



INTERLAW DIVERSITY FORUM

APOLLO PROJECT

PHASE FOUR: 2017

ARCHITECTS

WINNING SUBMISSIONS & BEST PRACTICE ANALYSIS

OF MERITOCRACY





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Creating inclusive
workplaces for everyone



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THE APOLLO
PROJECT



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The Apollo Project is a global cross-sector initiative for businesses and organisations of all sizes, which provides the practical tools needed to better embed more inclusive workplace practices and cultures to promote meritocracy.

Research has shown that most D&I initiatives don't work. The Apollo Project seeks out and awards ground-breaking initiatives and examples of best practice backed up by evidence, and then offers these as an "open-source" resource for other organisations to adapt and implement.

The Apollo Project is now in its fourth year. This year individual awards have been added in order to recognise individual change-makers who act as catalysts for change as well as organisations.

The Apollo Project is an initiative of the **InterLaw Diversity Forum**, launched in 2014 and inspired by the recommendations of its 2012 study, *Career Progression in the Legal Sector*, which identified the need to effect cultural change in order to 'level the playing field' and create more meritocratic workplaces. The Apollo Project helps create these meritocratic workplaces by leveraging on examples of best practice to give organisations from all sectors practical tools to help make effective cultural changes.

The Apollo Project, in partnership with the Financial Times, runs an annual competition which seeks out the initiatives and examples of best practice that are driving cultural change. Winning initiatives have provided evidence of measurable outputs, and can be replicated or adapted by other organisations looking for guidance in this area. All winning initiatives are freely available on the Apollo Project website at www.theapolloproject.net thus enabling other organisations to shape and inform their work on diversity and inclusion, talent management, and organisational change.

Individuals and organisations with winning initiatives receive an **Apollo Project: Architects of Meritocracy** award for their innovative work in instigating cultural change. Initiatives are judged by a panel based upon strict criteria.

Each year the Financial Times publishes a global special report that highlights the Apollo Project, and the InterLaw Diversity Forum publishes a Winners Book along with updates on past winners. Apollo Project sponsors have included organisations such as **General Electric**, **Lloyds Banking Group**, **RBS**, **Walmart**, **CMS**, and **Reed Smith**.

Apollo Project Leads:

Daniel Winterfeldt & Dee Sekar

We would like to thank this year's generous sponsors for their support:



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Foreword

by Head Judges

Sandie Okoro and Daniel Winterfeldt



Now in its fourth year, the Apollo Project continues to demonstrate a unique and progressive approach to inclusion. With the introduction of individual awards, this year's winners come from Latin America, Europe, and the USA, cementing the Apollo Project's determination to seek out and award those truly innovative programmes from across sectors and across the globe.

As Head Judges, we have been delighted to see such a high standard of submissions and the inspirational and practical tools that our finalists have utilised in helping early careers, as well as mid-level and senior executives in the workplace.

All of our finalists have demonstrated innovative and impactful methods of being agents for change: Gowling WLG have used accessible methods to support mental health and victims of domestic violence in the workplace, and have inspired other law firms to launch similar programmes, and Dr. Vivienne Ming has taken her theory on the tax of being different and applied machine learning, cognitive neuroscience, and economics to maximize life outcomes in education and the workplace.

The Apollo Project shines a global spotlight on real agents for change. To win an Apollo Project award, one must demonstrate long-term unique drive and measurable impact whilst using innovative methods for inclusion in the workplace. We aim to set the bar high and to inspire other organisations to follow suit and take positive steps in creating more meritocratic workplaces.

Congratulations to all of the finalists and winners! We urge you to read through the winning submissions thoughtfully and consider how you can build similar inclusive foundations in your own workplaces.

Sandie Okoro, Senior VP and Group General Counsel, World Bank
Daniel Winterfeldt, Partner, Global Capital Markets, Reed Smith

Preface

*Harriet Arnold, Assistant Editor, Special Reports Desk
Financial Times*

“Talent”, when used as a collective noun in describing the people who work in an organisation, is an ugly neologism. Nevertheless, its prevalence to describe workers is telling. Organisations are on a mission to ensure that skilled and clever people join them and then flourish and contribute as much as they can.

More and more of them realise they can conduct the search closer to home, and uncover the hidden skills and insights of workers within the organisation. And that they also stand to benefit if their suppliers do the same.

Now in its fourth year, the Apollo Project’s Architects of Meritocracy awards highlight programmes and people that are effective in levelling the playing field in the workplace. Importantly, the awards aim to identify and celebrate initiatives that both inspire and can be replicated by other organisations and individuals.

Daniel Winterfeldt, London-based partner at international law firm Reed Smith, is the founder and guiding spirit behind the Apollo Project, which organises the awards. He sums up the awards as trying to develop a kind of “open source for best management practice” by publicising examples of employers or individuals who have done something new.

I am delighted to be among the awards’ judges.

In 2017 we selected eight entries to highlight, four organisations and four individuals: EY for finding ways to make flexible working a success; Gowling WLG for its support for employees affected by poor mental health and domestic violence; Deloitte for a programme to promote inclusive leadership; and HS2 for its new standards for inclusion among suppliers.

The Individuals category, which is an innovation for the awards this year, recognises Gretchen Bellamy of Bellamy Consulting; Josie Jardim of GE; Dr. Vivienne Ming of Socos Labs; and Raphael Andrade Sousa of Global Geophysical Services. The judges also commended Pinterest, for an apprentice scheme, and Roberta Liebenberg, for her work in founding and co-chairing DirectWomen.

Apollo Project Phase Four (2017) Judging Panel

Co-Head Judge: Sandie Okoro, Senior VP and Group General Counsel, World Bank

Co-Head Judge: Daniel Winterfeldt, Partner, Global Capital Markets, Reed Smith

Harriet Arnold, Assistant Editor, Special Reports Desk, Financial Times

Hayley Sudbury, Founder and CEO, Werkin

Dr. Lisa Webley, Professor of Empirical Studies, University of Westminster

Matthew Westerman, Co-head of Global Banking, Group General Manager, HSBC

Sandra Yamate, CEO, Institute for Inclusion in the Legal Profession

All submissions are scored by our judging panel based upon strict criteria, which include:

- (1) Overview
- (2) Strength of Business Case
- (3) Innovation
- (4) Outputs

In addition, each submission must be accompanied by:

- (5) Evidence (relevant documentary evidence supporting any of the headings, including data, testimonials, research, etc.)

Evidence of measurable outputs is given top priority in the judging process, as all case studies must be replicable for other organisations. 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.

In any instance where judges may have a commercial or personal relationship with an organisation or individual, the judges have recused themselves and not scored that submission.

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 at 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 the InterLaw Diversity Forum the right to use their submission and supporting documentation to create such materials. For more information about the Apollo Project and the application process, please visit www.theapolloproject.net.

Apollo Project: Architects of Meritocracy Award 2017 Finalists.

Organisational Finalists

BNP Paribas: Parents & Carers Network

Deloitte Australia: Six Signature Traits of Inclusive Leadership - **WINNER**

DRIVE: The Diversity Recruitment Institute of Value and Excellence

EY: New Ways of Working (NWOW) - **WINNER**

Gowling WLG: Wellbeing and beyond - supporting employees affected by mental health and domestic violence – **WINNER**

HS2: New standard in Inclusive Procurement and approach to EDI compliance - **WINNER**

Pinterest: Pinterest Apprenticeship Programme – **HIGHLY COMMENDED**

Viacom: The Approach

Virgin Money: Strive2Thrive

Individual Finalists

Fleur Bothwick OBE, EMEA, Director of Diversity and Inclusion at EY

Gretchen Bellamy, Bellamy Management Consulting LLC - **WINNER**

Alan Bryan, Senior Associate General Counsel, Walmart

Hannah Grove, Chief Marketing Officer, State Street

Josie Jardim, General Counsel for Latin America, GE - **WINNER**

Roberta Liebenberg, Partner, Fine, Kaplan & Black - **HIGHLY COMMENDED**

Tunde Okewale MBE, Barrister, Doughty Street Chambers

Raphael Andrade Sousa, Legal Counsel & Compliance Officer, Global Geophysical Services - **WINNER**

Dr. Vivienne Ming, Founder, Socos Labs - **WINNER**

Origins of the Apollo Project: A Data-Driven Journey

Daniel Winterfeldt, Partner, Global Capital Markets, Reed Smith
Dr. Lisa Webley, Professor of Empirical Legal Studies, University of Westminster
Michelle Lim, Diversity & Inclusion Specialist

In 2010, the InterLaw Diversity Forum collaborated with the Law Society on the study *The Career Experience of LGB Solicitors*. The report can be found on the Law Society's website¹. It was published alongside reports on women and ethnic minority solicitors, collectively called *The Barriers Reports*.

This was followed by the InterLaw Diversity Forum's 2011 report, *Barriers to Application for Judicial Appointment: LGBT Experiences*, which included a preface from the then Chairman of the Judicial Appointments Commission. The report can be found on the Birkbeck School of Law website². This report was cited in the *Report of the Advisory Panel on Judicial Diversity* chaired by Baroness Julia Neuberger DBE, and was instrumental in the Judicial Appointments Commission's decision to change its policies on LGBT applicants, which included initiating monitoring of sexual orientation - see JAC press release³.

In July 2012, the InterLaw Diversity Forum, with support from the Law Society and the Bar Council, surveyed almost 2,000 respondents from all strands of diversity and inclusion in the UK legal sector. From this data, it published its ground-breaking report *Career Progression in the Legal Sector*, with a preface from Baroness Patricia Scotland PC QC. The report combined hard data with respondents' perceptions of their own career progression, as well as their perception of the fairness and transparency of policies and practices in their workplaces. The goal of the report was to identify the barriers facing these diverse groups and to provide recommendations to address and ultimately solve these issues - see the full report⁴.

The InterLaw Diversity Forum has collected data to update its *Career Progression Report* for 2018 by assessing what progress has been made in the UK legal sector since the original report. We collected data from over 1,400 respondents working in the legal sector by gender, ethnicity, disability, sexual orientation, and social mobility. At a later stage, it will report on data collected in the United States and Europe. The updated report will aim to track progress, identify barriers, and determine the best ways to effect positive cultural change in the legal sector, producing a report similar to our 2012 report with comparisons over the period, updated data, and fact sheets covering relevant strands of diversity and inclusion.

As a sneak preview of the final report coming out next year from the InterLaw Diversity Forum, some of our preliminary analysis from just a few areas are set forth below. (NB: *This preliminary data is subject to change under further scrutiny of the findings.*)

1 <http://www.lawsociety.org.uk/support-services/research-trends/the-career-experience-of-lgb-solicitors>

2 <http://eprints.bbk.ac.uk/4396/1/4396.pdf>

3 <https://jac.judiciary.gov.uk/news/jac-expands-its-diversity-monitoring>

4 <http://theapolloproject.net/apollo/wp-content/uploads/2017/10/career-progression-in-the-legal-sector-1.pdf>

Gender: Women are less likely to agree that work allocation is fair and less likely to agree that promotion practices are fair and transparent. Women are less likely to agree that the quality of work they get to do is commensurate with their colleagues at a similar level. More women than men disagree with the statement *"I am not discriminated against at work"*. Women are less likely to be satisfied with their organisation's equality and diversity practices.

Disability: Respondents who identify as having a disability are less likely to: expect a promotion in the next three years; feel secure in their job; and feel they have received adequate training for their role.

Race & Ethnicity: Black, Asian & Minority Ethnic ("BAME") employees seem to be less likely to be satisfied with their employers' equality and diversity practices. British-born BAME employees seem to earn less than those born abroad. In a possible correlation with social mobility, BAME candidates may show less propensity to achieve training contracts at big law firms unless they are privately educated in secondary school.

We look forward to sharing our full findings over the course of 2018 across all strands of diversity and inclusion, as well as social mobility.



Deloitte Australia: Inclusive Leadership

Juliet Bourke and Bernadette Dillon

Overview

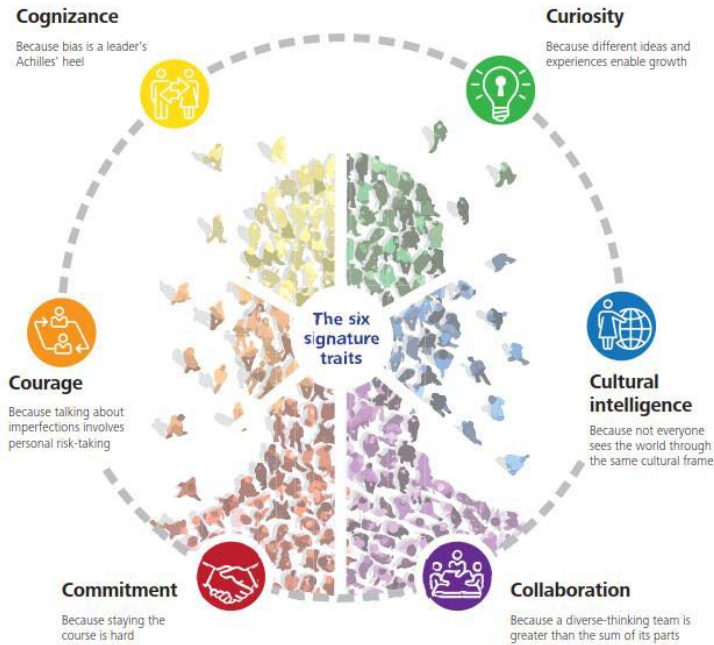
Foundational shifts in talent, ideas, customers and markets have led to an intense focus on diversity. An organisational culture that is inclusive of diversity is now critical to high performance.

Deloitte's research, led by Juliet Bourke and Bernadette Dillon, shows that leader behaviours make up to a 70% difference between employees feeling highly included and those who do not—an effect even stronger for minority group members. This phenomenal difference reflects the power of a leader's shadow.

Despite this, there has been little guidance on the characteristics of inclusive leaders. Our work has focussed on identifying this new capability, starting with an understanding of the nature of inclusion itself, and then assessing and developing individual leaders. Our research, published in 2015/16 reveals that inclusive leaders demonstrate Six Signature Traits, which are interrelated and reinforcing:

- 1) Commitment:** Their commitment stems from alignment with personal values and a deep belief in the business case, and they take personal responsibility for change.
- 2) Courage:** They humbly acknowledge their own vulnerabilities, thus helping to elicit the contributions of others.
- 3) Cognizance of bias:** They are conscious of their own blind spots as well as flaws in the system and work to moderate their impact.
- 4) Curiosity:** They have an open mind-set, listen without judgment, and seek to understand.
- 5) Culturally intelligent:** They are attentive to others' cultures and adapt as required.
- 6) Collaboration:** They empower others and create the conditions for diversity of thinking to flourish.

This engaging and accessible framework has helped leaders understand what inclusive leadership means in practice, and make the behavioural changes necessary to advance equality.



Graphic: Deloitte University Press | DUPress.com

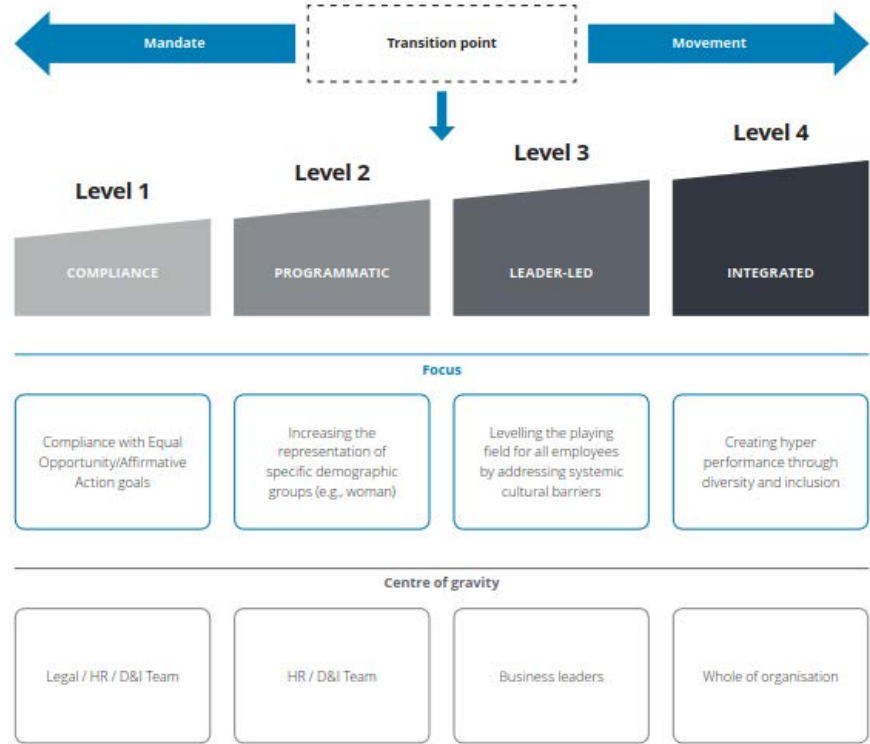
Strength of business case

Taking an evidence-based approach to our work, our research confirms three foundational principles:

- 1. Diversity:** Teams which are cognitively and demographically diverse are more innovative (+20%), spot more risks (+30%) and generate higher levels of trust and followership.
- 2. Diversity + inclusion = performance:** Organizations with more inclusive cultures are six times more likely to be innovative, six times more likely to be agile, three times more likely to be high performing, and twice as likely to meet or exceed financial targets. An increase in individual experiences of inclusion translates into improved team performance (+17 percent), decision making (+20 percent) and collaboration (+29 percent).
- 3. Inclusive leadership:** The actions of inclusive leaders make up to a 70 percent difference between employees reporting that they feel highly included and those who do not. Moreover, inclusive leadership capabilities are highly developable.



Demonstrating the strong relationship between inclusive leadership behaviours, inclusion and performance outcomes is a highly motivating and credible business case. Our work with clients demonstrates that the shift to a leader-led approach to diversity and inclusion - characterized by leaders stepping up and role modelling inclusive behaviours - is helping organizations transition closer to creating truly inclusive workplace.



Innovation and impact

In November 2017, the validity and innovative nature of our inclusive leadership framework and accompanying 360 assessment was recognized by the Australian Psychological Society, selecting Deloitte as the winner of the 2017 Workplace Excellence Awards, in the category of Emerging Directions in Organisational Psychology. Our publication “The Six Signature Traits of Inclusive Leadership” has been viewed more than 70,000 times

In 2017 alone we have worked with many global clients on inclusive leadership, including Deloitte Consulting, Transport for NSW, Johnson and Johnson, American Airlines and BHP. Below are some testimonials outlining their experiences, the impact and value created:

“We had a fantastic experience working with Deloitte on Inclusive Leadership. Their Six Signature Traits of Inclusive Leadership model is both accessible and rigorous, and they delivered two really impactful workshops for our leaders to help move the needle.”

Melissa Wallace, Snr Manager



“The (Inclusive Leadership) Activation Labs have not only given our senior leaders a strong understanding of what it means to be an inclusive leader but have also given them the practical tools to bring inclusive leadership to life in our organisation and in their teams.”

Maria Allart, Diversity & Inclusion Leader, ANZ



“Deloitte first supported me and my leadership team in 2010. They helped lay the leadership foundations that have seen that business unit achieve a much more inclusive culture and more diverse workforce. I’ve sought further support from Deloitte since, including recently, to help me and my current team take our performance to the next level.”

Mike Henry, Executive



“Inclusive leadership is a key focus of our cultural transformation strategy. We have greatly benefited from the Inclusive Leadership Assessment, personal coaching, group report and workshop facilitation. We’re early into our program and I can see positive change already, with the potential for more to come.”

Elizabeth Mildwater, Deputy Secretary, Transport for NSW



Outputs

Since 2015, Deloitte Australia has embraced the Six Signature Traits of Inclusive leadership as our internal model of inclusive leadership. This journey commenced with our CEO, Cindy Hook, at our annual Partner Conference when she launched the Six Signature Traits of Inclusive Leadership, a message which was then cascaded to all staff at our annual Town Hall meeting.

Since the launch, we have undertaken a series of activities to deepen awareness, particularly with our partner group including:

- Peer nominations for “Most inclusive partners” Award Signals award for achievement on inclusive leadership (winner: Juliet Bourke, 2015)
- Integration of inclusive leadership into all partner learning programs
- Storytelling workshop on inclusive leadership with top 80 partners
- Storytelling sessions at Townhall meetings (2016 and 2017) Whole of firm brand campaign “Inclusion with us at the centre”
- Launch of 12 Every Day Acts of Inclusion at the Annual Partner Meeting 2017 via 12 individual partners, followed by desk drop of postcard and intranet and external media campaign.
- National training provided to all Partners via “Inclusion with You at the Centre” curriculum.

Following these activities, Deloitte Consulting are now assessing individual leaders against the Six Signature Traits and providing one:one feedback and coaching to identify strengths and areas for development.

Evidence

We have strong evidence to support the effectiveness of the six signature traits framework and the 360 Inclusive Leadership Assessment interventions (assessment and coaching). From a psychometric perspective, our organisational psychologists have identified the statistical rigour of the Inclusive Leadership Assessment (ILA) tool and the correlation between inclusive leadership, individual feelings of inclusion and performance outcomes. These data were detailed in Section 2.

From an impact point of view, leaders we have worked with (both in Deloitte and as clients) have identified practical insights as a result of their assessment and coaching, and thus committed to personal behavioural changes. A critical outcome of this process has been an increased acceptance in taking personal responsibility for action, and a shift from being a “diversity champion” to be “an inclusive role model”. Evidence to support this value includes the attestations of clients in Section 3.

From a 360 perspective, those who interact with a leaders (such as peers and direct reports), have been able to provide granular feedback about their experiences of a leader in a way not previously enabled. This is facilitated through the assessment tool’s provision of quantitative and qualitative feedback.

In addition, aggregated group data, obtained by combining the individual Inclusive Leadership Assessment data, has enabled us to profile leader cohorts with a collective picture of their shadow. This has assisted cohorts of leaders to make decisions about general areas in need of development and make group commitments to change.

The effectiveness of the model and intervention is underscored by our receipt of the Australian Psychological Society's 2017 Workplace Excellence Award.

EY: New Ways of Working (NWOW)

Overview

EY is a global leader in assurance, tax, transaction, and advisory services. EMEA (Europe, Middle East, India, and Africa) is one of the most diverse Areas at EY and is made up of 113,000 people across 98 countries. These countries are clustered into 11 geographic Regions with 140 different languages spoken across 16 time zones.

New Ways of Working (NWOW) is a tenet of our Global Talent Strategy and its vision is that with a trust-based and flexible approach (i.e., a focus on outputs, not presenteeism), we can give our people the opportunity to excel in their careers whilst enjoying other aspects of their lives outside of work.

For the purpose of this submission, we are going to focus on the work that we have done around flexibility and by flexibility, we mean informal flexibility - helping our people to find ways to work smarter and more innovatively both as individuals and as teams.

Internal and external research shows the benefits of empowering your people to work flexibly.

- In an internal global retention review, we found looking for better work and life balance was one of the top three push and pull factors for both our men and women leaving
- In our last EMEA People Survey we could see that people who answered flexibility questions favourably were 57% more engaged than those who answered unfavourably.

If our people are engaged, they are feeling included and we know that they are more productive and creative.

Strength of Business Case

NWOW is key to us achieving our 2020 business vision of providing exceptional client service through high-performance teaming. With the immediate challenges of the fourth industrial revolution and the rise of the gig economy we have to find new and innovative ways to construct contracts of employment, attract talent, and motivate and engage our people.

In our global survey of 9,700 adults outside of EY, millennials told us that they felt that flexibility and ambition go hand-in hand and 75% of them said that they were looking for the ability to work flexibly and still be on track for promotion. In addition, our business linkage study shows a clear link between the engagement and satisfaction of our people and business performance, with increased net revenue of \$125k per FTE and increased retention of 8%. A key driver of this engagement is the ability to work flexibly.

An intrinsic part of ensuring the success of NWOW was developing a solution that each location could adopt at the stage applicable to their current local landscape. The solution also needed to address the behavioural change required to ensure that informal flexibility was seen as an acceptable, valued, and normal way of working.

Partnering with our D&I leads in our Regions and gaining support from senior management has been key to ensuring the ongoing success of NWOW. The tone from the top has been one of empowering our people to embrace the principles of NWOW.

Innovation

To bring our vision to life we focussed on mind-set change and behavioural change. We wanted to move the focus from formal to informal flexibility.

Awareness - We adopted six key behaviours that underpin everything else. We packaged them into a fun and memorable video, showing how three different animals - bees, dolphins and squirrels - work productively using these behaviours. With the video we produced collateral that was given out across EMEA at leadership events, off-sites and management training programmes.

Change Management - We launched an engaging website with leading practice from across our Area outlining the why, how, and what of NWOW. Pivotal was a talent roadmap with the A-Z of how you deliver effective culture change. It was based on EY's change management model – identify, diagnose, design, deliver, sustain. Most importantly for culture change, we established accountability, setting targets for each Region, embedding a demographic question in our people survey on informal flexibility and linking this work to 15 key people survey questions to track progress.

Skills Development – We worked with a business psychologist to develop a workshop for teams to come together and explore how to improve performance, both individually and as teams. The workshop outlines the business case, the neuroscience of trust and high performance, introduces the six behaviours and then gives space for the teams to vision together. We also launched an Ideas Jam where people shared their personal top tips to effective working and were able to share broadly the 153 suggestions we received.

Outputs

Measurement - Tracking progress was a key deliverable. We used data from the two flexibility questions in our Global People Survey (GPS). We then introduced a demographic question to see how many people worked flexibly on an informal basis. From these results we were able to agree targets with each Region. When we started NWOW in 2013, 35% of our people said they used informal flexibility; this has increased to 64% in 2017. We then went on to map 15 more GPS questions to the six behaviours to really leverage the data we had and signpost to the business the areas that they needed to focus on.

Real Estate Costs – As locations have moved office, or have been faced with the challenge of no space, but an expanding headcount, we have introduced NWOW. By changing the way people work and consolidating just two offices in Rotterdam, the Netherlands, we saved \$3m in real estate costs.

Regional activity – Many of our Regions have embraced NWOW locally. Italy, despite local legislation, has successfully run a Smart Works pilot. Germany, Switzerland, and Austria have a flexibility ambassador's programme of more than 40 people in the business advocating informal flexibility. India encourage women returning from maternity leave to come back flexibly, even if just on a temporary basis as does France. The UK has run an extensive programme of partner profiling with many partners, both men and women, talking about how they flex their role so that they can balance their work and home life.

Gowling WLG: Wellbeing and beyond

Supporting employees affected by mental health and domestic violence

Overview

One in four people will experience a mental health (MH) issue each year. One in four women and one in six men will be affected by domestic violence (DV) in their lifetime.

Gowling WLG is an international law firm with 3,500 employees globally. Once we realised the frequency of MH and DV – and how little they were being talked about in businesses - we knew we had to act.

Since 2014, Gowling WLG has transformed its internal 'Wellbeing' programme, extending it beyond the disability and physical wellbeing agenda, to provide appropriate and confidential support to employees experiencing DV or MH issues, working in conjunction with leading charities and local services. Focusing on awareness, resilience, and support, the aim of Wellbeing is to provide accessible, open, and confidential support for any issue related to MH and DV. It aims to remove the stigma attached to MH and DV, with events, internal communications, and visual signs of support for those affected. Support and signposting is also available for anyone concerned they know someone who is, or might themselves be, a perpetrator.

Wellbeing collaborates with three of the firm's networks – Enable (MH & disability), OpenHouse (LGBT), and Family Matters (parents and carers) – and works with one of the firm's three chosen charities, Young Minds. We've created networks of MH and DV champions to provide confidential support and guidance.

Strength of Business Case

Wellbeing forms part of a wider strategy: 'Inclusion 2020'. At its heart is one of the firm's global values: 'We all bring something different.'. Our strategy is to support different cohorts across the firm - women, minorities, those living with mental health issues and disabilities, and to ensure our key working systems and practices are inclusive.

Our starting point for Wellbeing is the human case – as a responsible employer, if there's something we can do to support our people, then we will do it. But the business case is compelling too – MH and DV affects productivity, absenteeism and presenteeism. 75% of people enduring DV are targeted at work (through site visits, calls, emails); 53% miss an average of 15 days per year from work through stress and health related issues. MH is a leading cause of absence in businesses.

Wellbeing is led by Lorna Gavin, Head of Diversity, Inclusion & Corporate Responsibility. It is actively sponsored by board member and Head of our Real Estate Group, Richard Bate. Additional support is provided by a D&I Manager and a D&I Executive. Budget is ringfenced as part of the wider D&I budget and mental health constitutes the biggest single item of expenditure in the D&I budget currently.

External resourcing comes from the Corporate Alliance Against Domestic Violence and Mental Health at Work.

Innovation

In raising awareness about and providing support for our people living with MH issues or enduring DV, our Wellbeing programme tackles two widespread yet taboo issues. We had to find ways of reaching everyone and helping them get help in a safe way.

Two standout features of our approach:

1. We have gone beyond the traditional support routes (e.g., Employee Assistance Programmes) and have provided a range of ways that people can get help. They can have confidential discussions with trained MH Champions who provide a listening and signposting service; they can speak to members of our employee networks; we have ensured that our practice operations managers have received similar training to the champions; and we are rolling out leadership training for our practice leaders, business services directors, team leaders and other leaders in the business – giving them the skills needed to support people in their teams who may be struggling.
2. Posters on the back of toilet doors. A simple communications tool, but transformational in creating a culture where people can talk about MH and DV. Using the strapline 'Help is closer than you think', we have signposted people to the network of MH and DV champions. We have also featured case studies demonstrating examples of DV (male and female perpetrators), ranging from coercive control through to rape. Everyone who approached the firm for help about DV said the posters made them realise that what they were going through wasn't normal and that help was available.

Outputs

This year, the Wellbeing pages on the firm's intranet have amassed 1,556 page views, averaging 129 views per month, with sustained access rates throughout the year.

Putting posters on toilet doors giving case studies of DV, with the strapline '*Help is closer than you think*' has led to 12 employees approaching the DV team so far; we have helped them through:

- confidential conversations;
- court case support;
- time off for counselling;
- working with the police in safety planning; and
- support in leaving the abusive relationship.

They are all safe.

We've trained mental health champions, who provide easily accessible confidential support and point towards appropriate external support agencies. There's been high take up with virtually all of them being approached for support.

After promoting the 'Green Ribbon' campaign via the board – wearing one to indicate a willingness to talk about MH – we ran out of the 500 ribbons we had bought within the first hour of the campaign. The firm gave everyone wallet cards with key contacts should they ever want to speak about MH issues.

Reduced-price massage and yoga have had a 95.6% turnout.

Our 'This is me' video featuring volunteers sharing their personal experiences of mental health has been incredibly well received.

We've shared our learning with global offices and the video, wallet cards, and MH training are now being adopted across our Canadian offices, thus reaching even more colleagues. We've influenced other law firms and companies (including Norton Rose Fulbright and Reed Smith) to adopt their own DV programmes.

Testimony

Feedback from a colleague who benefitted from the firm's DV support:

"The posters gave me the confidence to tell my boss and get access to the support from the firm. Everything the firm did gave me the best chance of getting my partner out safely. My boys and I are now safe."

HS2: New standard in Inclusive Procurement and our approach to EDI compliance

Overview

HS2 is Europe's largest infrastructure project, designed to increase capacity on our railways and improve connectivity between eight out of 10 of Britain's biggest cities, creating thousands of jobs and rebalancing our economy. The EDI related challenges faced by HS2 include ensuring the skills needed are in place, and a need to embed EDI practices across the sector. We are setting a new standard in Inclusive Procurement and our approach to Inclusive Procurement and supplier diversity is setting a new benchmark for the UK.

We have a clear approach about what we want to achieve through our procurement practice. It provides a consistent message that focuses on removing barriers and supporting our supply chain to perform, with clear ambitions:

- 100% of staff working on HS2 contracts will be trained in areas of EDI relevant to their role
- Implementation of alternative models of recruitment which limit bias and increase the diversity of the workforce
- Ability to report spending with SMEs and diverse suppliers
- Demonstrating the education, training, supplier, and employment opportunities we bring into the communities we impact
- Aiming to have a Tier 1 supply chain that is all EDI accredited

Because our approach is clear, and we are focussed on removing barriers and supporting our supply chain to perform we are seeing encouraging results at this early stage of the programme.

Strength of Business Case

HS2 has a strategic goal to be an exemplar of EDI practice - we want to create the most diverse workforce in British infrastructure – not just in our company but across our whole supply chain. Our HS2 Inclusive Procurement approach has buy-in from the Executive team, the HS2 Procurement and supply chain teams, so we are influencing not just our internal stakeholders but the sectors as a whole.

The EDI team at HS2 manages the EDI performance across the whole HS2 Supply chain. The team is made up of 5 people:

- Head of EDI
- Supply Chain EDI Manager
- Communities and Engagement EDI Manager
- Design and Operations EDI Manager
- Workforce EDI Manager

The Inclusive Procurement process and all EDI supply chain management is done by the Head of EDI and the EDI Supply Chain Manager.

Innovation

EDI compliant Procurement

Our approach to Inclusive Procurement has allowed us to innovate new methods of procuring consultancy contracts.

Our new approach was used in the largest design and engineering consultancy contract in UK history, CDES (Civil Design, Environmental Survey Services) by making staff schedules and role descriptions EDI compliant. Significantly, our Inclusive Procurement approach has improved the opportunity to recruit a diverse contract workforce and has been commercially effective for HS2.

In addition HS2 has embedded weighted EDI criteria into each stage of the procurement process. The weighting is significant and is more than the difference between 1st and 2nd place in all major tenders undertaken to date.

Some examples of our innovation include:

The impact of our EDI Works Information and Scope Major contracts

Our EDI requirements have made significant impact within our supply chain and the wider market. The video "A shape of things to come" which explains the HS2 approach to Inclusive Procurement is included via the link below.

https://www.youtube.com/watch?v=8TyAIAx_s24

Supporting our contractors to deliver - HS2 EDI Dashboard

The HS2 EDI Dashboard (and other Demographic tools) helps us understand the communities we work with in a much more meaningful way, by collecting demographic data for every local authority area along the line of route.

https://public.tableau.com/views/OfficeforNationalStatistics-LocalAuthorities/HowToGuide?:embed=y&:showVizHome=no&:display_count=y&:display_static_image=y&:bootstrapWhenNotified=true

Outputs

HS2 Internally - The impact of our Inclusive Procurement approach

HS2 has set a new standard in expectations around supplier diversity reporting and EDI requirements in major contracts. Our philosophy is that we do not ask our contractors to do what we are not willing to do ourselves. This year the impact of our approach has seen the amount spent with diverse suppliers from BAME, Women, Disabled and LGTB groups more than double.

Contract performance management – Supplier case study

Supplier X did not collect the full set of monitoring data required for HS2 contracts in their everyday business. Collecting diversity metrics across all protected characteristics is a requirements of HS2 contracts.

Supplier X undertook a range of actions. They:

- Set up a survey to capture demographic data for their contract workforce and supply chain
- Launched network events on EDI subjects and invited organisations working with them in the HS2 supply chain
- Rolled out a series of EDI training aligned to the roles on the contract and measured the representation and spend with SMEs and diverse suppliers

Supply chain endorsements

"HS2's commitment to supplier diversity both in direct as well as Tier 1 supply chain has resulted in a number of contractors that are bidding for the HS2 work, approaching MSDUK and discussing how they can work closely with our network to ensure BAME- owned businesses can be given access to supply chain opportunities. Innovative approaches include talking with high net worth individuals in minority communities about investment opportunities in areas of infrastructure such as demolitions - so investing in communities - not just your average meet the supplier events."

Mayankh Shah, MD, MSDUK

"HS2 focus on EDI within the procurement process and the stretching demands within it has really helped us and our JV partners raise the bar in terms of putting in place really tangible and innovative EDI actions and initiatives. We are really excited that working in collaboration with HS2 we will develop/ deliver something that really helps transform the approach to EDI in the construction and rail sector."

Dan Forbes-Pepitone, Talent & Capability Director, Skanska

SME case study:

https://www.youtube.com/watch?v=ICOs_z8gbGA

“The Power of Inclusive Leadership for Cultural Change”

Luke Vincett, Researcher/Writer, The Apollo Project
Daniel Winterfeldt, Partner, Global Capital Markets, Reed Smith

How do you create the kind of inclusive culture in your workplace that leads to diversity, engagement, passion, and creativity? Set against the backdrop of rapidly shifting markets, emerging competitors and exponential technological development, it is a question that leaders across the globe are asking themselves, with a plethora of different initiatives and strategies designed to revolutionise business practices unveiled over the last few years. There have of course been numerous successes, but most attempts have simply not yielded real, lasting change, especially in terms of diverse advancement and culture change.

There is increasing evidence to show that positive, mindful leadership can lead to a more inclusive, supportive, and productive working environment. On a personal level, mindfulness is about self-awareness, creating the space for new connections, and directing focus; by applying it to leadership, you are more likely to form strong, trusting relationships within your team and, consequently, a happy, productive workforce. Further, when a leader's positive approach rubs off on the team, a culture of self-perpetuating improvement is created.

There has been a growing push towards mindfulness in the workplace with companies like Google and Facebook promoting its practice. Often considered the founder of positive psychology and its application to business, Dr Martin Seligman showed that when implemented in leadership, the performance, motivation, engagement, creativity, and conflict resolution of a team dramatically improved. His advice for how a leader could foster this culture centred around five key points.

Positive emotions
Engagement
Relationships
Meaning
Accomplishment

Seligman's research showed that by encouraging positive emotions, team members will set higher goals for themselves and work harder to reach them. By actively associating your team's efforts with success, and by visibly and audibly showing appreciation for that success, leaders can amplify happiness and productivity in their team. Similarly, by fuelling positive engagement and applying meaning to tasks, a leader can maximise their team's awareness of their strengths, helping with delegation and efficient working practices. By shifting to a more positive approach, team members become more aware of their accomplishments and strengths, helping to set more personalised and ambitious targets for development.

Relationships are also an instrumental factor in building positive work environments. As humans, we are hardwired to connect with each other and encouraging this in the workplace creates an atmosphere where colleagues are more likely to assist each other in challenges and dealing with stressful situations.

With up to 50% of workers saying their relationships with managers or colleagues were their reason for leaving, improving the relationships in your team can have huge benefits for team morale. Simple changes, such as setting aside time to talk about life outside of work, have been shown to make colleagues seem less like competitors and build greater team spirit. By deliberately encouraging positivity and awareness, your team is more likely to enjoy each aspect of the journey towards a goal and bring the best out of each other.

The key for implementing these practices as a leader is through small steps and gradual improvements. By actively encouraging positive, mindful behaviour traits your team will begin to automatically display these characteristics. This can be achieved by easy steps such as asking your team members why they enjoy their job, or having a conversation about how to make the less attractive tasks more fun. Research has shown a direct link between positive conversations in the workplace and the production of oxytocin, a hormone that elevates our ability and willingness to communicate and collaborate. Designating time to focus on colleagues' strengths, count their blessings, and assist with challenges helps to build up the resilience and determination to flourish as a team.

While there are plenty of intangible benefits of positive psychology, every leader knows that the key to getting these changes off the ground is an improvement in the bottom line. Thankfully, there is plenty of evidence showing the positive impact mindfulness can have on profits. Firstly, health care costs at high-pressure companies are nearly 50% higher than other organisations. Estimates suggest that, in the U.S. economy, 500 billion dollars and 550 million workdays are lost each year due to stress.

Another huge cost of negative working cultures is the lack of loyalty. Employees are much more likely to leave their company, decline promotions, or simply perform worse if they are not happy and engaged at work. By recognising these factors and making a concerted attempt to understand and counteract them, leaders can directly improve the physical health and mental wellbeing of their employees, potentially saving millions in both absenteeism and presenteeism.

Imagine the possibilities of a world where titans of business led with empathy, compassion, and sustainability as their key priorities, rather than the current model of excessive growth, competition, and ruthlessness. Every one of us can participate in this journey. By taking small steps to become more mindful and engender a positive approach in our everyday lives, we encourage those around us to see the benefits and, consequently, do the same. As a leader, you have the responsibility of building and influencing your team, and of generating engagement, passion, and creativity – three characteristics that are guarantees of success. While a positive, mindful approach to leadership is not the only ingredient for cultural change in the workplace, most experts agree that without it cultural change in the workplace is not possible. A positive, mindful approach in the workplace not only benefits your bottom line, but builds a more cohesive team and affirmative culture.

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Make the Connection Careers at National Grid

Every day we deliver safe and secure energy to homes, communities and businesses; connect people to the energy they need for the lives they live and help communities thrive and economies grow.

Our people make the difference, it's their impressive expertise and genuine dedication that will ensure we meet our purpose.

Everyone at National Grid contributes and it's the sheer dedication of our people that gives us the energy to deliver. So we look for talent and innovation, we expect high performance and we believe in opportunity for enthusiastic people who share our ambition, values and mind set.

From sites and offices to our huge range of after-work clubs and social events, the National Grid culture reflects a commitment to inclusion and diversity. Our people are actively encouraged to treat everyone with respect and value every contribution.

To ensure the whole community feels welcomed and valued, we've created Employee Resource Groups. They're designed to support our people at work and champion improved understanding. Pride, our Lesbian, Gay, Bisexual and Transgender (LGBT) Supporters' Network is a great example.

It's a network of National Grid employees who support LGBT colleagues, friends and family. Collectively, we embrace our differences and celebrate the value that diversity brings to National Grid.



To find out more about opportunities within National Grid, visit our website: careers.nationalgrid.com

**Individual Winner: Gretchen Bellamy,
Bellamy Management Consulting LLC
Global Diversity & Inclusion Legal Profession
Pipeline Integration (Walmart)**

OVERVIEW

From 2013 - 2015, Gretchen Bellamy served as Assistant General Counsel, Legal Operations, Global Diversity & Inclusion in Walmart Stores, Inc.'s Legal Department. The program she spearheaded there is designed to provide equal opportunity to law students and lawyers in international markets who are under-represented in the legal profession due to race, ethnicity, gender, sexual orientation, socioeconomic status, or the like. This program is the first known instance of an international company focusing intently on diversification of one profession in this manner in places where it operates internationally.

In 2013, Ms. Bellamy led the Legal Department in the study of its own international legal departments and of its outside counsel firms in the international markets, examining diversity and inclusion in those countries. She started the project by conducting significant research about each country's stage of development in terms of diversity/inclusion country-wide, locally, and within the legal profession, as well as how those concepts impact outside counsel management and the practice of law. These efforts included extensive interviews, conversations, and collaboration with university deans and other academic partners; law firms that work with Walmart in Latin America; headhunters specialized in the legal profession; directors in non-governmental organizations; government officials; and others. The objective was to gain a better understanding of societal and cultural implications for any Walmart-institutionalized changes to policies and procedures affecting its outside counsel.

After conducting market visits, she and the team concluded that the environment in Chile made it clear that the program should be initiated there. The conferences with external stakeholders led the team to determine that English proficiency and professional networking skills would have the greatest impact on ethnic minority and socioeconomically-challenged law students seeking good legal jobs. Walmart's Legal Department pledged to provide English lessons for three years to twelve (12) law students from the most prominent Chilean universities as well as to partner with highly reputable Chilean law firms to establish clerkships, mentoring relationships, and post-graduate employment opportunities for these students. That is the framework of this international diversity and inclusion effort moving forward, and this is a program which can be replicated in other countries (and by other corporations) depending on the specific cultural findings in each country.

STRENGTH OF BUSINESS CASE

Walmart's Legal Department's commitment to diversity and inclusion is firm. It holds itself accountable internally, and it strives to hold its outside counsel law firms accountable for meeting diversity, inclusion, and flex-time goals. By doing so, it continues its commitment to creating opportunities for women and minorities within the legal profession, which will better position them to provide superior advice and solutions to the Company.

In 2005, the Legal Department began its diversity and inclusion journey in earnest. One of its first major steps was to increase and promote the use of diverse attorneys in the legal profession by installing forty (40) minority and women relationship partners at its top 100 law firms. This one act resulted in the shifting of approximately \$60 million dollars of existing business to those new women and minority relationship partners.

In 2013, Senior Vice President & General Counsel, Tim Cheatham, challenged Ms. Bellamy to gain a better understanding of how the legal offices in Walmart's international markets function and how she might be able to create an inclusive and truly global legal department.

The goal was to have all global offices working toward (and achieving) similar goals based on the same parameters as they relate to outside counsel management and diversity & inclusion. Ultimately, after the studies in four Latin American countries, it was decided that the Legal Department would commit to funding twelve (12) students for three (3) years to learn English to near-native/native fluency, as well as to securing outside counsel with whom the students would work.

INNOVATION AND IMPACT

The initiative had to be completed in a culturally sensitive way and in an appropriate time frame. Moreover, Ms. Bellamy recognized that the landscape of the legal profession is quite different in each country. As is often the case, the opportunity for the Legal Department to lead initiatives to make positive changes in the legal field was immense. By spearheading this initiative, it promoted a genuinely needed change in society generally, and set the bar for all other corporations – to strive for outcomes similar to what the Legal Department was able to achieve nearly ten years earlier in the United States.

In an effort to break down the social inclusion barriers, and working in conjunction with the top two Chilean law schools, Ms. Bellamy, the project team, and the leaders of the Walmart-Chile legal department (“WM-C”) identified twelve (12) socioeconomically-challenged students rising to their third year of law school (in a five-year school system). It was concluded that by the end of the second year, there can be an accurate assessment made of the students' ability to be successful in law school, which is why students in their third year were chosen. WM-C, with support from the Home Office Legal Department, is currently supporting these twelve (12) law students by providing stipends for English language training for their last three years of enrolment.

The program was announced in October 2014 at the WM-C Superconference that had over 250 attendees from the Chilean legal community as well as business leaders, both national and international. The process for identifying the students began in November 2014, with WM-C leaders working collaboratively with the local university. The program officially commenced in March 2015 when the new school year began.

Within four years, WM-C can modify and utilize the outside counsel guidelines (“OCGs”) to request that outside counsel firms include at least one minority on Walmart matters. Within 15 years or sooner, Walmart can utilize the OCGs to ensure that a minority partner is either working on company matters or serves as the relationship partner. Currently, there are no minorities who are in such a position, and while there is not an immediate return on investment, a great impact on society will be seen in the future by increasing the number of under-represented individuals qualifying for jobs they traditionally are prevented from holding.

Finally, WM-C will start the process of collecting data for metrics similar to those used in the Home Office Legal Department. The OCGs should require firms to provide WM-C certain data so the WM-C team can benchmark with the Home Office and other global markets. WM-C will have the data needed to support its goal of diversity on the team of lawyers working on its matters, as well as to affect the hiring policies and actual hiring results of each firm. WM-C, with the assistance of the Home Office Legal Department, could then begin discussions with outside counsel firms about what it means to be an equal opportunity employer. What is needed first is the pipeline of diverse talent – which is what the Legal Department and WM-C are creating with this program.

OUTPUTS

The outside counsel guidelines have been amended for each Latin American country in which Walmart operates. The legal department in each market is responsible for ensuring the implementation of the guidelines, which include commitments regarding diversity and inclusion. The program was launched in Chile and WM-C is ultimately responsible for the implementation and success of the program. Two WM-C attorneys are responsible for working with the interested stakeholders (law firms and universities) to identify the law students who will participate as well as the law firms where those students will work as interns, and finally as associates.

Six students were chosen from Pontificia Universidad Católica de Chile to participate in this ground-breaking pipeline program and began in March 2015. The additional six students from the Universidad de Chile started in November 2015. The demographic breakdown for the students from Pontificia Universidad Católica is 4 women, 2 men. Included in that demographic is one disabled student. The impact on the students is evidenced by the feedback received from the Coaches and Leaders of the program. The students are all actively engaged in their language lessons, a program that is strictly monitored. Additionally, each law firm mentor of the students has reported that the students are integrating effectively and the network for each student has expanded beyond what was anticipated. The students in the program have been successful and will be graduating from law school soon.

EVIDENCE

The response to and recognition of this initiative has been positive, both internally and externally. The significance of the program led the project team to win the 2015 Dr. Martin Luther King, Jr. Visionary Award, which is given by the Company. This award recognizes and affirms those who have made significant and tangible contributions in the areas of diversity & inclusion, justice, and human rights. Externally, the team has been approached by a number of corporate legal departments that want to replicate the program. The program has been presented by a multinational company in Mexico to local corporations. A law school dean in Costa Rica is prepared to be part of a similar program when launched. It has been recognized that the initiative cannot be sustained by the commitment of only one company, so the level of interest from other corporate legal departments is exciting, and other corporations wishing to replicate the program are encouraged to do so. Ms. Bellamy looks at the program as an opportunity to change the legal profession throughout the world by ensuring equality for all who enter it.

Individual Winner: Josie Jardim, General Electric Jurídico de Saias ("Legal in Skirts")

Overview:

Jurídico de Saias/Legal in Skirts ("JdS") was formed in April 2009 and began with an invitation sent to 14 female general counsels to form a virtual network to discuss career, professional development and gender gap in the legal market in Brazil. The group has grown and is now made up of over 1,300 female in-house counsels.

Our objective is to (i) foster diversity and inclusion in the legal profession; (ii) promote career advancement for women; (iii) network & collaborate; (iv) have fun.

We use many tools to achieve such goals:

Monthly Updates: We send newsletters to all JdS members through which we share articles, videos, surveys and studies on diversity and legal and compliance matters. The Updates are prepared by myself with the support of other JdS members.

Events: We promote and participate in courses, seminars, meetings that (i) are exclusive to JdS members or (ii) have a discounted or a free-of-charge invitation. In 2017 alone, we had over 12 events in different parts of Brazil. We also help prepare JdS members to speak at panels and seminars throughout Brazil.

Publications: We have published articles on several media outlets. To celebrate our 5th anniversary and promote the debate around diversity and inclusion we launched a book with articles from JdS members.

Inclusiveness: There is no fee to participate and the requirements to join are minimum: you must be a female lawyer working in-house. We communicate through a password protected blog and a closed Facebook group

Strength of Business Case:

Juridico de Saias is about sorority, networking, and shattering the glass ceiling in the legal profession. When we began, we did not know exactly how we would operate, but we all agreed that it was important to bring gender diversity and inclusion into the discussions, giving ourselves and our companies tools and ideas for development of diverse talent. Many companies have embraced JdS and supported our initiatives. Law firms were also interested in joining forces and since our early days, many firms have formed their own diversity and inclusion efforts and projects.

JdS does not require any payment from its members nor does JdS have any sponsors. We maintain the activities of the group through a collaborative effort: Many of the companies where we work helps us host events (GE, Microsoft, Accenture, etc.). We also partner with law firms by hosting events at their venues.

Migalhas, a legal digital media outlet, has supported us from day one by hosting our blog in their platform. JdS is all volunteer-run by myself and a small number of "Founding members" who have been part of the group since its beginning.

Many of our companies support JdS by hosting our meetings. Our employers realize that “diverse talent” wants to work for companies that are committed to diversity; and since Latin America is a region where such talent can be scarce, it’s important for them to demonstrate commitment to corporate responsibility.

Innovation and Impact

An innovative quality of JdS is that it allows various types of collaboration within the group at no cost to the members. And since we are a digital/virtual group, one can often participate in our events and initiatives even if not geographically located in Brazil’s bigger cities.

JdS has also been a catalyst of change, especially in its interaction with law firms, where the gender gap is even greater. A few examples of our actions: (i) we actively challenge events that do not show diversity in the speaker’s roster; (ii) we inquire about a law firm’s diversity programs before qualifying that law firm to provide services to many of our companies; (iii) quite a few of our participants have engaged in additional diversity and inclusion initiatives (Women in Law, as an example).

Here are several examples of JdS initiatives that foster professional development for women:

- Partnership with Washington University School of Law: Members of JdS were eligible to receive a \$10,000 USD scholarship when enrolling in the University’s online LLM program.
- Since 2016, we have developed a “Godmother” program under which senior counsels help lawyers who have lost their jobs. We pair them based on geography and area of expertise so that they can effectively collaborate on review of CVs, networking, and mock interviews. Since its launch of this program has helped over 25 female lawyers.
- Creation of a Labor & Employment subgroup within JdS to discuss the labor- and employment-related issues in Brazil which are quite challenging for businesses.

Outputs

When we began our journey in 2009 there were 14 women involved. We currently have over 1300 members in JdS.

Back then, most of the law firms in Brazil had no diversity initiatives. Nowadays, many of the big and medium-sized firms have established such programs and are actively debating such topics. JdS has been a driver in this change, especially in São Paulo.

We have also taken the discussion about diversity and inclusion in the legal profession to the academic community in São Paulo, Rio Grande do Sul and Paraná.

In 2014, in recognition of my founding the JdS, I was the only female in-house counsel to receive the “Maria Imaculada Xavier Silveira” Award from the São Paulo State Bar Association. This award is given “to honour women in the legal profession that stood out during the year for their work and commitment to gender equality, devotion, dedication and fight for social justice. Women who live according to the attainment of justice and rights of other women. Women determined to write a cleaner and more efficient page in the history of this country”.

I’ve been named “The Most Admired General Counsel in Brazil” for three years in a row (2015, 2016, and 2017).

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Renata Correia Cubas, Partner at Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados: *JURÍDICO DE SAIAS is definitely the most successful women's initiative in the Brazilian legal market. It impacts not only its own members (in-house counsels) - who share their challenges, opportunities, values, and opinions on career development through this network - but also impacts law firms, students, and other focus groups of the legal community. The group's strength - from sharing their opinions about legal services, their challenges with outside counsels, and their demands for diversity in the legal market - has inspired many other women's initiatives in law firms, has helped firms to increase diversity, and has inspired and empowered upcoming female leaders in law firms. I am personally encouraged by them to create opportunities for women in my firm, and to encourage my partners to do so, as well. I am absolutely certain that their efforts make my work easier, not only through their support of social responsibility initiatives, but also through their demand for diversity in our day-to-day jobs.*

Ana Amelia Abreu, Legal Manager at ThyssenKrupp. Board Member of Women in Law:

The "Juridico de Saias" (Legal in Skirts) group means a lot to me. At first glance you might think that it is only about networking, learning best practices, and finding new opportunities for professional development. But if you look a little deeper you will see that it is about making a real difference in women's lives. This group changed the course of my life, and changed the way I look at other women. I'm a better woman, wife, mother, daughter, sister, manager, and colleague because of the inspiring women I met through "Legal in Skirts", and the personal stories they shared. I can never say "Thank you" enough.

Ana Carolina Tavares Torres, Member of the Board of Women in Law Mentoring program, one of the leaders of the Jurídico de Saias Hub in Porto Alegre (Brazil):

For me "Legal in Skirts" (Jurídico de Saias) is an inexhaustible source of knowledge and sharing of all aspects of an in-house lawyer's life. To be part of the group is to be connected to the movements and updates of the legal market, it's to never be alone, it's to realize that most of the time "the pain of one is the pain of all" (or many). It is knowing that there will always be someone to share my joy, anguish, doubt, or need. To be part of "Legal in Skirts" is also a donation, but with the clear certainty that there will be a return.

Marisa Peres, Senior Manager E&C – Latin America – AVON:

I joined Jurídico de Saias (Legal in Skirts) in early 2009 and since the beginning I have been actively involved in building a strong group that allows exchanging of knowledge, networking, career opportunities, coaching and above all, meeting exceptional women. Jurídico de Saias was fundamental in several moments of my personal and professional life and helped me understand the importance of sorority and how this aided my growth as a human being.

Analucia Rea, Legal Manager at Grupo São Joaquim:

I consider the group Jurídico de Saias (Legal in Skirts) as a friendly place/channel, a place where we feel welcomed and, above all, where we feel heard! We can exercise empathy and sorority, and we can also show our fragility without fear of judgement. We can exchange advice, or business contacts for a job lead, for instance. I really love being a member!

Individual Winner: Raphael Andrade Sousa, Global Geophysical Services - Brazil "Higher for All Legal Project"

Overview:

Brazil is one of the most unequal countries in the world. Brazil was the last Western country to abolish slavery (1888), and only passed its first "Affirmative Action" laws more than a century later (2004), to combat the enduring social legacy of slavery. The Brazilian Constitutional Court has recently upheld these laws (2012), which are intended to promote fundamental rights, such as education, equal protection under the law, and the right of human dignity. 54% of Brazil's population identifies as black or ethnic minority. But until very recently people of colour still represented less than 10% of Brazilian university students. According to more current research, this number has now increased to 34%.

Although the numbers of black and minority students attending university have greatly increased in recent years, these increased numbers have yet to carry over into management positions in private companies and law firms. Minority groups occupy less than 5.3% of business managerial positions. And in the law, minority groups do not even occupy 1% of leadership positions. As a black Legal Counsel & Compliance Officer in Brazil, I have long dreamt of doing something to change this reality.

Faced with these inequalities, I founded "Higher for All Legal Project" in 2016 to advance the hiring, retention, and promotion of diverse lawyers in legal departments and law firms by providing research, best practices, professional development, and training. To this end, we offer law students from poor or under-privileged backgrounds free access to classes through our Facebook and website platform "Comunidade Empodera". Through this platform, we select law students and partner them with private companies and law firms willing to provide them with regular mentoring and coaching in order to foster their confidence, to aid in their personal and professional growth, and to ultimately help them find professional employment.

"Higher for All Legal Project" is entirely self-funded. "Higher for All Legal Project" works with three law firms who support our mission by providing mentors and coaching: Castro Barros Sobral Gomes Advogados (CBSG); Mello & Dias Advogados; and Mesquita Advogados. LawBrain provides the online platform for our classes.

Strength of Business Case:

Global Geophysical Services - Brazil is a strong supporter of diversity in its business. Global has not only given me this opportunity to develop my project, they have also given me the opportunity to change my own life through my career as Legal Counsel and Compliance Officer. Since I have achieved my professional goal - a good company, professional stability, good salary, and a leading position in an international business - I now hope I can assist others in doing the same.

The U.S. Supreme Court stated in a 2003 decision that "the skills needed in today's increasingly global marketplace can only be developed through exposure to widely diverse people, cultures, ideas, and viewpoints." Brazil has great diversity. When we finally recognise and begin to use the untapped potential in this diversity, we can both promote social justice as well as foster Brazil's economic growth and competitiveness in the global economy.

Innovation and Impact:

Brazil has some of the greatest social inequalities in the Western world. As the saying here goes, "The lower the income, the lower the chances of a good education." For that reason, the "Higher for All Legal Project" is committed to advancing the hiring, retention and promotion of diverse lawyers in legal departments and law firms by providing research, best practices, professional development and training.

For this purpose, it is structured as follows: **I) Online classes; II) Mentoring and Coaching and III) Networking.**

I) Online classes - In the online class, law students have the opportunity to learn with the best Brazilian professors about Constitutional, Administrative, and Civil Law (with a focus on Comparative Law with countries such as US and UK) and, more recently, Compliance Act (FCPA and UK Bribery Act).

II) Mentoring and Coaching – Most of the black, LGBT or other minority law students are of low social class in Brazil, living in poor neighbourhoods ('favelas') with conditions almost unimaginable for a large part of the Brazilian population. These young university students have a weekly face-to-face meeting with their mentor. At these times, they learn how to behave in a job interview, receive legal career tips, and get quick trainings on selection processes of specific companies.

III) Networking – Students have the opportunity to network and develop strong relationships with professionals in the field.

Lack of English skills remains a great impediment to professional advancement for many of our members. We are currently seeking a partner to help us incorporate English-language training into our online platform.

Outputs:

The "Higher for All Legal Project" has had a substantial impact on Global's business. I presented my project to Global's HR Manager, Rosana Maciel Leadebal, who greeted it enthusiastically and used it as an impetus to develop Global-Brazil's first ever diversity hiring plan as part of the office's restructuring in 2016. As of 2017, 30% of all employees in our Rio office are black/ethnic minority (compared to a 10% national average), and in our office's HR and IT departments this number reaches nearly 50%. And Global's embrace of diversity hasn't stopped at race: Approximately 10% of the company's employees can openly identify as LGBT. Diversity is not, among us, a barrier to entry or success in the company.

"Higher for All Legal Project" has over 700 student members. Of these, we are actively working with and monitoring 75 students to aid their professional development. So far, we have aided 15 students in finding professional employment.

Evidence - Testimonials:

"I have always thought of diversity as a fundamental element for business and it is true principle of CBSG. Unfortunately, however, it is difficult to find candidates (lawyers and trainees) with the skills and competencies for big law firms. In Brazil, investing in diversity requires more than opening selective processes. Instead, considering the social inequality among these candidates of humble social origin, it is necessary to train them. For example,

many of them do not speak the English language and come from universities with precarious legal education. The "Higher For All Legal Project" selects, trains and connects these young talents from small groups to CBSG, who can then invest in diversity without compromising on the quality of work. It has been very rewarding to invest in diversity at CBSG law firm. Since this partnership between "Higher for All" and CBSG it was possible hire 5 black lawyers from Rio de Janeiro needy communities."

Adriana Nogueira Torres, Senior Lawyer at Castro, Barros, Sobral, Gomes Advogados

"I've worked as HR Manager at Global since 2013. Global Geophysical Services is a multinational company of oil and gas with headquarters Houston, Texas, and branches in Brazil, Argentina, Paraguay, United Arab Emirates, and also in U.K. But, for the first time, this traditional company was introduced to diversity culture with Raphael Sousa and this has completely changed Global's environment. I heard about the "Higher For All Legal Project" for the first time at the end of 2016, when Raphael introduced me his dream - education for living in a world of diversity and empowering other people to go higher. Since that time, Global has decided to invest in diversity in Brazil. In Global's office in Rio de Janeiro, Global opened a couple of opportunity to minority groups, such as LGBT and people of colour. As result, Global can learn with diverse people, cultures, ideas and viewpoints, such as Melina Silva, Financial Analyst and LGBT; or Raquel Rocha, HR trainee and black woman, who has fantastic potential to be the new CEO of a large corporation, such as Rachel O. Maia, CEO at Pandora."

Rosana Maciel Leadebal, Human Resources Manager at Global Geophysical Services – Rio

"Although Brazil is a country with great social diversity, this is still not treated as it should be. Our society is extremely prejudiced and discriminatory and ends up treating social diversity as a social handicap. The minorities are the ones that suffer most from these inequalities, and bear a historical and prejudiced burden. In my life, I have had reflection of this inequality in which we live, but I know that black people suffer all these consequences, especially in professional life. I feel that everywhere I worked and here at Global I was well received and valued for my knowledge and I was able to show my work regardless of my race".

Raquel Rocha da Fonseca, Human Resources trainee at Global Geophysical Services

"I am Melina Assis, Global Geophysical Services's Financial Analyst since January 2017 and, most importantly, I am LGBT. It has been amazing to see the company environment since the project, and especially to see how the "Higher For All Project" has helped in social inclusion and diversity. As we know, Brazil is one of the most unequal countries in the world and, unfortunately, the LGBT community still suffers from persecution and prejudice. But since Global was already investing in diversity - even my hiring was based on that purpose - I was able to better develop my work skills because I did not have to be afraid of judgments or prejudices for being gay. It's great to work in such a diverse environment as Global."

Melina Assis Silva, Financial Analyst at Global Geophysical Services

Individual Winner: Dr. Vivienne Ming, Socos Lab

The Tax on Being Different

Overview:

Named one of 10 Women to Watch in Tech by Inc. Magazine, Dr. Vivienne Ming is a theoretical neuroscientist, entrepreneur, and author. She co-founded Socos, her fourth company, where she combines machine learning, cognitive neuroscience, and economics to maximize life outcomes in education and the workplace. Previously, Vivienne was a visiting scholar at UC Berkeley's Redwood Center for Theoretical Neuroscience, pursuing her research in cognitive neuroprosthetics. In her free time, Vivienne has invented AI systems to help treat her diabetic son, predict manic episodes in bipolar suffers weeks in advance, and reunited orphan refugees with extended family members. She sits on boards of numerous companies and non-profits including StartOut, The Palm Center, Cornerstone Capital, Platypus Institute, Shiftgig, Zoic Capital, and SmartStones. Dr. Ming speaks frequently on her AI-driven research into the future of work, education, inclusion & gender in business, technology & society, and augmented intelligence. For relaxation, she is a wife and mother of two and author of the upcoming "How to Robot-Proof Your Kids" and "The Tax on Being Different".

Strength of Business Case:

Vivienne's work is cross-sector ranging from neurodiversity to workforce management to meta-learning. Vivienne's academic and business acumen and global profile has enabled her to successfully win critical acclaim from both academic and corporate corners from across the world.

Innovation and Impact:

Vivienne's many projects have had a deep impact in global considerations on inclusion in the workplace. Her tax on being different provides a different face on issues of bias and discrimination. The tax is largely implicit. People needn't act maliciously for it to be levied. The most important thing to understand is that we all pay it. We pay this tax collectively in lost potential, lost productivity, and lost lives. Companies and communities that fail to recognise and elicit the full potential of their workforce will not remain competitive. In modern economies, as automation becomes more common, the value of human capital will increasingly come only from self-motivated, adaptable problem-solvers.

This value is lost when we fail to recognise the fair value of others. While there are costs in addressing bias, the medium- and long-term gains represent massive untapped potential in the economy – potential that might even eclipse the tax itself.

Companies and organizations internationally have applied Vivienne's insights on the tax to foster their own D&I initiatives and back their projects with real-numbers that can be appreciated company-wide.

Outputs:

To be equally likely to get a promotion José needs a Master's degree or higher, compared to Joe who has no degree at all. This means that, for similar work, José needs six additional years of education. This is the tax on being different, and for José the tax is \$500,000 to \$1,000,000 over his lifetime.

If that number sounds enormous it should. Although my methodology is only approximate and not a formal experiment it reveals diverse sources of bias that accumulate to huge effect.

High-performing students of colour drop out of school at disturbingly high rates despite reporting feeling entirely capable and qualified. In the context of the tax though, this seeming irrational behaviour takes on a completely new light. José isn't being irrational; he is rationally looking at a world in which he will work twice as hard for less recognition and learn that his hard work will not pay off.

Female software engineers in America typically need a Master's degree to compare equally with males' Bachelor's degrees, which means that women pay a tax of \$100,000 to \$300,000.

In the East Asian tech industry, women often need to have PhDs to be equally competitive for jobs that do not require them. For them the tax can rise to between \$800,000 and \$1,200,000.

The cost for a gay professional in the UK compared to straight competition is \$70,000. While this is quite modest compared to the groups described above, imagine if we randomly selected one out of every 10 boys and deducted \$5,000 a year for 14 years from their family's earnings.

Evidence:

Dr. Vivienne Ming was named #5 on the Financial Times list for top LGBT executive, 2017

Dr. Vivienne Ming was featured as one of the BBC's 100 influential women, 2017

Dr. Vivienne Ming was featured in a profile by Deutsche Welle, 2017

Dr. Vivienne Ming was named #14 on the Financial Times list for top LGBT executive, 2016

Dr. Vivienne Ming was awarded a Berkeley Visionary award, 2015

Dr. Vivienne Ming has given keynote engagements on diversity and inclusion at the following events, to name a few:

- The Economist: Pride & Prejudice Event
- Stony Brook University
- Salesforce Equality Summit
- Fortune Magazine
- Salesforce World Tour Amsterdam

“Employee Engagement: Impactful Mentoring”

by Dee Sekar, Co-Project Lead, The Apollo Project

The Apollo Project focuses on rewarding individuals and organisations who are furthering the advancement of meritocratic workplaces. This year’s individual winners - Gretchen Bellamy and Josie Jardim - have all incorporated mentoring programmes into their winning practices. There is growing evidence that mentoring can be effective in increasing employee engagement and combatting attrition.

With high attrition rates amongst junior to mid-level diverse employees, a wealth of top talent is being lost across all sectors. The CIPD and Hays Resourcing and Talent Planning Survey Report 2017 provides HR professionals and their organisations with benchmarking data on recruitment costs, resourcing and talent management practice, and employee turnover. The report found that the methods most commonly used to address retention (increased learning and development opportunities and improved benefits) are those considered most effective.

Truly inclusive leaders can begin to nurture their diverse talent by providing mentoring not only to increase employee engagement but also to support their learning and development through setting measurable development targets and outcomes. In 2016, the government launched a new national mentoring campaign, led by Christine Hodgson, Chair of Capgemini UK and the Careers & Enterprise Company, to work with business, charities and the public sector to build a new generation of high-quality mentors to help young people gain a positive start to their careers.

By 2025, millennials will make up 75% of the workforce. It is critical that organisations start supporting their future talent from now. Mentoring is a key factor in enhancing employee engagement especially among millennials. The 2016 Deloitte Millennial Survey found that millennials planning to stay with their employer for more than five years are twice as likely to have a mentor (68%) than not (32%).

Mentoring is not only important in the early careers space but also for mid-level managers planning their career progression. The Harvard Business Review’s article, Much Ado About Mentoring, found that executives who have had a mentor appear to be slightly less mobile than their peers; 1 in 5 has had only one employer, compared to 1 in 7 of those who have had no mentor. Just over half of the executives who have had mentors reported they were willing to move, close to half report that they are reluctant or that it is impossible for them to move.

In contrast, nearly 6 in 10 executives who have not had a mentor report that they are willing to move, and less than 4 in 10 are reluctant or think that it is impossible for them to move. Half of the executives who have had a mentor reported very high satisfaction with their career progress, whereas only 4 in 10 of those who have not had a mentor are as satisfied.

The Apollo Project is committed to supporting the retention and promotion of diverse talent and will be launching a cross-sector mentoring programme in 2018 to aid high-performing talent with global mentors and a structured learning and development programme. The InterLaw Diversity Forum will also be launching InterLawConnect, a legal profession focused global mentoring, learning, and development programme for trainees and associates. We look forward to continuing to support diverse talent and businesses in creating meritocratic workplaces for 2018.



Inclusion is one thing
we all have in common.

We are proud to sponsor the Apollo Project and support its global work to create more meritocratic and inclusive workplaces.

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Driving progress
through partnership

One Year On: Lawyers for Empowerment and the Advancement of Diversity (LEAD)

John Mbiti, Credit Suisse

LEAD is a partnership between financial institutions and law firms in which in-house lawyers at financial institutions mentor diverse associates at law firms to help these associates develop business relationships. Partnering financial institutions and corporations include Credit Suisse, The Bank of New York Mellon, Morgan Stanley, Thomson Reuters, AllianceBernstein L.P., Bank of America Merrill Lynch, and Barclays. Partnering law firms include Cadwalader Wickersham & Taft LLP, Cleary Gottlieb Steen & Hamilton LLP, Clifford Chance US LLP, Milbank Tweed Hadley & McCloy LLP, Reed Smith LLP, Sidley Austin LLP, Wilmer Cutler Pickering Hale and Dorr LLP, Shearman & Sterling LLP, and Baker & McKenzie LLP. We are proud to have won an Apollo Project: Architect of Meritocracy Award in 2016. Since then, we have continued our award-winning mentorship program. In addition, we have expanded our mission to focus on the following areas:

1. Constructive engagement with the Public Sector.

Over the last few years, various initiatives have been adopted by the financial services industry focused on conduct and ethics. Some such examples include adoption of codes of conduct at particular institutions while others take the form of industry-wide initiatives such as the FX Code of Conduct.

Due to the diverse number of financial institutions and law firms that are members of LEAD, we recognized that since culture was an issue that affected the industry in general and could have a systemic impact on the markets, it would behoove us to engage in constructive dialogue with financial services regulatory authorities. We accordingly arranged a panel discussion at the offices of Clifford Chance to discuss ways in which the financial services industry could improve culture and ethics. The panel featured Michael Held, General Counsel of the Federal Reserve Bank of New York and Paula Dominick, Chief Compliance Officer for the Americas for Credit Suisse and was moderated by Roger Machlis, General Counsel for Credit Suisse Asset Management.

LEAD has also partnered with the Asset Management Group of the Securities Industry and Financial Markets Association (“SIFMA AMG”) to co-host events with speakers from the public sector. SIFMA AMG is one of the pre-eminent public policy organizations in the US representing asset management firms whose combined global assets under management exceed \$39 trillion.

Past events in 2017 included an event at Allen & Overy featuring a key note speech from US Congressman Hakeem Jeffries, who represents the 8th district in New York and is a member of the House Democratic Leadership as well as an event at Reed Smith featuring a key note speech from US Commodities Futures Trading Commission (“CFTC”) Commissioner Sharon Bowen.

2. Development of sub-practice groups

We have also launched sub-practice groups that could meet to discuss regulatory developments and issues pertinent to a particular legal specialty. The impetus behind this development was that it would not only enable diverse associates to demonstrate their legal expertise to clients and potential clients, but it would also enable in-house counsel at member institutions to exchange ideas with their peers at other institutions on best practices in an era of rapidly changing laws and regulations.

In addition, we hope to explore ways that law firms and financial institutions can better work together in a time when there are increased cost pressures on legal fees but at the same time, increasing complexity of legal services. To that end, we are planning to launch a competition for the most innovative solutions proposed by a mentor/mentee pair or pairs as we recognize that by having constructive dialogue with each other, financial institutions and law firms can come up with collaborative ways to address this issue.

3. Launch of LEAD in the UK

Based on the success LEAD has had in the US, we are working on launching a similar program in the UK. Even though London is a global financial centre and the population is diverse, minorities continue to be underrepresented in the financial services sector and in the legal profession. It is hoped that the launch of LEAD in the UK will enable us to learn from what the InterLaw Diversity Forum and other leading diversity organizations in the UK have been doing and also provide us with further opportunities for greater collaboration.

One Year On: Harwicke Chambers Creating a Culture of Diversity and Inclusivity at the Bar

By Amanda Illing, CEO

General Update

It was a very proud moment as the Chief Executive of Hardwicke to accept, with Brie Stevens-Hoare QC and other colleagues, a 2016 Apollo Project award.

Hardwicke's Diversity and inclusivity initiatives continue to receive support across the whole of the organisation, from Heads of Chambers and the Management Committee to new recruits; from barristers and staff. It remains part of our business plan and strategic objectives, and specific resources are allocated as part of the budget to support the programme.

Winning an Apollo Award helped to give our programme profile in a much wider arena than we normally attract, and business contacts are still picking up on our win, which can only be good for chambers.

However, what is important to us more is the opportunity for us to collaborate with others to try to make the Bar as diverse and inclusive an environment as it can be, and to share our successes to provide ideas on best practice for others to consider following.

Our initiatives include:

Encouraging greater diversity within the legal profession achieved by encouraging those from under-represented socio or ethnic minority backgrounds to consider legal careers and ensuring all recruitment policies and procedures of barristers and staff are conducted openly and fairly to encourage diversity.

Supporting educational establishments and charities by providing students with opportunities and support, as well as the vision and encouragement to make those all-important connections with the Bar at a very early stage in life.

Supporting those less fortunate whether materially or by way of pro bono advice.

Collaboration

We simply could not deliver on our programme of initiatives without working alongside other groups and individuals, including:

FreeBar: This is a cross-chambers initiative to promote LGBT+ diversity not only for the Bar, but also those working within it. Well in to its second year, FreeBar is about to host an event with Stonewall, Global Butterflies, and Travers Smith to share best practice and to provide guidance and support for other chambers.

The indomitable Lesley Wan and her charity Through the Looking Glass runs a week-long programme for under-represented students in the professions across the City. At a recent event a student, Ava, said that whilst she had thought for some time she might like to be a lawyer, our event had confirmed her desire to become one. She was also hugely impressed by a Hardwicke barrister identifying her name as being Farsi and that she was therefore Persian.

We are indebted to the Tower Hamlets Education and Business Partnership for working with us to provide students for our work experience programme. We are also delighted to be part of the Pegasus Access Scheme to provide work experience opportunities. It is through this route that we have appointed a promising lawyer of the future, Joe, to our Temps Panel to provide him with access to build relationships for the future.

We work alongside client firms including Clifford Chance and Allen & Overy in running mock trials for students. We are currently in discussions with a much smaller law firm to help provide guidance and support in order to help them develop their own CSR programme. We see this sort of involvement as providing value added to our client relationships.

We support and work alongside Alex Aldridge and his team at Legal Cheek, the UK's leading news source for junior lawyers and law students. Barrister Colm Nugent helped to present at their awards; Brie Stevens-Hoare QC and Cameron Stocks have contributed to articles about LGBT+ issues at the bar; Charlie Bagot has been involved in reaching out for younger judges; and PJ Kirby QC and his 'hipster pop up restaurant' in aid of the Billable Hour appeal has also featured. Our junior members have also taken part in an open thread session aimed at those thinking of a career in the law.

We have worked alongside many women's groups this year to promote and support women working at and with the Bar. We were proud to support: The Inner & Middle Temple Women's Networking event, numerous MIPIM lady's events, and taking membership of groups such as Women in Property, and Women in Construction.

As a new initiative for this year we are working alongside student debating groups to provide support for spotting the great lawyers of the future. We are pleased to be involved in the Inner Temple Debating Society and also with the LSE next year on moots and other access events.

Participating in the OU Law Faculty's Career Day (this is the fourth year of our involvement).

Providing Judges for the LSE-Featherstone LGBT Mooting Competition (it started 2 years ago and we have been involved since the start).

Recruitment and retention – maintaining our culture of diversity and inclusivity

We are delighted that in the last year we have been able to promote from within some of our talented staff who joined us through our open recruitment processes (and one staff member who joined us through the Stonewall jobs portal) into positions of more responsibility.

In a recent advert, we specifically targeted women coming back to work to combine work with caring responsibilities. We were pleased to appoint two women to work part time; one returning mother and one from an under-represented ethnic background. Neither have previous chambers experience but with the guidance and support that our culture promotes we are confident that their talents and previous experience will be good for business.

The Future

I believe that if the heart of Hardwicke is right, then business success can only follow. The Apollo Project award was the start of what was to be an extraordinary year for Hardwicke, winning awards and accolades across all of our sectors of work for individuals and for chambers as a whole.

And business success by way of increased revenue at the end of our financial year led to a decision to award a payment to staff and members alike of the same amount in order to signify that we were ‘all in it together’. It is this sort of culture of inclusivity, and recognition of the strength of our diversity, that makes Hardwicke’s future look very bright.

One Year On: Legal Social Mobility Partnership

by Barry Matthews, ITV

The LSMP is dedicated to broadening access to the solicitor profession by delivering work insight and skills training and ongoing alumni support to secondary state school students who will be the first generation in their immediate family to attend university and/or come from low income backgrounds.

The LSMP starts with a week of intensive skills training coupled with work insights. In this week, students visit four different blue chip companies (including, amongst others, Microsoft, Manchester City, Viacom, Amazon, BT, Aviva, Barclays, and Adidas), with a final day spent with a professional sports team (including Harlequins, Leeds Rhinos, Wasps, and Manchester United) learning about the psychology of resilience and goal achievement models.

LSMP then provides a full-service alumni offering, the cornerstone of which is the offer of virtual coaching in perpetuity through its unique partnership with Aspiring Solicitors. As part of this offering, LSMP alumni can draw on the experience of solicitors in the AS Professional Ambassador Network for advice on the composition of their CVs/Personal Statements, completion of application forms, and preparation for university and job interviews.

Since winning an Apollo award, new 'clusters' have been launched in Bristol, Brighton and Reading in 2017. As a consequence, the programme has grown by a third, and has provided over 300 student places as compared to 212 last year. Over 70 organisations are now involved.

New partners in 2017 include:

Bristol - Yeo Valley, EE, Nationwide, Bristol Sport, TLT, Osborne Clarke, Burgess Salmon;

Brighton - American Express, Southern Water, Virgin Atlantic, Brighton Hove Albion FC, Mayo Wynne Baxter, Dentons;

Reading - Verizon, Veritas, O2, Boyes Turner, Field Seymour Parkes.

"Intersectionality in Diversity and Inclusion"

By Sandra Yamate, CEO

Institute for Inclusion in the Legal Profession

Intersectionality isn't a new concept. But it is one that too often has been overlooked in the legal profession's diversity efforts. Historically, ours is a profession that has addressed issues of gender, race and ethnicity, sexual orientation/gender identity, disability status, etc. as if each operated in isolation. Moreover, throughout the legal profession, people who identified themselves as diverse in more than one dimension found themselves having to choose which, among the diversity characteristics with which they identified, they chose to emphasize. A Latina lawyer, for example, had to choose whether to prioritize her ethnicity or her gender. A gay Asian lawyer had to decide whether to emphasize his sexual orientation or his race. There were few opportunities to choose all of one's diversity characteristics, or to choose not to choose. Intersectional diversity was an afterthought, if it was considered at all.

Sometimes the legal profession has tried to combine a variety of diversity types into single, unified diversity committees. But invariably, these committees would devolve into sub-groups focused on the traditional, single dimension diversity identities, or address their mission in a rotation of diversity types. There's nothing overtly wrong with that. Yet it illustrates a degree of discomfort or confusion about how to effectively include intersectionality into our profession's diversity and inclusion efforts.

One reason for this is that although many of the issues with which each of these types of diversity must deal might resemble each other, we are not always cognizant that despite the outward appearance of similarity, they are rooted in different biases, prejudices, and stereotypes. For women lawyers, it has long been a question of proving their commitment to large law firm practice, the presumption being that their loyalties, and thus their time and energy, would be divided between career and family. For minority lawyers, it has been a question of demonstrating competence¹ and proving that they have the intellect, discipline, cultural competency, temperament, and personality, among other traits, to handle the sorts of legal work typically handled by large law firm partners. For openly LGBT lawyers it has been a matter of disproving biases about their morality and suitability for the noble profession of the law. And for our colleagues with disabilities it has been a question of proving that they have the physical or mental ability to practice law successfully.

But the failure to more organically and comprehensively integrate intersectionality into the legal profession's diversity and inclusion efforts has proved frustrating for diverse lawyers, particularly those who are women of color or LGBT people of color or part of the Millennial generation.

1 We credit Anna L. Brown, Director of Diversity & Inclusion, Baker & McKenzie, for identifying the contrasting pressures placed upon women lawyers – commitment – versus racial/ethnic minorities – competence.

Some organizations have attempted to address an increasingly obvious need for greater intersectionality in their diversity and inclusion efforts by forming smaller, sub-affinity groups. Thus, you may find a Latina group organized within a larger Hispanic group or, within an Asian organization you may find groups of Asian women or LGBT members. But the effectiveness of these sub-groups to satisfy the needs and interests of intersectional members is questionable. We have seen a Black Women Lawyers group form because its founding members were not satisfied with being a sub-group within a larger Black lawyers' organization. We have seen Asian LGBT lawyers form a separate group to address their needs and interests outside of a broader Asian lawyers group. And we have seen an organization of younger women law students and lawyers coalesce when more established groups of women lawyers failed to satisfy generational diversity and inclusion needs. Intersectionality is a reality and organizations that wish to remain relevant will need to find ways to integrate it into their structures in such a way that it is not an afterthought or an exception to the rule.

Within our organization, the Institute for Inclusion in the Legal Profession ("IILP"), we have gone so far as to describe ourselves as addressing all types of diversity and including all types of people and practices. It's the broadest of focuses; it embraces intersectionality unequivocally. And it enables us to offer an unprecedented platform to advance diversity and inclusion within the legal profession. In doing so, we hope to demonstrate that despite the challenges that intersectionality brings, it is possible to make it integral to an organization.

Intersectionality isn't easy, but it is the future. Ultimately, organizational sustainability and growth will require leadership to change, or even discard, traditional diversity and inclusion efforts and substitute those with strategies to effectively integrate diversity, inclusion, AND intersectionality into its focus, culture, and leadership. It's a multi-dimensional approach for a multi-dimensional profession.

Apollo Project: Architects of Meritocracy Alumni

2014

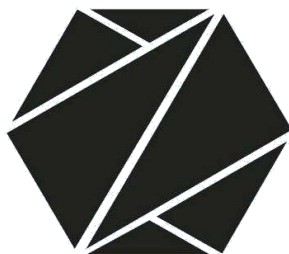
Baker & McKenzie
Norton Rose Fulbright
Eversheds
Lloyds Banking Group
Genesis Housing Association
Environment Agency
National Grid
CMS
InterLaw Diversity Forum

2015

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

2016

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



INTERLAW

DIVERSITY FORUM

The **InterLaw Diversity Forum** was established in 2008 by founder & chair Daniel Winterfeldt, originally as an inter-organisational forum for all personnel in the legal sector (for both lawyers, including private practice and in-house counsel, as well as non-lawyers). Its overall objective was to encourage LGBT+ diversity and inclusion in the legal sector.

Since its founding the InterLaw Diversity Forum has expanded its scope beyond LGBT+ to encompass all strands of diversity and inclusion (including social mobility), with a particular focus on cultural change in the workplace and 'multiple identities'/ intersectionality.

The InterLaw Diversity Forum was created in response to a need for an organisation to address LGBT+ issues in the London legal sector. Until 2008 no London law firm had entered the Stonewall Work Equality Index's ("WEI") Top 100 Employers for LGB Employees, which placed the legal sector far behind its City peers. The WEI is the definitive national benchmarking exercise showcasing Britain's top employers for lesbian, gay, bisexual and transgender staff. In addition, top clients of City law firms had asked the London legal community to address LGBT+ issues and to create an environment where employees could reach their full potential irrespective of sexual orientation.

Since the launch of the InterLaw Diversity Forum, the legal sector's performance in Stonewall's WEI has dramatically improved: In 2007 there were no law firms represented in the Top 100 Employers, and the legal sector ranked second from the bottom; In 2017 there were 14 law firms recognized in the Top 100 Employers, and the legal sector was the top-ranking sector overall. Stonewall has stated: "A major part of the movement forward for the [legal] sector has been the InterLaw Diversity Forum. It helped provide a sector-specific focus." Our successful track record has encouraged us to expand beyond LGBT+ and to advance equality in the legal profession as a whole.

- The InterLaw Diversity Forum holds monthly panel-discussion meetings for both its **LGBT** and **BAME (Race and Ethnicity) Networks**.
- Its **Disability Network** is launching in December 2017.
- **The Apollo Project**, launched in 2014, holds an annual competition seeking out evidence-based examples of best practice for inclusive workplace cultures from across all sectors, and provides these as a free resource that other organisations can adapt to their specific needs. The Financial Times publishes an annual Global Special Report highlighting the Apollo Project.
- **Purple Reign** is a photographic project which features LGBT+ and ally role models and focuses on intersectionality. Purple Reign Phase II is now underway.
- Its 2012 report, *Career Progression in the Legal Sector*, is now being updated for 2017 with new research data.
- Its annual charity fundraiser, the **Winter Carnival**, has to date raised over £400,000 for the Albert Kennedy Trust and Switchboard LGBT+ Helpline.
- **InterLawConnect**, its new mentoring programme, is launching in November.

The InterLaw Diversity Forum currently has more than 3,000 members and supporters from over 70 law firms and 45 corporates and financial institutions.

The InterLaw Diversity Forum is run by:

Daniel Winterfeldt, Founder and Chair, InterLaw Diversity Forum

Partner, US Securities & Global Capital Markets and Senior Diversity Consultant, Reed Smith
Diversity & Inclusion Consultant, CMS

Dee Sekar, Deputy Chair and Senior Diversity & Inclusion Specialist, InterLaw Diversity Forum



INTERLAW

DIVERSITY FORUM

Creating inclusive
workplaces for everyone



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FOR BAME NETWORKS



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