



UK MODEL DIVERSITY SURVEY



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InterLaw Diversity Forum

The InterLaw Diversity Forum works to foster inclusion for all diverse talent working in the legal sector, and to promote meritocracy in every sector by working to 'level the playing field' in order to create environments where the best talent can succeed. The InterLaw Diversity Forum currently has more than 8,500 members and supporters from over 300 law firms and chambers, and over 500 corporates and financial institutions.

The InterLaw Diversity Forum was established in 2008 by founder & chair Daniel Winterfeldt QC (Hon), originally as an inter-organisational forum for all LGBT+ personnel 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 Race & Ethnicity, Disability, Gender, and social mobility, with a particular focus on intersectionality, allyship, and cultural change in the workplace.

Events and membership are free and open to anyone working in the legal sector, both lawyers (including private practice and in-house counsel), as well as non-lawyers and business services staff.

The InterLaw Diversity forum is a not-for-profit organisation.

www.interlawdiversityforum.org



InterLaw's work can be broken down into four key pillars supporting:

- (1) diverse and disadvantaged individuals in the profession (through network meetings; InterLawConnect Mentoring; Purple Reign intersectional role model project; Student Lab Summit and Student Lab Summer Internship; individual advice and support);
- (2) law firms, chambers and legal employers (through law firm management/general counsel consultations & training; training and consultation with HR/D&I professionals; Apollo Leadership Institute to encourage collaboration between clients and law firms around D&I and culture);
- (3) government and regulatory bodies (collaboration with the SRA on diversity monitoring, research into the profession); and
- (4) the wider community (fundraising and awareness raising for charities and other not-for-profits).

The InterLaw Diversity Forum has been widely recognised for its work:

In 2020, our founder & chair, Daniel Winterfeldt, was named an MBE for “Services to Capital Markets, to Equality and to Diversity in the Legal Profession”

In 2020 Daniel was appointed as Queen's Counsel Honoris Causa (Honorary QC) for both his contributions to capital markets in England & Wales and his contributions to diversity, inclusion, and culture in the legal sector

InterLaw Diversity Forum was shortlisted for “Excellence in Diversity & Inclusion” at the Law Society Excellence Awards (October 2019)

Daniel Winterfeldt – Winner, “Diversity Champion (Law Firm)” – 2019 UK Diversity Legal Awards (Black Solicitors Network) (2019)



Our Race & Ethnicity (BAME) Network was awarded “Outstanding BAME Employee Network of the Year” at the UK Diversity Legal Awards (Black Solicitors Network) (2017)

InterLaw Diversity Forum was “Highly Commended” in the category “Innovation in Human Resources” for our Apollo Project and Purple Reign exhibition at the FT Innovative Lawyers Awards (2016)

InterLaw Diversity Forum was shortlisted for our Purple Reign project at the Law Society Excellence Awards (2014)

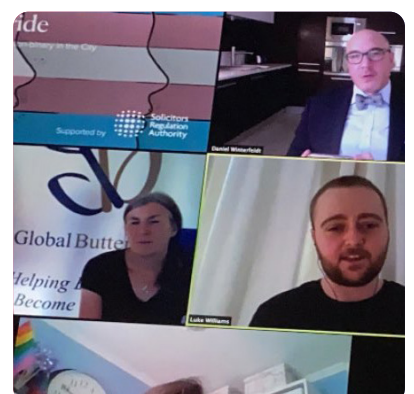
InterLaw Diversity Forum was shortlisted for “Excellence in Equality and Diversity” and “Excellence in Community Service” at the Law Society Excellence Awards (2010)

InterLaw Diversity Forum was shortlisted for “Excellence in Equality and Diversity” at the Law Society Excellence Awards (2009)

InterLaw Diversity Forum was “Highly Commended” for “CSR Programme of the Year” at the Legal Business Awards (2009)

InterLaw Diversity Forum was “Standout Winner” for “Diversity” at the FT Innovative Lawyers Awards (2008)

InterLaw Diversity Forum was “Highly Commended” for “Diversity and Inclusion” at the Law Society Excellence Awards (2008)





Apollo Leadership
Institute

The Apollo Leadership Institute

The Apollo Leadership Institute, an initiative of the InterLaw Diversity Forum, was founded in February 2018 as a global hub for General Counsel and senior in-house lawyers from all sectors, and focuses on inclusive leadership and culture, diversity and inclusion, and the creation of meritocratic workplaces.

The Apollo Leadership Institute grew organically from our past initiatives and activities:

- **Research.** Our 2012 research report, *Career Progression in the UK Legal Sector*, surveyed nearly 2,000 members of the UK legal sector from all strands of diversity (LGBT+, race & ethnicity, gender, and disability) and social mobility. This report found that straight, white, elite-educated males fare best in the profession, while diverse groups fare significantly worse, with even worse outcomes for those who are intersectional (i.e. who 'tick multiple boxes'). This research showed that these different diverse groups in the legal sector had very similar experiences to one another with regards to career progression and faced similar career obstacles (which first motivated InterLaw to expand its purview beyond LGBT+). The research also showed that 'Diversity 101' was not working. Standard D&I interventions were not producing the hoped-for progress, however well-intentioned. For example, UK law firms have been recruiting women at 50% levels for over 20 years, but equity partnership levels for women are still at approximately 12-14% on average and haven't shifted significantly in a decade. NB The Career Progression Report is being updated for publication in early 2021 with new data sets from 2017 and 2020.
- **The Apollo Project.** Recognising that most D&I initiatives were failing to produce real change, the Apollo Project ran for four years (2014-2017) and aimed to identify effective D&I interven-



tions with demonstrable outputs.

- The Apollo Leadership Institute was also inspired by Daniel Winterfeldt's regular meetings over many years with GCs and senior in-house counsel in the UK, US, and across the globe to discuss diversity, inclusion and culture, and the Apollo Project. Daniel felt there was need for a shared forum to bring together GCs and senior in-house counsel to discuss these topics, share best practice and encourage collaboration with law firms and legal service providers.

Leadership in the legal sector do agree that there is a strong case for organisational change and better culture in the sector because it results in (i) better talent management, (ii) increased efficiency, (iii) better delivery of service to clients, and (iv) better reflection of clients and wider society. There have been numerous GC letters widely circulated, showing that the real desire for change exists.

We aim to support these efforts by providing specific tools and guidance to help clients achieve these goals and to provide support to their collaboration with law firms and legal service providers.

The Apollo Leadership Institutes takes a three-pronged approach to driving change:

1) Law firm panel management

- We will be producing a toolkit to assist in-house counsel with managing law firms for better outcomes around diversity, inclusion and culture. This toolkit will be based on our 2019-20 seminar series around law firm panel management with **Walmart**, the **American Bar Association**, **National Grid**, **Barclays**, **Google**, **Microsoft**, and **VF Corporation**.
- We will be adapting the **American Bar Association's Model Diversity Survey** for use in the UK, which will help take a major step forward. *This is described in more detail below.*

2) Talent and Culture – Sharing best practice

We share tools from best practice and innovation from the legal sector and beyond to unlock change.

3) Supporting Leadership

We are creating a learning and development programme with the Institute's faculty to support the members of the Institute.



The Apollo Leadership Institute is co-led by:

Gretchen C. Bellamy

Senior Director – International Diversity, Equity & Inclusion, McDonald's; Special Advisor to the American Bar Association's Commission on Racial & Ethnic Diversity in the Profession

Dr. Catherine McGregor

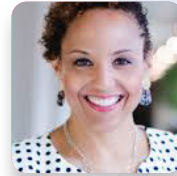
Author, Management Consultant, Diversity & Inclusion Expert

Dr. Lisa Webley

Head of Birmingham Law School
Professor of Law and Empirical Studies

Daniel Winterfeldt QC (Hon)

Founder & Chair, InterLaw Diversity Forum
General Counsel – EMEA and Asia, Jefferies



Apollo Leadership Institute: Senior Advisory Board

Our Senior Advisory Board, a body of leading general counsel, senior in-house lawyers, and global D&I experts, advises the co-leads of the Apollo Leadership Institute on all aspects of our work, including prioritisation and implementation of projects (as well as accompanying timetables, etc.), to ensure that we are meeting our own goals as well as the needs of general counsel and senior in-house lawyers around diversity, inclusion, and culture.

Edward Bibko, General Counsel, Kobre & Kim

Sarah Blomfield, General Counsel EMEA, Evercore

Rob Booth, General Counsel & Company Secretary, The Crown Estate

Alan Bryan, Senior Associate General Counsel, Walmart



Alyson Clark, General Counsel, GE Renewable Energy

Ingrid Cope, Legal Counsel Western Europe, Coca Cola

David Jackson, General Counsel, Barclays Europe

Ruchi Kaushal, General Counsel, Cable & Wireless
Communications

Fleur Knowsley, Acting General Counsel, Google Fiber (US)

Nicola Lancaster, Senior Legal Counsel, Shell

Barry Matthews, SVP General Counsel (EMEA and UK), Meggitt;
Founder, Social Mobility Business Partnership; Member Board
of Directors, Solicitors Regulation Authority

Sheldon Mills, Director of Competition, Financial Conduct
Authority (FCA)

Banke Odunaike, Head of EMEA Legal, CBRE Advisory

Ike Osaki, General Counsel EMEA, Bank of America

Monica Risam, General Counsel, Lombard International Group

Emma Slatter, General Counsel, Visa Europe

Emily Smith-Reid, Deputy General Counsel, HSBC

Dame Fiona Woolf DBE, Former Lord Mayor of the City of
London; Former President of the Law Society



ABA

Model Diversity Survey (US)

The **American Bar Association (“ABA”) Model Diversity Survey** has been in use in the US for four years, and currently has **117 corporate signatories** with **400 law firm users**.

During her ABA presidency in 2015 – 2016, Paulette Brown created the Diversity & Inclusion 360 Commission. Four working groups were created to assess diversity and inclusion in the legal profession and create action plans to achieve the ABA’s Goal III. The four working groups were: Economic Case, Diversity & Inclusion, Pipeline, and Implicit Bias. The Economic Case working group explored ways to increase economic opportunities for diverse attorneys and drafted **ABA Resolution 113**.

Resolution 113 was passed in August 2016. It urges **legal service providers** to expand and create opportunities for diverse attorneys; and urges the **buyers of legal services** to direct a greater percentage of legal spend towards diverse attorneys. In the report supporting the Resolution, the following goals were stated:

- Increase diversity at all levels within the legal profession which will make the legal field a more appealing profession for diverse individuals;
- Increase in the number of diverse attorneys and remediate the issues of implicit bias in the legal profession; and
- Encourage corporate clients to use a Model Diversity Survey in procuring and evaluating legal service providers.

The Model Diversity Survey is the primary tool to implement Resolution 113.

The InterLaw Diversity Forum’s **Apollo Leadership Institute** identified a need to develop a similar project in the UK given similar challenges around diversity and inclusion, as well as in recognition of the benefits of the ABA’s programme. We spent time in 2019 conducting one-on-one conversations with general counsel and law firms with unanimous feedback in support of the initiative from both quarters.



InterLaw Diversity Forum UK Model Diversity Survey

In 2019 the InterLaw Diversity Forum, supported by the SRA, signed an exclusive MOU with the American Bar Association (“ABA”) to adapt the ABA’s Model Diversity Survey for use in the UK. In 2020 we solidified this arrangement with the ABA by signing a further exclusive “Collaboration Agreement”. The working title for our UK adaptation is the **“InterLaw Diversity Forum UK Model Diversity Survey”**.

The UK Model Diversity Survey (“UK MDS”) is a **supplier diversity questionnaire** which corporate and financial institution signatories (“client signatories”) require all their panel firms/legal service providers to fill out. The purpose of the survey is to serve as the standard for law firms’ reporting of their diversity metrics. The benefits the survey has are data uniformity, time efficiency, and trending year over year in aggregate and for individual firms.

The survey is more sophisticated than what most clients are currently asking from their firms. In-house attorneys and their teams frequently don’t understand or have visibility over the internal workings of law firms so don’t know the right questions to ask. The Model Diversity Survey asks the right questions.

The Model Diversity Survey can help clients shape their decisions about allocation of legal work to law firms/legal suppliers by creating greater transparency around diversity and inclusion in law firms. **Microsoft** has developed an **online dashboard** to be used by the clients to make the data collected by the Model Diversity Survey truly accessible and useable. So instead of reams of tabular data sitting with procurement only, GCs and their teams can now easily dig in to compare their panel firms, including comparing their stats over time, if they wish to consider performance around D&I when handing out work.



The Model Diversity Survey will also assist law firms in providing uniform, thorough, and accurate information to their corporate and financial institution clients. Further, it will streamline D&I data collection for law firms by allowing firms to provide a single, uniform set of data to multiple clients. Firms are currently asked for a different set of diversity data, cut a different way, from every client who collects it.

About the Microsoft Dashboard

Microsoft has developed an online dashboard to make the data collected by the UK MDS more accessible and useable. This intuitive platform enables the client signatories to drill deep into the data and to draw out information and insights which might not be possible when viewing such large amounts of data in a tabular format. Clients will be able to make like-for-like comparisons between their panel law firms/legal service providers, as well as to compare data over time and measure their panel firms' progress.

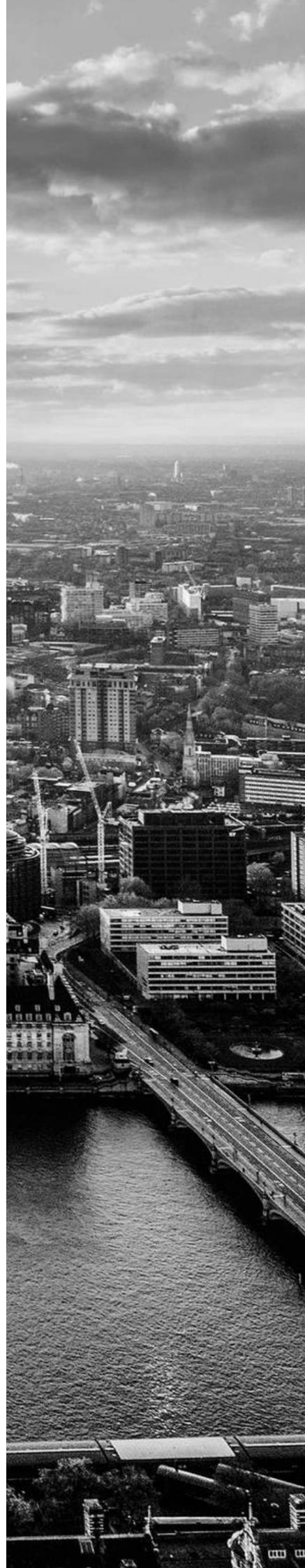
Current Status of the Project

We have assembled a working group of general counsel, senior in-house lawyers, D&I experts, and law firm representatives to advise us on the project.

We have adapted the US version of the Model Diversity Survey into a UK version with input from the SRA and the working group.

We are also working with the same suppliers as the ABA to develop the infrastructure and systems to launch the UK version.

Our aim is to launch the project for end of Q1 2021 and we are currently on track for this date.



The Scotland-Woolf Rule

As an additional “bolt on” to the UK Model Diversity Survey, the InterLaw Diversity Forum’s Apollo Leadership Institute is adapting the “Rooney Rule” from the United States for the UK legal sector as the **Scotland-Woolf Rule**.

The Scotland-Woolf Rule is named after two pioneering diverse leaders in the UK legal profession:

Baroness Patricia Scotland is the first black female Secretary General of the Commonwealth and the first black woman to serve as attorney general for England and Wales.

Dame Fiona Woolf is a renowned energy lawyer, a former Lord Mayor of the City of London, and a former President of the Law Society of England & Wales.

Both women are trailblazers in the UK legal profession, long time advocates of inclusion and diversity in the legal profession, Patrons of the InterLaw Diversity Forum, and firm supporters of this initiative.



The Scotland-Woolf Rule is an **outcomes-focused** certification which seeks to increase diverse and socially mobile candidate pools for key leadership positions in law firms. Year-on-year the rule will consider law firm participants' success rate in engaging with and hiring these diverse candidates into leadership positions. We will grant additional, enhanced certification for those firms who are able to increase diversity in key leadership roles. Firms who are able to demonstrate that diverse candidates are being **both considered and short-listed**, but who are not able to show definitive progress, will only be eligible for standard accreditation via the rule.

The InterLaw Diversity Forum is uniquely placed for this work, given we have a 360-degree view of inclusion and diversity in the UK legal profession and a longstanding, proven track record in this space.

From our work with senior in-house leaders in the **Apollo Leadership Institute** to our work with the next generation of diverse talent through our **Student Lab Summit** and **Student Lab Summer Internship**, we are committed to creating connections and opportunities and supporting diverse talent throughout their professional journey as lawyers.



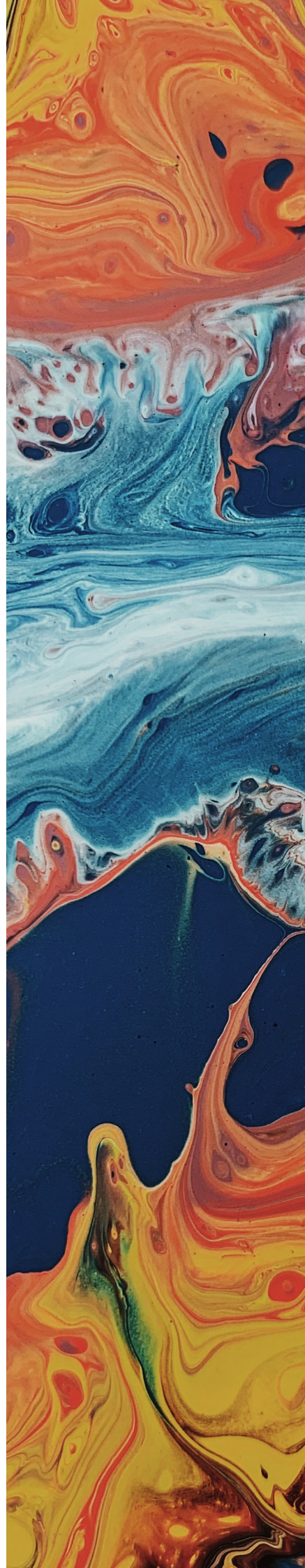
InterLaw Diversity Forum Diverse-Owned Legal Suppliers (**IDOLS**)

The InterLaw Diversity Forum will offer innovative bolt-ons and additions to the UK MDS to support driving improvements in diversity and inclusion and social mobility across the profession.

The UK MDS can be used by client signatories to evaluate their current legal service providers around their hiring, retention, and promotion of diverse and socially mobile talent; as well to evaluate potential legal service suppliers during the procurement process. **Diversifying your supply chain by purchasing legal services from diverse-owned boutiques or newly established firms, however, remains a difficult challenge.**

Our research has shown that diverse and socially mobile talent in the legal sector face structural inequalities. These barriers are greatest at law firms. As a result, many highly skilled diverse and socially mobile practitioners either move to in-house roles or launch their own law firms or legal supply companies.

The **InterLaw Diversity Forum's Diverse-Owned Legal Suppliers (IDOLS)** initiative is an innovative bolt-on which aims to encourage *both client signatories and law firm participants* to work with diverse-owned legal suppliers.

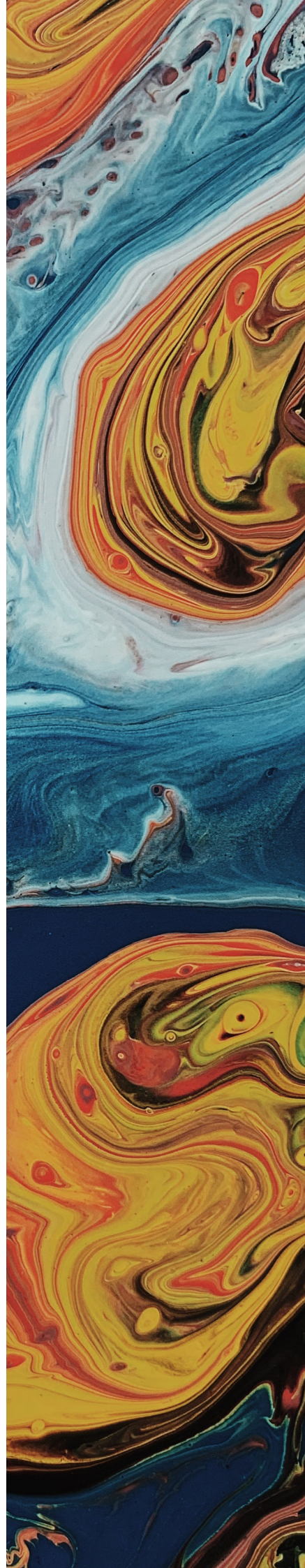


Although there are other diverse supplier initiatives in the United Kingdom, these have gained less traction across legal services when compared with the United States. With the collaboration and support of the US-based **NAMWOLF (National Association of Minority and Women Owned Law Firms)**, we have based the IDOLS initiative on NAMWOLF's highly successful model. **IDOLS** is designed specifically for the legal profession and works hand in hand with the UK MDS to make diverse purchasing easier and more transparent.

Our model differs slightly from the NAMWOLF model in that we will extend beyond legal services suppliers and also include legal tech and consultants who provide other services to the legal sector (e.g. training, communications, etc.).

This expanded scope will also enable medium and large law firms who are participants in the UK MDS to improve their own supplier diversity chain as part of the programme.

IDOLS will both certify the ownership of these legal suppliers, as well as vet the quality of their services. This is another important way to drive greater diversity in your organisations own supply chain. A directory of these certified suppliers will be publicly available at no cost.



Business Case: Corporates and Financial Institutions ("Clients Signatories")

The InterLaw Diversity Forum's **UK Model Diversity Survey ("UK MDS")** provides a seamless D&I and social mobility supplier diversity survey for you, the **client signatory**, to manage your panel law firms and legal service providers ("**participants**") for better outcomes in this space.

Low Cost, Efficient, and Proven Track Record.

Adapted from the American Bar Association's ("ABA") Model Diversity Survey, which is now in its fourth year, the UK MDS provides a proven standard for law firms' reporting of their diversity metrics to you, their client. The benefits the UK MDS include data uniformity, time efficiency, and trending year over year both in aggregate and for individual firms.

The robustness and validity of the survey means that it can be used to provide a standard set of data on diversity and inclusion from all of your law firms in the United Kingdom. It saves time and is efficient for your panel law firms as well: data does not have to be recalculated, reclassified and repackaged by law firm participants in many different ways for different client requests



By signing up now as a foundation signatory, your annual cost will be frozen at the discounted rate of £1,000 for the first three years. (This is reduced from our initial rate £1500.)

You decide which law firms participate from your panel and/or legal service providers.

You provide a list of your key existing law firms that you would like us to invite on your behalf to participate in the UK MDS. Law firms are charged a modest, flat-rate annual fee to participate based upon firm size.

Sourcing potential new legal service providers.

The MDS database and user interface also allow you to research other legal service suppliers' diversity metrics outside of your panel. This allows you to find new legal service suppliers who are aligned with your organisation's diversity and inclusion goals.

End-to-End Platform with Reports for Signatories from Microsoft User Interface.

The system is an end-to-end platform which includes a user interface for you, the client signatory. This user interface is designed by Microsoft specifically for the UK MDS and allows you to create reports across key data sets. This allows you to compare your panel firms' diversity and inclusion data to each other; to track individual firms' progress on these key metrics year-on-year; and to utilise the reports to assist in allocation of legal work. (NB: You will not have access to the raw data which law firms provide, but only reports generated by the user interface shown in percentages.)

Ongoing UK MDS System Support for Client Signatories

The InterLaw Diversity Forum's dedicated team will provide you, the client signatories, with ongoing technical support, guidance on specific D&I and social mobility questions, and on using the system and generating reports.



Collaboration with Law Firms:

You can't change what you can't measure.

Signing on to the UK MDS will allow you to more meaningfully partner with your law firms on diversity & inclusion and social mobility. It will create a benchmark for you to build from and assist you in directing your relationship discussions. Client signatories will be able to use the UK MDS to identify areas of strength and areas of weakness, on an individual firm basis as well as trends across your legal service providers; and then take a data-driven, targeted approach to addressing them.

Ongoing Programming and Guidance for the UK MDS

The InterLaw Diversity Forum will have additional sustained, dedicated programming to support both client signatories and law firm participants in driving better practice. This will support better outcomes for the UK MDS, which in turn supports the goals of the UK MDS. For example, we will be publishing best practice guides, including a “**Best Practice on Monitoring**” which will be provided to all law firm participants upon launch to help them provide better and more robust data to you.

Innovative Bolt-Ons to the UK MDS.

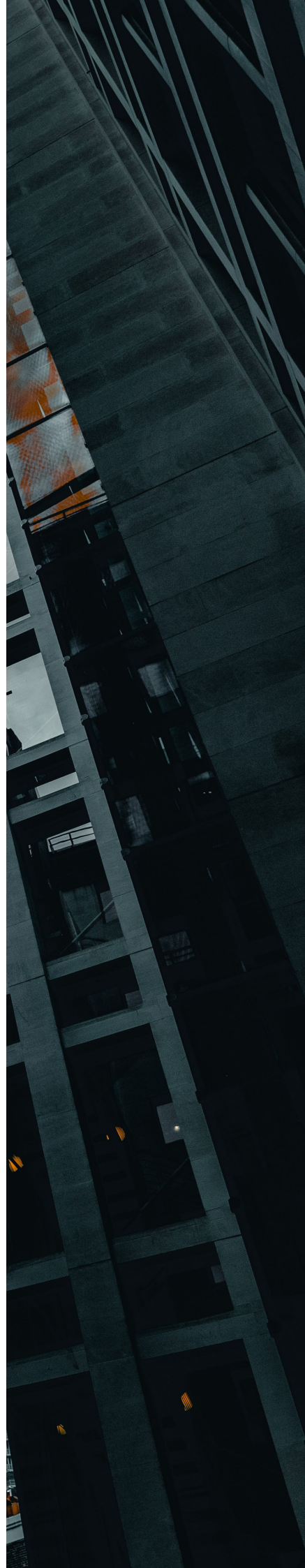
The InterLaw Diversity Forum will offer innovative bolt-ons and additions to the UK MDS to support driving improvements in diversity and inclusion and social mobility across the profession.

Scotland-Woolf Rule.

The Scotland-Woolf Rule will be introduced alongside the launch of the UK MDS. This will be an **outcomes-focused**, ‘Rooney Rule’-inspired certification, tailored for the UK legal market. It will support UK MDS law firm participants in diverse hiring and promotion, particularly at the senior level where the sector is most challenged. This will be available at a modest, flat rate additional fee for law firm participants in the UK MDS.

InterLaw Diversity Forum Diverse-Owned Legal Suppliers (IDOLS) Initiative.

The Diverse-owned Legal Supplier initiative is an innovative bolt-on which aims to encourage both client signatories and law firm participants to work with diverse-owned legal



suppliers. We will both certify both the ownership of these suppliers, as well as vet the quality of their services. This is another important way to drive greater diversity in your own supply chain, and it will enable law firms to do the same with their supply chains, as well. A directory of these certified suppliers will be available at no cost to all client signatories and law firm participants.

Annual Report on State of the UK Legal Profession for D&I and Social Mobility.

The InterLaw Diversity Forum will take the collective data sets (commencing in 2022 after the second full year of the UK MDS) and create annual reports comparing data year-on-year for the whole legal sector to provide the most comprehensive data around D&I and social mobility ever collected in the UK legal profession. This data collection will go further than data currently collected by the SRA. The reporting will be overseen by Daniel Winterfeldt alongside academics who are statistical and D&I experts, Dr Lisa Webley and Dr Richard Harvey.

Supporting the Wider Work of the Apollo Leadership Institute

By signing on to the UK MDS, you will be supporting the wider work of the Apollo Leadership Institute. The work of the Apollo Leadership Institute is provided free of charge to in-house legal teams. In 2021 we will be creating an ongoing series of toolkits on best practices in diversity, inclusion, and culture for in-house legal departments. The first of these will be a D&I and social mobility checklist for relationship meetings with law firms. Other programming includes our Apollo Leadership Institute Speaker Series, our ongoing series on innovation in panel firm management, and our upcoming Apollo Leadership Institute Summit.

Supporting the Wider Work of the InterLaw Diversity Forum.

The InterLaw Diversity Forum is a not-for-profit and your participation in the UK MDS helps support the wide range of work the InterLaw Diversity Forum does, including across its networks, student initiatives, research, etc. to ensure that diverse and socially mobile talent, employee resource groups, and employers are supported in the legal profession. The InterLaw Diversity Forum also supports the wider community and has raised more than £500,000 for a range of charities over the past decade. For more information on the work of the InterLaw Diversity Forum please see our [website](#) and our [2020 Annual Report](#).

