with line managers, understand different career pathways and are supported in their choices. 'Career Pathways' provides lawyers with the option of 'pausing' their career at certain levels without feeling they are being left behind and this has enabled more transparency around individuals' careers. As a result, line managers now have more support and training to manage their talent pipeline.
2. Reciprocal Mentoring. Male senior leaders mentor junior females who have a different experience of the organisation, career progression and culture. This offers the senior leader the opportunity to experience the business from a different perspective.
3. Promoting a focus on performance and delivery, not mere presenteeism, raising awareness of new ways of working and using technology to move away from traditional 'office hours' to a more flexible trust-based working relationship. Building on the success of previous Agile working pilots, our Birmingham office has implemented Agile working for all Lawyers, offering a mixture of remote working and core hours.
4. Our Family Support Network (FSN) encourages greater discussion and education about issues surrounding the balance of work and family and ensures our policies and procedures support this approach. Recent events held by our FSN include; Bring Your Child to Work days and Family Film afternoons which aim to help our working parents by allowing their children to see where Mum or Dad works and break down barriers.

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5. Additional support to achieve a work-life balance, improve wellbeing and increase resilience is available to all our people e.g. through a range of webinars on subjects such as transition to secondary school, managing homework etc. Our employee assistance programme, UNUM Lifeworks, provides support to our people on issues such as finding childcare. Free counselling sessions are offered to everyone including couples' counselling. Through our intranet, everyone has access to Ageing Works, which provides information and resources about caring for elderly relatives with the aim of saving families time, cost and unnecessary stress.

6. We have run a series of events focusing on diverse families, for example, we have hosted webinars on topics such as same-sex parenting and how to talk to children about relationships and sexual orientation. Our FSN and LGBT Networks have collaborated to screen the Stonewall film 'Free' across several of our offices and we are in an innovative partnership with the Stonewall education programme which involves our staff volunteering to support initiatives to eradicate LGBT bullying in schools.

7. In 2014, working with Talking Talent we launched 'Parents Matter@Pinsent Masons', ('PM@PM'). This is an interactive site that provides support, advice and guidance to anyone taking family leave. There are video modules coaching-led guidance, toolkits and resources for working parents and line managers. It also links to all our HR family policies and UNUM. **We have issued over 500 licences to PM@PM to parents and line managers since its introduction.**

Outputs

The firm now has 23% female partners, up from 19% in 2013, showing steady progress towards the target of 25% by 1 May 2018. Female representation on the board is now 33%, up from 11%, and the Remuneration and Partnership Committee, which appoints new partners and decides partner remuneration, now has 50% female representation, up from 15% in 2013.

Everyone can make a flexible working request and we offer a variety of formats for different needs e.g. working from home, flexibility across days and job sharing. **26% of our workforce work flexibly.**

36 members of our London office are actively engaged in CityParents and two of our senior women mentor more junior women in other organisations. Our junior women also have the opportunity to be partnered with an external mentor.

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In 2015, we were recognised as a ‘top employer’ in the Legal Week Intelligence Staff Survey and in 2016, achieved a place in the Working Families ‘Top 30 Employers’ and ‘The Times Top 50 Employers for Women’.

Over 370 of our people have accepted invitations to FSN Webinars in the last twelve months.

Testimonials

“We now have a number of women in senior management positions and flexible working is no longer perceived as at odds with career progression. Having returned from my second maternity leave in January 2015, I successfully applied for promotion to Senior Associate in 2016. The firm’s support together with the successful implementation of a flexible working style which works well for the firm and my family, has given me the confidence to now step back onto the career ladder.”

Senior Associate

“I joined Pinsent Masons 18 months ago and have been an active member of the LGBT Network and local office rep for Manchester for a significant part of that time.

I took a period of paternity leave to spend time with my son and partner and to adjust to our new family structure. Since I have returned to work, the ability to work agilely has been invaluable as it has enabled me to balance the challenges of work with home life and in particular the need to be present to form strong bonds with my son.” **Rob Childe, Associate**

“By the time I started my traineeship, I had a son of nearly two. Balancing that situation with the demands of a traineeship was difficult – very difficult at times...I was given great opportunities to develop, and [graduate development] worked with me to ensure that all of my four seats would be in Glasgow, to tie in with childcare commitments. Also, I really appreciated the effort that all four teams made to accommodate me. I was given plenty of leeway to take work home and deal with it in the evening.”

Associate

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.

Promoting Gender Equality In UK Business

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

A version of this article was published in 2015

Hardwicke Chambers

Creating a Culture of Diversity and Inclusivity at the Bar

Hardwicke

Overview

Hardwicke is a commercial barristers' chambers of 80 members and 28 staff. We are a leading set specialising in Commercial, Construction, Insurance and Property law. Hardwicke is known in its market as modern and progressive, and this reputation is in part based on the fact that we have been one of the forerunners at the Bar in respect of implementing root and branch measures to ensure diversity and inclusion - more akin to what one would expect from a modern business, and well ahead of directives from the Bar Council.

In many cases the Bar is still a very traditional environment. It is not noted for being in the vanguard of social change nor known for its culture of diversity and inclusion. However, our CEO, our Heads of Chambers and our Management Committee are driving forces behind our efforts and lead the way in terms of our culture. Our ongoing successes are proven to be a result of the diversity within our community, at all levels.

Business Case

Hardwicke does not have the resources for a major initiative in the way that, for example, major law firms have been so commendable in developing. Instead its focus is on maintaining first and foremost a fair and open recruitment programme which searches from pools of people outside of the normal traditions of the Bar. Our comprehensive and very active diversity and inclusion programme is reviewed and monitored on an

Winning Submission

annual basis. The programme has now been in operation for 7 years and is responsible for the recruitment of up to 50 people.

Our initiative is structured around:

- a. Encouraging greater diversity within the legal profession. This is achieved by encouraging those from under-represented socio or ethnic minority backgrounds to consider legal careers as well as ensuring all recruitment, both of members and staff, is conducted so as to encourage positively diversity.
- b. Supporting educational establishments by providing students with support, as well as the vision and encouragement, to make those all-important connections with lawyers at a very early stage in life.
- c. Supporting those less fortunate whether materially or by way of pro bono legal advice.
- d. Supporting charities.

Specific allocation is made in chambers' budget to support the programme. Both barristers and staff from the most senior to the most junior regularly give their time during working hours, and outside working hours, to support and develop the various aspects.

Some examples of projects we have been involved in are:

- FreeBar – one of the founding members at board-level of a cross-chambers initiative promoting LGBT+ diversity not only for every member of the Bar, but also all those who work at the Bar alongside barristers. This is steered by a senior member of chambers and the CEO alongside junior barristers and junior members of the staff team.
- Freehold – we are the only chambers on the board of this industry-wide property network, seeking to support and promote LGBT+ professionals in the sector. We have sponsored initiatives and helped grow the network alongside global solicitors' firms.
- We offer and sponsor a year-long industry placement for university students on our Marketing and IT teams. One former student (Anish Chopra) was instrumental in making a film with an entrepreneur film maker to showcase how Hardwicke opens up access to the legal profession.

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- Recently, through our membership with The Tower Hamlets Education & Business Partnership, we offered work experience placements to students in one of London's most deprived boroughs. We are also members of the Bar's Pegasus Access Scheme offering work experience to those who have not followed a traditional route to the Bar.
- Our CEO is a trustee of the London Legal Support Trust and we regularly participate in fundraising activities such as the Legal Bake Off, London Legal Walk, Expertise Rocks and Law Smash.
- Pro bono work at Hardwicke is prolific. John de Waal QC, David Lewis and Ryan Hocking acted in the landmark Supreme Court case *Beavis v ParkingEye*, and Brie Stevens-Hoare QC will be at the Supreme Court in December acting in *Ilott v Mitson*.

Corporate Social Responsibility is at the forefront of our detailed five-year business plan and built in to our strategic objectives. It is seen as a fundamental way of demonstrating Hardwicke's commitment to values which its clients have themselves identified as important. We believe that clients should start asking barristers' chambers to demonstrate their credentials in the same way as solicitors and their clients have been required to do. There are now a number of examples where these credentials have won Hardwicke work, including being successful in our appointment to the legal panel of a major utilities company, the only barristers' chambers to be appointed.

Innovation

What is innovative about Hardwicke is the fact that we expend both time and resources on actively promoting diversity and inclusion at the Bar, in a way that other chambers simply do not. We are instrumental in assisting, supporting and furthering various innovative schemes both internally and externally, some of which we have mentioned above. We invest in initiatives in conjunction with our business goals rather than as an aside, and often alongside our clients, seeing it also as part of the value-added we can provide to our client relationships.

Hardwicke creates the environment to make the change that we want to see in our profession.

Winning Submission

We were one of the first two chambers to become Stonewall Diversity Champions. We are a London Living Wage employer and we hold an Investors in People Gold accreditation for our commitment to developing our employees' careers. It is a shared experience where every barrister and member of staff at Hardwicke benefits from and is committed to diversity and inclusion in all its forms.

We recruit, retain and nurture talent from a diverse pool of candidates. Hardwicke does not treat diversity as a "tick-box exercise": we are on the ground fighting for it and doing all that we can as a business of our size.

Outputs

In the last 12 months Hardwicke has hosted five mock trials in conjunction with Clifford Chance and Allen & Overy.

Hardwicke hosted an evening in conjunction with Legal Cheek and RPC for students interested in practising commercial law.

We are the only chambers at the bar run by an all-female senior leadership team consisting of Amanda Illing (CEO), Deborah Anderson (Chambers Director), Patricia Yearley (Finance Director) and Sally Wollaston (Business Development and Marketing Director).

We have recruited two LGBT+ staff members as a result of Hardwicke being a Stonewall Champion.

25% of all staff at Hardwicke come from diverse backgrounds.

A senior member of chambers was recently on the panel at the Bar Council speaking about gender diversity at the Bar.

Our Equality & Diversity Officers are both members of under-represented groups in our profession and work with the CEO to drive forward initiatives and change.

We were instrumental, alongside other chambers, in the launch of FreeBar in London and Birmingham. We helped set up, and participated in, panel discussions with the Head of the Bar Council and a senior member of the Judiciary (amongst others). There is a lot more to come so watch this space.

Freehold just celebrated its fifth birthday and now has nearly 1,000 members.

Winning Submission

Evidence

We recently won the Chambers Innovation Award at the Legal Week Innovation Awards (2016).

Amanda Illing has been nominated for Chief Executive of the Year in the Legal 500 Awards (2016).

We are nominated for the Diversity and Inclusion Initiative of the Year – Chambers at the UK Diversity Legal Awards (2016).

Winners in 2011 and 2012 of the Black Solicitors' Network Chambers of the Year.

A working version of the film by our student Anish (mentioned above). it is still very much a work in progress!

Various Organisations

The Legal Social Mobility Partnership

Overview

The Legal Social Mobility Partnership ('LSMP'), in association with PRIME¹, is a collaboration of law firms, in-house legal teams, professional sports teams and commercial partners dedicated to broadening access to the legal profession by delivering a work insight and skills programme and ongoing alumni support to secondary state school students who would not otherwise have access to the legal world.

The programme consists of two weeks' intensive skills training coupled with work insights: students first spend a week in a private practice law firm and then spend a further week visiting four different in-house teams, with a final day spent with a top sports team learning about resilience and the psychology of achieving goals. Post- programme, students are offered university and legal career guidance plus a network they can call upon for additional support.

The programme's objectives are to:

- break down both social and psychological barriers to entering the legal profession for young people from disadvantaged backgrounds;
- develop students' presenting, interviewing, influencing, resilience and negotiation skills;
- arm students with ammunition for CVs, LinkedIn profiles and personal statements for university and job applications;
- link students to a network of legal professionals who are happy to share their experiences and help students achieve their career aspirations.

The scheme has rapidly grown year on year. Following the success of the inaugural programme in 2014 involving 20 students, the LSMP quintupled in scale in 2015, with 106 students participating and extended its reach from London to include students from Greater Manchester.

¹ PRIME is a kite mark standard for the provision of work experience to less-privileged school-aged students. See primecommitment.org.

Winning Submission

In 2016, the programme expanded to Leeds and Birmingham and grew in Manchester and London, bringing student numbers up to 210. Participating organisations have risen to over 50, increasing the programme's scale and providing the students with insight into more sectors including global industrial manufacturing, luxury car making and FMCG.

Strength of Business Case

The original idea for the LSMP stemmed from a successful joint work experience initiative run by ITV and Slaughter and May in 2013 and ITV's realisation that multiple in-house teams were also engaged with their panel firms on work experience that met the PRIME criteria. Building on this successful pilot, a model for structured work insight and skills placements for secondary school pupils involving a week at a law firm and second week at in-house legal teams developed.

ITV was the catalyst for bringing together the in-house legal teams of other organisations to create a second week of work insights and skills training to build on the weeks provided by law firms. Law firms Olswang, Arnold & Porter and Bird & Bird and client organisations Yahoo!, Microsoft and Viacom, signed up to the model.

Harlequins RFC then agreed to come on board to provide a day of resilience training to students, and with that LSMP was born.

LSMP builds on the success of PRIME and is unique in its ability to unite the legal sector to tackle the issue of social mobility via an easily replicable model. It provides in-house legal teams who may lack the resource to administer a full work experience programme with a great opportunity to work with their panel firms to contribute to a solution, whilst building relationships across the sector.

From a law firm perspective, LSMP provides a business development opportunity: it is a no brainer to work collaboratively with your client on a project like this.

A truly collaborative partnership, LSMP is driven by a core team from the founding law firms and in-house legal teams who centrally manage the direction, development and growth of the scheme. Apart from covering travel and catering costs for students so that they are not out of pocket, the participating organisations' main commitment is their time.

Winning Submission

Innovation

A long-term approach is taken to supporting the students; we don't want to just parachute them in to a stand-alone placement. LSMP student alumni are provided with:

- access to virtual coaching with CVs, interviews, and job and university applications through a LinkedIn Group;
- hands-on support at university and beyond through a unique tie up with Aspiring Solicitors;
- networking events and a research skills workshop delivered by specialist legal information provider LexisNexis.

Any firm or business wishing to participate in LSMP can access the comprehensive LSMP 'Format Bible', which is a toolkit providing a step-by-step guide to enable organisations to create an LSMP programme in their location, with the aim of establishing LSMP as a truly national programme.

Outputs

In 2016, of the 121 students who responded to our survey:

- 50% were eligible for school meals;
- 72% did not have a parent or carers who had been to university.
- All came from schools or backgrounds that met the PRIME criteria.
- 94% would 'definitely' recommend it to other students.

"...very informative and gave me a really good understanding of the types of employment you can gain when having a law degree. This has secured my decision to apply to study law at university."

- The students scored themselves out of 5 against a matrix of work-related skills and knowledge either side of the programme. After the programme, the average score increased across all skills, particularly: preparing a CV, networking, presentation and negotiating skills and influencing people.
- Students gave an average score of 3.6 out of 4 when asked how useful the programme was for job interview preparation and building workplace skills.

Winning Submission

- Students scored themselves out of 5 against a number of criteria before and after the programme, including:
 - their understanding of the different careers within the legal profession: 4.4 average score post-programme, a 30% increase compared to pre- programme;
 - their understanding of the qualifications and skills needed to get a career in law: average 4.4, a 17% increase.

Overall students came away feeling like a career in law was a realistic and attractive option.

We also asked the participating organisations what they got out of the programme:

- 74% reported that LSMP helped strengthen their relationships with their partner firm/in-house team;
- 64% of businesses reported an increase in senior buy-in to CR initiatives.

Testimonials

The SRA's "Risk Outlook 2016/17" cites LSMP as an example of best practice under the 'Diversity' section and includes a case study about our initiative.

Shama Aktar, a student from City & Islington College: "It's a great talking point. In every application I write now, I refer to LSMP and my experience on the programme. I used what I learnt about IP on the programme to open my UCAS personal statement."

Angelica, a student from Kingsway College: "I used the experience in my personal statement and it has helped me get all my offers at University. I'm working really hard now to get the grades I need - the course has made me believe in myself and I feel so much more ambitious and confident."

Ayo, a student from Harris Academy: "I enjoyed going to different businesses and learning about how the law is applied differently in each one. My highlight was going to Freemantle Media as I learnt some great interview techniques and also skills such as team-work and listening. My self-confidence improved greatly."

Winning Submission

John Dowd, Headmaster at Haverstock School: “This newly enlarged partnership is a wonderful opportunity for our students to get some early exposure to the corporate world within a legal setting. Clearly, many students assume that the legal profession is inaccessible to them but the LSMP is an important step in breaking down any real or imagined glass ceiling.”

Barry Matthews, Director of Legal Affairs & Third Party Sales at ITV: “All of us involved in the scheme feel strongly that entry to the legal profession should be meritocratic and without social barriers. Now in its third year, our scheme encourages students to build their confidence both through demystifying the world of business and by giving them a wealth of ammunition to populate their CVs and tackle interviews with self-assurance.”

Patricia Christias, Head of Legal UK at Microsoft: “The LSMP has been designed to be an easily implementable model, which we hope will encourage others to replicate it.

The fact that the LSMP has increased the number of students involved tenfold since its inception demonstrates just how achievable this is.”

Evidence

Attachments:

- LSMP programme participant logo composite
- How the programme works ‘cluster diagrams’ for London, Manchester, Leeds and Birmingham
- Press release for the 2016 LSMP programme
- LSMP FAQs
- Article from the Evening Standard about an LSMP student
- Article in The Times about the scheme

Reed Smith's Disability Task Force

– One Year On

Carolyn Pepper and Chloe Muir

General Update

We were extremely proud to have been announced as a 2015 Apollo Project: Architect of Meritocracy winner and receiving the award has helped us to drive our initiative ever further. Since winning, we have we have expanded our initiative globally and as a result, have rebranded our initiative to LEADRS (Looking for Excellence and Advancement of Disabled Attorneys at Reed Smith). We are proud to be a disability-smart organisation and we want to continue to demonstrate in all of our offices that jobs for people with disabilities are both available and achievable at the top of the legal profession.

Collaboration

LEADRS has been instrumental in enhancing collaboration between our Responsible Business and Graduate Recruitment/HR teams. This has helped us put in place strategies to attract candidates and provide appropriate support once the candidates join our business, which is key to the success of the initiative. Furthermore, we have worked across departments to ensure that once individuals with disabilities have joined the firm, they are supported by all departments to ensure a smooth on-boarding process and that they feel comfortable raising any concerns that they may have.

This year, we introduced an opt-in passport system for individuals with disabilities that records all the adjustments they require and can be updated on an on-going basis by the individual, their supervisor and our Recruitment team. The main aim of the passport system is to ensure that there is a smooth transition once the individual moves teams e.g. during their training contract and that appropriate adjustments are promptly in place.

Building partnerships between LEADRS and external groups and organisations has helped us extend our outreach programme, raise our

profile and build relationships within broader disability networks. To achieve our goals, we have worked with a number of organisations, including the UK government's Disability Confident programme, Aspiring Solicitors, the Lawyers with Disabilities Division (LDD) of the Law Society, My Plus Consulting, EmployAbility and Diverse Matters.

This year we have started to work with universities to increase support for students with disabilities who are interested in a career in commercial law. In October, our graduate recruitment team collaborated with the University of Oxford's careers' team to host a workshop for students with disabilities. We have also partnered with two student ambassadors from My Plus Consulting at both the University of Oxford and Warwick University, where we assist with skill-based workshops.

Work experience

We have offered work experience to more than 30 aspiring lawyers with disabilities and have recently begun to extend this in partnership with clients of the firm. We actively participate in the Lawyers with Disabilities Division of the Law Society's work experience scheme. Our senior lawyers have mentored a number of students with disabilities who are considering a career in law.

In addition, we have begun working with a school to provide work experience opportunities for younger people with disabilities in some of our support departments. Students from the school spent a week with us to gain experience of working in an office environment in our human resources, hospitality and marketing teams.

Events

Since the 2012 Disability Task Force launch event at our London office (to which we extended an open invitation to lawyers and students with disabilities), we have hosted numerous events for lawyers and students with disabilities, providing them with an insight into our recruitment process and also with training aimed at increasing confidence.

We have co-sponsored and co-hosted events for lawyers with disabilities with the Lawyers with Disabilities Division of the Law Society, other law firms, the London School of Economics, PwC, Diverse Matters, My Plus Consulting, EmployAbility, and Aspiring Solicitors – as

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well as with our clients. We also encourage students with disabilities who we have talent-spotted to attend our regular insight days to learn about a career working in a large commercial law firm.

This year, David Boucher one of our senior management team who focusses on disability inclusiveness, was invited to speak alongside one of our future trainees and rising star Jonathan Andrews at the Council of Europe about the work we have been doing.

We recently co-hosted an event timed to coincide with the Rio Paralympics alongside Diverse Matters and Channel 4, the UK Paralympic broadcaster, aimed at encouraging students with disabilities to apply to law firms and helping to give them the tools required to be successful in their application.

Recruitment

We have a unique applicant tracking system and candidate 'watch list' that allows us to talent-spot potential candidates. We have a dedicated diversity section on the Reed Smith website that includes a section for candidates with disabilities, and the firm also has a profile on the Great with Disability website.

Although we recognise there is more to do, we are proud that since commencing our LEADRS programme, we have been successful in recruiting more lawyers with disabilities.

Future

An area that we will be focusing on going forward is our inclusion programme. Our aim is to ensure that all individuals from the moment we hire them, feel encouraged and comfortable to speak openly around what adjustments they require and are given the level of support required to thrive in their career. This includes ensuring all areas of the firm are working collaboratively together; including facilities, IT and software support, supervisors and our human resources team.

As a firm, we will continue to recruit individuals with disabilities across all levels and ensure that there are no barriers to hinder individuals with disabilities coming through the application/ assessment process.

Deloitte's

Time Out programme

– *One Year On*
Emma Codd

Deloitte's Time Out programme is part of the firm's WorkAgility initiative. It enables all employees (post qualification) to take a four-week block of unpaid leave each year (in addition to their standard paid leave), on the understanding that the period chosen will be a time that suits both the person and the business. Time Out has proved to be a popular part of the firm's WorkAgility initiative and is regarded by our people as a true differentiator for the firm. WorkAgility aims to help our people balance a successful career with commitments outside work and Time Out is an excellent demonstration of a simple and straightforward approach that can help achieve this.

Since the 2015 Apollo awards, 92% of our people have used some form of agile working. To date, over 400 people have taken a Time Out and many more are in the application process.

While Time Out has proved popular with both our male and female employees, we are delighted that 54% of the requests have come from female employees - the majority of whom are operating at the level of manager or above - a group the firm is working hard to develop and retain.

Strength of Business Case

The Time Out programme continues to demonstrate its value, from attraction and engagement of the best people, through to greater retention. While it has clear benefits for working parents as well as increasing the numbers of women in leadership roles, its appeal is gender neutral and it is regarded as something that we offer that really does make a difference to work life balance.

The business case was clearly mapped out at the inception of the programme - with the executive sponsorship of Emma Codd, Managing Partner for Talent, a cross-functional project team was formed

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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 greater cost of replacing people who leave, against the cost of any potential loss in revenue with people taking a Time Out.

We continue to track the positive impact of Time Out on our business. The attrition and engagement data since the programme was launched has backed up the business case – our people are more engaged and attrition has declined, with WorkAgility (including Time Out) being a key contributor to this trend.

External Recognition

Deloitte was named as a Top 10 Employers for Working Families for the fifth consecutive year. Clients, suppliers and the press continue to express an interest in the programme.

We have built on our support for agile working by supporting Time-wise's flexible hiring campaign to introduce flexible working at the point of hiring.

Emma Codd, Managing Partner for Talent at Deloitte, said: "Our people told us that they needed to better balance the pressures of a career with commitments outside work; they told us that work life balance was really important to them. Time Out was a simple idea that has had an enormous impact on the ability of our people to achieve this. It enables our people to take some time out without worrying about it impacting their career – we know that our people are all serious about their careers, but we also know that sometimes they need some time to do the things that matter to them. We are proud of Time Out and look forward to continuing to see the positive impact that it has on our people and our business."

Enterprise Rent-A-Car

– One Year On

Ashley Hever

It's been 12 months since Enterprise Rent-A-Car (ERAC) was successful at the 2015 Apollo Project: Architect of Meritocracy awards and we have continued to see social mobility as a hot topic in the graduate recruitment industry. Diversity hasn't changed for us and is still at the heart of our values and embedded in our business.

Winning the award was an amazing achievement and demonstrated that our objective to recruit a workforce from the widest socio-economic background was being recognised. We have a responsibility as being one of the UK's largest graduate recruiters to lead from the front on social mobility, which is why we haven't stopped here. Promoting social mobility has awarded us with employees from all backgrounds allowing us to represent the communities in which we serve. The diverse people in our business has again ensured double digit growth, has increased retention, improved profits and assisted in global expansion.

Our social mobility Executive Business Champions has doubled. We are delighted to have Marwan Bateh, Assistant Vice President of Business Management and Ben Lawson Assistant, Vice President of Rental Operations who join Tori Patrick and Jeff King in leading our commitment to social mobility in the workplace. We have also added senior managers to join our executive champions in continuing to make this a top-down mission driven by senior management throughout the company, and not just the HR team.

To promote this strategy on university campuses, we have now have over 100 campus brand managers, who have previously interned with us at Enterprise, many of whom attend non-Russell group institutions. Last year, our on-campus activities, including attending over 400 employability events, enabled us to:

- Engage with over 50,000 potential applicants about our social mobility strategy
- Enhance the skillset of thousands of students from all backgrounds

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At Enterprise, we still do not use UCAS points or university grade criteria in our assessment process, and we are pleased to see other graduate recruiters starting to implement similar strategies. We again have recruited talent from over 100 different institutions for our graduate and internship programmes with over 80% of hires from non-Russell Group universities. We have continued to benchmark our performance using internal data and have seen our performance improve again this year. In 2014, the number of new hires who did not have degree-qualified parents or guardians increased to 43% from 37% in 2015. This increase shows not only that our strategy has been working up to this point but also that it is likely to have a long-term impact on the diversity of our business.

Since 2015, we are extremely honoured to have been awarded the following awards for our diversity initiatives:

Targetjobs Advancement of Social Mobility 2016 (2nd year running)

2016 Graduate Employer of the Year

GradIreland Diversity Award 2016

The Times Top 50 Employers for Women in the UK for the 11th consecutive year.

RBS Legal

– One Year On

Victoria Marr

Since being announced as Apollo Winners for our Promoting Social Inclusion and Diversity Programme, social inclusion and diversity continue to lie at the core of The Royal Bank of Scotland Group's values.

First Step Programme

Following on from the success of last year's RBS Legal First Step programme, we continued the programme in 2016 in both London and Edinburgh. The programme targets students from disadvantaged backgrounds, with the aim of providing valuable work experience. We believe we are still the only in-house legal department providing such a programme.

This year we increased the number of participating students. In total, 39 students from across 30 schools in and around London and Edinburgh took part. We ran a week-long structured work experience followed up by a half day reunion event. The event built on the success of last year, but increased the number and variety of sessions offered.

A review of feedback received from students highlighted the following:

- 95% of students were confident about their interviewing skills.
- 95% of students were confident about their presentation skills.
- 84% of our students left the programme more confident about pursuing a career in the city.
- 95% of students left the programme with a clearer idea about what types of jobs exist in Law.
- 89% have a clearer idea about the skills needed to work in Law.
- 100% of students left with a clearer idea about the steps to be taken to get a job in Law.
- 89% have a clearer idea about the skills needed to work in the City.

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Feedback back from the students was extremely positive, including:

“My time on the programme was unlike anything I anticipated. It far surpassed my expectations as, rather than simply staying in the RBS office for the week, we had a huge variety of both events and speakers. It meant that I am now seriously considering a career in law and have a far better understanding of the progression.”

“AMAZING, especially as I got to meet people from a wide range of backgrounds. The diversity really challenged the notion that careers within the city are mostly comprised of white middle-class men.”

RBS Traineeship Programme

RBS' meritocratic Traineeship Programme has continued to go from strength to strength over the course of the past year. The success of the programme rests on the calibre of the diverse, energetic and talented pool of eager participants that it continues to attract.

One of the key objectives of the RBS Traineeship Programme was to diversify the pool of talent by opening access to the legal profession for individuals who come from a background or suffer a disadvantage which may mean they may struggle to obtain a training contract elsewhere. In furtherance of this objective, RBS Legal maintains its sponsorship of the Law Society's Diversity Access Scheme, and has this year also begun working closely with the Social Mobility Foundation in order to identify and tap into a broader range of potential candidates.

Detailed, frank and constructive feedback is offered at all stages of the selection process to successful and unsuccessful candidates, a feature which is uniformly well received. RBS Legal also welcomes feedback from candidates, which has been very positive, with one recent candidate remarking that it was “the best assessment day I've attended”, noting the inclusive and open atmosphere.

To date, RBS Legal has retained 100% of its trainees on qualification and this is a testament to the quality of the trainees offered a training contract with the bank.

Sponsor of external Law Centre Trainee

Since last year, the Govan Law Centre trainee solicitor – who is funded through the RBS Legal's collaboration with four of its panel law firms - has been delivering social welfare legal support to the residents of Govan. She has focused on a project aimed at supporting

minority communities and establishing a legal clinic to increase access to justice for those communities, particularly for those who do not speak English or for whom English is not their first language. She has also developed her experience in appearing at the Heritable Court at Glasgow Sheriff Court and supporting vulnerable clients who have been treated unlawfully by “rogue” landlords and letting agents within the local area.

GLC’s Principal Solicitor and Solicitor Advocate Mike Dailly said: “The support from RBS and its panel law firms has been invaluable in enabling us to create a new trainee solicitor post. This opportunity has increased our capacity, and directly led to many vulnerable clients accessing free advice and representation. Our trainee solicitor, Irzum Mahmood, has prevented homelessness, tackled housing disrepair and secured care and services for severely disabled clients. This makes a real difference to people’s lives”.

The Future

All of this could not be achieved without the dedicated hard work of a group of volunteers from within RBS Legal, and the ongoing support of the function, led RBS’ General Counsel Michael Shaw and the Legal Executive Committee.

RBS Legal is justifiably proud of its success of in promoting social mobility and diversity and looks forward to further consolidating this success in the future.

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 conducted by the InterLaw Diversity Forum, the “Career Progression Report in the Legal Sector”, 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 previous 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 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 bring about 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.

We would like to thank our judging panel:

- Rachael Davidson, UK General Counsel and Company Secretary, National Grid
- Helen Grant, Member of Parliament, Maidstone and The Weald
- Liz Grant, Chief Executive Officer, Fantail
- Susan Henderson, Head of International Labour and Employment, General Electric
- Carola Hoyos, Editor, Financial Times
- Constantine Karides, Partner, Reed Smith
- Leigh Murrin, Chief Legal Operations Counsel, General Electric
- Dr Lisa Webley, Professor of Empirical Legal Studies, University of Westminster
- Dame Fiona Woolf DBE, Partner, CMS Cameron McKenna

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 were announced in November 2015.

The 2015 Architects of Meritocracy Awards winners were: Reed Smith, National Grid, Deloitte, RBS Legal and Enterprise Rent-A-Car.

Phase III of the project launched in May 2016 and the winners, whose case studies feature here, were announced in December.

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 United Kingdom and internationally.

Architects of Meritocracy Awards: Alumni

2014

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

2015

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

2016

Pinsent Masons
Legal Social Mobility Programme
Harwicke Chambers
Lawyers for Empowerment
and the Advancement
of Diversity (LEAD)



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