30% Club

GROWTH THROUGH DIVERSITY

30% Club Professional Services Firms' Initiative

The Needle Starts to Shift

Case Studies:

Change Efforts Since 2013

@30percentclub

www.30percentclub.org

Participating Firms

Allen & Overy

INITIATIVE: **20:20**

1 | Describe the context of the initiative

The 30% Club's 2012 report Shifting the Needle provided the A&O Board with much food for thought. The progression of women to partnership and ensuring that our numbers in partnership were more evenly balanced had been a recurring agenda item for some time and had led us to make a number of changes, e.g. the introduction of a part-time option for equity partners.

However, the stark findings of the Shifting the Needle report, and in particular the report's findings that the real issue was not that women leave the profession but that they are not promoted at the same rate as men, gave the discussion a renewed focus. As a firm that prides itself on emphasising the importance of talent regardless of the package that it comes in, the idea that we were part of this industry wide problem did not sit comfortably.

The resulting discussion led to the A&O Board setting our 20:20 aspiration.

2 | What are the objectives of the initiative?

Our objective is simple, we want 20% of our partners to be women by 2020.

3 | Who are the project sponsors?

David Morley, Senior Partner

Wim Dejonghe, Managing Partner

OUR OBJECTIVE IS SIMPLE, WE WANT 20% OF OUR PARTNERS TO BE WOMEN BY 2020

4 | What is the initiative all about? How does it work?

David Morley invited partners and senior associates to consider what A&O needs to do to increase the number of our female partners to at least 20% by the year 2020. This invitation drew almost 200 responses from across the firm. Of those respondents, 26 partners and 105 senior associates and counsel from 29 different offices went on to actively contribute to the programme.

They formed nine working groups of fee earners, each of which was supported by two or more partners. These groups then met to discuss the barriers highlighted in the 30% Club research and identify initiatives that they felt could address the challenges within A&O.

A total of 14 suggestions covering a broad spectrum of ideas with accompanying business cases from the nine groups were submitted to the 20:20 Steering Group who assessed the benefits of each according to their quality, feasibility and likelihood of having the greatest impact.

The four strongest suggestions were:

- a programme of unconscious bias training for partners and embedding unconscious bias into existing A&O training programmes,
- a new programme to proactively manage A&O's emerging top talent,
- a structured programme of sponsorship with training for sponsors, and
- a development programme for associates that allowed them to get client relationship management experience at an earlier stage in their careers.

5 | What obstacles did you encounter and how did you surmount them?

We knew that, in order to succeed, we needed to secure buy-in from key decision makers as well as the broader firm. As with all change initiatives this was challenging at times and we had to work hard to ensure that the messages were clear and people understood what their role was in creating the change and how they stood to benefit. We have kept this conversation alive and 20:20 is now a well-known initiative and broadly embraced across the firm.

6 | What has been most effective about the initiative? How are you monitoring success?

We have an established talent dashboard that is used to facilitate discussions between the firm's most senior partners. These discussions are chaired by David Morley and are used as a forum to share best practice and identify local actions to help us reach our 20:20 aspiration. The scope of this strand of work has now been expanded to encompass our sponsorship initiative and we will be launching firmwide training soon which will be sponsored by David Morley.

We have successfully piloted and launched a second phase pilot of a client relationship management programme which sees associates from a number of offices given early and supported responsibility to develop their client relationship management skills.

We have completed the first phase of our unconscious bias training for partners and will be launching the second phase shortly.

We closely monitor the feedback from participants and check that our metrics tell us that we are moving in the right direction. Each of these initiatives has been successful in its own right but collectively they have allowed us to keep the 20:20 discussion alive and maintain momentum as we climb toward our target.

7 | Provide examples of metrics/indicators you are using to track success/effectiveness of the initiative. Or any employee feedback/ quotations you would like to share.

Over 40% of our last global partner promotion group were female bringing the proportion of women in the partnership up to 17% (from 15% in 2013). There is a lot to do but a number of our offices have already reached 20% and we will continue to work toward our firmwide 20:20 goal.

WE CLOSELY MONITOR THE FEEDBACK FROM PARTICIPANTS AND CHECK THAT OUR METRICS TELL US THAT WE ARE MOVING IN THE RIGHT DIRECTION

Ashurst LLP

INITIATIVE: **Resource Management pilot**

1 | Describe the context of the initiative

The original 30% Club PSF project highlighted the potential impact on career development of work allocation through unconscious or conscious bias. There was anecdotal evidence internally that women and men perceived the allocation of work differently and not always on the basis of skills and ability. There was also concern for those on remote working arrangements or who might have left the office to meet caring responsibilities but logged on again at home, that physical absence from the office would affect allocation of work by partners who walk the floors.

2 | What are the objectives of the initiative?

The objectives were to even out utilisation rates, improve the actual and perceived fairness of work allocation for all, ensure that perceived or actual under performers were identified and appropriate action taken, and improve conditions for those habitually overburdened. In the longer term the objective is also to explore global utilisation – using offices in different time zones to support each other rather than expecting associates and partners to work unsociable hours.

3 | Who is the project sponsor?

Simon Beddow, global co-head of Corporate Division

IN THE LONGER TERM THE OBJECTIVE IS ALSO TO EXPLORE GLOBAL UTILISATION – USING OFFICES IN DIFFERENT TIME ZONES TO SUPPORT EACH OTHER RATHER THAN EXPECTING ASSOCIATES AND PARTNERS TO WORK UNSOCIABLE HOURS

4 | What is the initiative all about? How does it work?

The initiative focusses on improving the efficiency of how new work is allocated internally, by using a professional resource manager to staff transactions based on an assessment of availability, suitability and skill set rather than partners choosing their preferred lawyers each time.

The approach is designed to ensure that all skills and abilities within a team/department are recognised, both with a view to utilising them effectively, but also in order to develop new skills. This will ensure a well-rounded and skilled-up team overall who provide a more fungible talent pool with which to staff future matters.

The initiative has been established and run by a professional resource manager with previous experience of setting up a function in a law firm.

5 | What obstacles did you encounter and how did you surmount them?

Inevitably, doubts were expressed by partners and staff about how this could work – how would an outsider understand how best to staff a transaction, how would clients be kept happy if their ‘favourite’ lawyers were not allocated to their deals. It is clearly a major break with tradition in terms of how things are organised, and it was to be expected that there would be concerns at perceived threats to status and authority.

The solution was to recruit an individual with relevant personal experience who had the authority, confidence and skill to reassure lawyers and demonstrate swiftly the significant benefits for all in freeing up lawyer time to focus on transactional work and in reassuring all that work was being allocated fairly, transparently and with a view to developing key skills as well as to balancing out working hours. This individual operates with impartiality and objectivity, balancing the needs of the lawyers, partners and – crucially – clients, to achieve the best outcome for all.

6 | What has been most effective about the initiative? How are you monitoring success?

The rapid time scale (less than six months) within which many (even previously sceptical) partners in particular were won round and could see the benefits of this new approach provided a 'virtuous circle' in terms of persuading others to then see the advantages.

Success is being tracked on a number of different fronts – qualitative surveys (see next section), tracking of mobility across the group and the smoothing of utilisation, although this will be further realised once the function has been in place for a longer period of time.

THE STRONGEST INDICATOR OF SUCCESS IS THE FACT THAT RESOURCE MANAGEMENT IS NOW PLANNED FOR ALL OTHER DEPARTMENTS/OFFICES GLOBALLY

7 | Provide examples of metrics/indicators you are using to track success/effectiveness of the initiative. Or any employee feedback/ quotations you would like to share.

A survey was carried out before the project started to see what views were about work allocation and its fairness/effectiveness. The same survey will be repeated after six months to compare how views have moved on. Anecdotal evidence is already strong that individuals see the benefits – see selection of quotes below.

The strongest indicator of success is the fact that resource management is now planned for all other departments/offices globally.

Quotes about the pilot:

Partner:

"I've enjoyed my experience with the resource management project. The results have been positive in difficult situations – particularly during July. I have heard no negative feedback from associates."

Senior Associate:

The resource management system:

- *Helped me to avoid long ups and downs and kept the workload more balanced.*
- *Increased the number of partners I work with.*
- *Took away the pain of walking the floor and asking for work.*
- *Created a sense of freedom – I can choose what work I will take on and what I can turn down (without any adverse effect on the relationship with a partner leading the relevant project).*

Mid level Associate:

"So far, I have been very pleased with the work allocation process. I think it enables associates to have greater control over their workload and the types and variety of work which they get involved in. I also think it focuses the mind on what work is on the horizon and likely capacity on an ongoing basis."

Junior Associate:

"I think it has definitely lessened the pressure from work providers, broadened my exposure to the type of work that I would like to do and enabled me to work with different people that I have always wanted to, but the opportunity has never presented itself."

Bain & Co.

INITIATIVE: **Senior Women's Sponsorship programme**

1 | Describe the context of the initiative

Bain & Company did a piece of research on gender diversity in 2014. The research showed need for sponsorship as a critical lever to enable talented women to successfully move into leadership positions.

2 | What are the objectives of the initiative?

The main objective of the initiative is to provide our most senior women (managers, principals and partners) with a senior sponsor who feels accountable to help them drive their career successfully.

3 | Who are the project sponsors?

The initiative is global – at the global level, it is sponsored by our head of talent. At the local office level, the project sponsor is the Office Head and the project lead is a senior partner within that office.

4 | What is the initiative all about? How does it work?

The initiative ensures all our senior women (managers, principals and partners) have a sponsor who feels accountable for helping them drive their career successfully. The sponsor reviews and discusses the sponsee's career plan with them and helps them achieve their full potential. The help and support provided can range from practical advice to more active career management moves/interventions. The initiative lead also runs quarterly meetings for all sponsors and the office head, to gauge how the initiative is progressing, how each woman is progressing and to ensure sponsors are getting the support they require, and are able to share best practices.

THE INITIATIVE ENSURES ALL OUR SENIOR WOMEN (MANAGERS, PRINCIPALS AND PARTNERS) HAVE A SPONSOR WHO FEELS ACCOUNTABLE FOR HELPING THEM DRIVE THEIR CAREER SUCCESSFULLY

5 | What obstacles did you encounter and how did you surmount them?

We have not encountered any obstacles per se – however, we do face a couple of challenges:

i) ensuring the match between sponsor and sponsee works well. We check on this through quarterly reviews and if required, change sponsors around.

ii) clarifying the difference in the role of the sponsor vs. the mentor. At Bain, each person also has a mentor who is accountable for providing their mentee with work/career advice and also giving them their consolidated performance review. We are continually refining role definitions and engaging both sponsors and mentors to create the right alignment.

6 | What has been most effective about the initiative? How are you monitoring success?

The most effective thing about the initiative is that each senior woman now has a senior partner focused on ensuring her success – this helps to ensure we (as a firm) are doing our utmost to provide our senior women with the support and opportunities required for them to have a successful long term career.

We have a holistic dashboard for tracking how we are doing in terms of gender diversity. We do not track sponsorship as a stand-alone initiative; however we solicit feedback from the sponsees (on an annual basis) on how well the initiative is working.

7 | Provide examples of metrics/indicators you are using to track success/effectiveness of the initiative. Or any employee feedback/ quotations you would like to share.

See above.

Baker & McKenzie

INITIATIVE: Associate Career Model

Baker & McKenzie introduced Global Aspirational Targets for Gender Diversity in 2012. Our goal was for women to represent 30% Equity Partners and 40% Junior Equity Partners.

As a key step towards achieving these targets, our London office adapted the career model for our lawyers, moving away from the PQE model which essentially emphasises length of service rather than talent. The new Associate Career Model emphasised an associate's contribution and value (defined by both performance and potential) to the organisation as the key drivers behind their role, responsibility, reward, progression and charge-out rate.

The model is supported by:

- A partner coaching framework, pairing each associate with a trained Partner Coach and
- A development centre for Senior Associates.

Baker & McKenzie's overall objective in introducing the Associate Career Model was to introduce a more flexible career framework for all fee earners. In addition to this, the objectives of the partner coaching programme included encouraging sponsorship and giving each associate fair and equal access to career development discussions with a senior member of the firm. In essence the partner coaching programme acts as a leveler, ensuring that career related guidance and senior champions are more readily available to everyone, regardless of gender.

The key responsibilities of partner coaches are to take primary responsibility for their associates performance management and to ensure that associates are sufficiently challenged and have an accurate picture of their own performance. Almost all Partners in Baker & McKenzie's London office are coaches, having received comprehensive coaching training, with access to ongoing 'bite-sized' sessions focusing on more niche topics. Each Partner Coach has been 'matched' with a small number of Associates in their own department, who they meet with on a 1:1 basis. Coaching pairs meet at least quarterly, but often more frequently.

> "THERE IS GREATER CLARITY AROUND THE ROUTE TO PARTNERSHIP, AND OPENNESS THAT BEING A PARTNER IS NOT FOR EVERYONE"

The Associate Career Model is also supported by a development centre for Senior Associates. The development centre is a two day programme including a range of exercises, 360 feedback and open career development discussions encouraging senior associates to reflect on strengths and plan how to tackle areas identified as development needs. The development centre was specifically designed to simulate real life situations and has helped to bridge any gap between the level of career development and guidance given to men and women, helping to ensure that all senior associates both reflected and entered into an active dialogue around aspirations for the next stage of their career.

Since it's introduction, the Associate Career Model has provided us with far greater scope to develop individual associate's careers at a pace which works for them. The partner coaching initiative and development centre have not only supported this model, but helped us to build a culture of open and honest career discussions across, upwards and downwards throughout the firm. As one Associate commented *"there is greater clarity around the route to partnership, and openness that being a partner is not for everyone"*.

Feedback from our associates suggests the Associate Career Model and Partner Coach initiative have *"significantly improved"* the quality of their career development.

Clifford Chance LLP

INITIATIVE: **Building Personal Profile Course**

1 | Describe the context of the initiative

The firm's London Women's Network identified a need to address perceived imbalances in the manner in which female associates built their profile and obtained sponsorship in the firm. It was determined that a specific development programme should be offered to Senior Associates to seek to address these concerns.

2 | What are the objectives of the initiative?

The initiative was designed to provide Senior Associates with information in relation to sponsorship and building their personal profile in the firm.

3 | Who are the project sponsors?

The steering committee of the London Women's Network (comprised of partners from each practice area) sponsored the initiative and designed the course programme.

THE FIRM'S LONDON WOMEN'S NETWORK IDENTIFIED A NEED TO ADDRESS PERCEIVED IMBALANCES IN THE MANNER IN WHICH FEMALE ASSOCIATES BUILT THEIR PROFILE AND OBTAINED SPONSORSHIP IN THE FIRM

4 | What is the initiative all about? How does it work?

In addition to our own data in relation to development and partner promotion, a number of other organisations' female development courses were reviewed in relation to content. Following that review, a set of principles were developed in relation to content delivery (around profile, sponsorship and networking) and third party organisations were invited to tender in relation to course creation and delivery.

5 | What obstacles did you encounter and how did you surmount them?

Consideration was given to delivery of the course to female associates only; however, after some debate it was determined that it would be offered to all Senior Associates, but that course information would be tracked on a gender-specific basis.

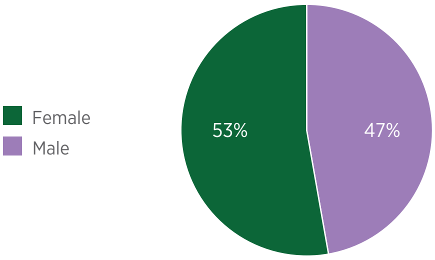
6 | What has been most effective about the initiative? How are you monitoring success?

Attendance and results are tracked and analysed on a gender basis.

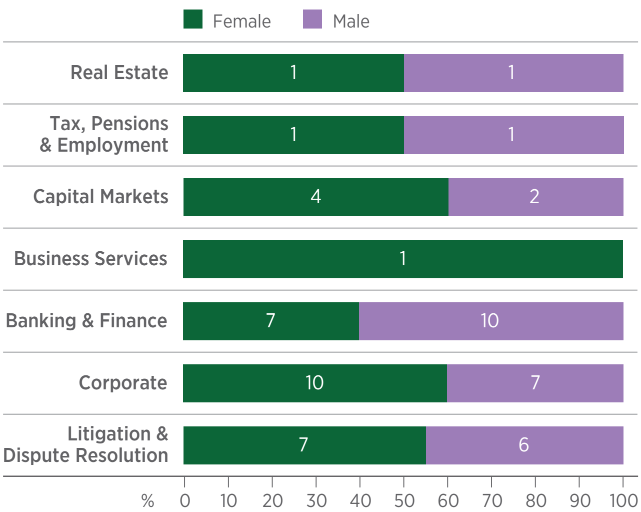
7 | Provide examples of metrics/indicators you are using to track success/effectiveness of the initiative. Or any employee feedback/quotations you would like to share.

Building Personal Profile Course
Attendance by gender 2014/2015 – Q1 to Q4

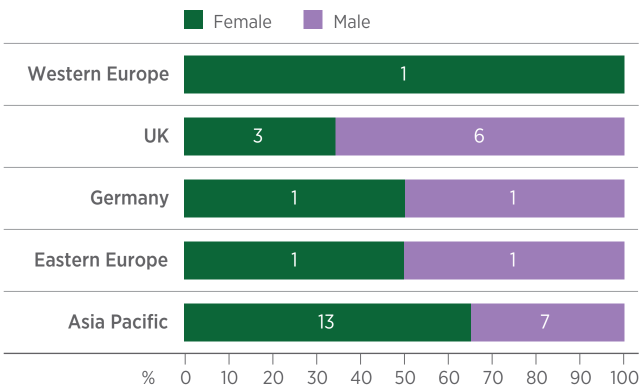
Building Personal Profile Course – Global



Building Personal Profile Course – By Practice



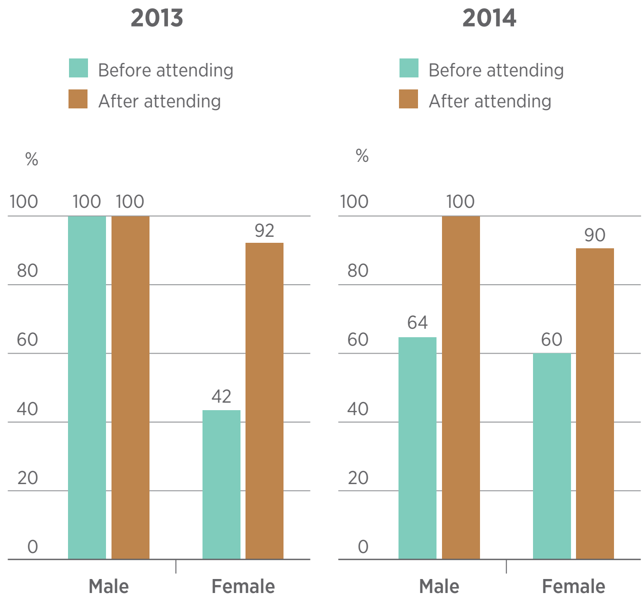
Building Personal Profile Course – By Region



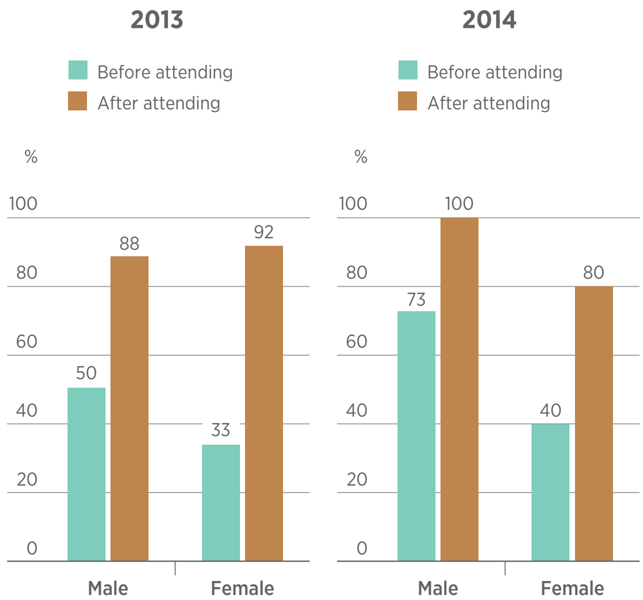
Figures based on heads.

Building Personal Profile Course
After attending

I know ways to gain sponsorship and build my support network within the firm



I am proactive in sharing my successes with colleagues and partners



CMS Cameron McKenna LLP

INITIATIVE: **The Athena Project** www.thecmsathenaproject.co.uk

1 | Describe the context of the initiative

We had read with interest the series of reports issued over the past few years focused on diversity and inclusion in the United Kingdom, the City and the legal profession, especially those from Lord Davies, the Law Society, the 30% Club and the InterLaw Diversity Forum. All of these reports have challenged the status quo, revealing that only limited progress has been made towards equality and that there is an urgent need for widespread cultural change.

The idea for the Athena Project emerged from, and is complementary to, a project we participated in with the talented photographer Leonora Saunders called <10%... & Rising, showcasing women in the United Kingdom in jobs where they comprise 10% or less of the workforce. Combining our ethos and business strategy with Leonora's artistic vision, we developed the Athena Project to highlight role models and leaders in our firm, our clients and the UK government.

We believe in the importance of role models, mentors and sponsors and the Athena Project is our way to put a face to all the research and reports referred to above. We realised that while we have many amazing women leaders in our firm and among our clients, they are not always visible to the business outside of those with whom they come into contact on a day-to-day basis. We wanted to create a platform to showcase their amazing achievements and inspiring stories to a wider audience both at CMS and beyond.

2 | What are the objectives of the initiative?

A primary aim of the project was to increase engagement and start a dialogue with our female lawyers, with the ultimate goal of increasing retention and promotion levels. We wanted to supplement our existing gender diversity work by doing something visual and high-profile to show our people, and specifically our women, that we are passionately committed to ensuring all can flourish here.

Another aim was to demonstrate our commitment to our clients, showing them that we are listening and proactively implementing strategies that support the growing need for diversity in the workplace. Not only by raising awareness of the issues that surround diversity in the workplace but also putting into action genuinely beneficial activities and forward-thinking policies that reflect our promise to offer more than words to fulfil our diversity goals.

Beyond the benefits to our firm, we also wanted to help contribute to the wider gender diversity dialogue in the legal sector.

3 | Who are the project sponsors?

Daniel Winterfeldt, Head of International Capital Markets and Diversity & Inclusion Partner, CMS

Penelope Warne, Senior Partner and Head of Energy, Chair of the Board, CMS

Sponsors include:
CMS, Integreon, Birkbeck School of Law, Millnet

4 | What is the initiative all about? How does it work?

Phase One of the Athena Project saw the client meeting room floor at our offices in Mitre House transformed into an art gallery, featuring 19 specially-commissioned portraits and profiles of 23 successful female clients, CMS partners and representatives of government. The launch of the project in September 2013 was attended by over 200 clients and CMS people. Following our launch event, we hosted a 'bring your child to work day' and guided tours in October.

Phase Two was launched with our International Women's Day 'Athena Summit' on 7 March 2014. The Summit featured two client panels focused on the intersection of gender and other diversity strands and best practice, as well as an introduction from Lord Mayor Fiona Woolf. At the Summit we unveiled five new portraits and profiles, including one of Helena Morrissey, founder of the 30% Club.

BEYOND THE BENEFITS TO OUR FIRM, WE ALSO WANTED TO HELP CONTRIBUTE TO THE WIDER GENDER DIVERSITY DIALOGUE IN THE LEGAL SECTOR

In 2015, we have held tours of the exhibit for girls from local partner schools, a pop-up exhibition at Simmons & Simmons, and a month-long exhibition in May at Birkbeck University, including both a launch and closing event. After moving to our new offices at Cannon Place, the Athena Project has remained on display outside the Business Forum, now featuring 24 portraits of 28 successful women.

In 2016, we already have an exhibition of the project scheduled at Newcastle University, and are planning an international tour of the project to our CMS Cameron McKenna offices outside of London, including the addition of portraits and profiles from each country. Furthermore, we are planning to launch Athena: Rising Stars, which will create a platform for female future leaders in the same way that Athena has highlighted our current role models.

5 | What obstacles did you encounter and how did you surmount them?

Initially, there were individuals both within and outside of the firm who questioned why we were doing the project; that it was necessary, and also that it does not also feature male leaders. The incredibly positive feedback, particularly from clients, potential clients and visitors to the firm, quickly changed perceptions.

6 | What has been most effective about the initiative? How are you monitoring success?

While difficult to place metrics on a project like this, we continue to receive constant positive unsolicited feedback. We have been asked by key clients, including National Grid and AIG to present the project to their legal panels.

We have seen increased engagement with our female associates (and indeed everyone in the building) by starting a very high-profile dialogue about role models, in our firm, within our clients and beyond.

The project has raised the profiles of featured clients, including within their own firms, and this has simultaneously strengthened their relationships with CMS, as our commitment to D&I – far beyond mere lip service – is evident to them.

The project has been featured in the press, including a photo gallery of the portraits in the Guardian on 8 March 2014. The project was recognised for 'Excellence in Diversity & Inclusion' at the Legal Week British Legal Awards in 2014, and celebrated as an example of best practice by an independent panel of judges in the Apollo Project 2014.

While not directly attributable (yet) to raising our statistics, we believe the project has shaped our organisational culture significantly. Our female partner statistics continue to rise each year, and we are now at nearly 30%, which we believe to be near the highest percentage of a large City firm. In our most recent round of partner promotions, women made up 7/10 promotions in the UK. Our board also has over 30% female representation.

7 | Provide examples of metrics/indicators you are using to track success/effectiveness of the initiative. Or any employee feedback/ quotations you would like to share.

"Just by the way, met with a fabulous consultant who out of nowhere started raving enthusiastically about CMS' Athena project and what an influence and inspiration it had been! Thought you'd like to hear it's famous."

Anonymous

"It is important that organisations have a diverse range of people at every level if we are to build a strong economy and a fairer society. To do that employers need to be nurturing talent, creating more inclusive workplaces and driving greater transparency. The Athena project is an excellent way to profile leading women across law, business and politics and I am very pleased to have been able to participate alongside such an esteemed group of women leaders."

Helen Grant, Member of Parliament, UK

Deloitte LLP

INITIATIVE: Work Agility

1 | Describe the context of the initiative

Deloitte UK has made attracting, retaining and developing women a business priority – at the forefront of its business strategy. David Sproul, the firm's Chief Executive, has committed to taking a number of actions, including a significant focus on culture change. The latter has comprised a major focus on agile working and on ensuring that the firm provides a truly inclusive environment which is underpinned by respect. David has been consistently clear with the firm's people that a successful approach to gender diversity is not just about programmes – it is about ensuring that the culture is appropriate.

2 | What are the objectives of the initiative?

Whilst of benefit to all our people, ensuring the workplace is somewhere where women can balance a successful career with commitments outside work is a business priority.

3 | Who is the project sponsor?

Emma Codd, Managing Partner, Talent

4 | What is the initiative all about? How does it work?

Work Agility

Although open to everyone, our agile working programme has played a significant role in supporting the firm in its gender diversity ambitions. The programme – Work Agility – launched in 2014 to help our people to achieve their ideal balance between work and the other important things in their life. Work Agility is a combination of formal and informal arrangements that support agility in terms of where, when and how our people work.

Our approach to agile working is underpinned by three principles:

- **Trust & respect**
- **Focus on output**
- **Open two way communication**

As part of our Work Agility programme we introduced the Time Out initiative that enables employees to take a four-week block of unpaid leave once a year, for any reason, on top of their 25 days of paid annual leave. Over 300 people have taken advantage of this since its launch in June 2014 for a variety of reasons and this has proven particularly popular with women who have taken a Time Out to enable them to care for their children in the summer and to settle them back to school at the start of the school year in September.

Successful agile working requires a 'shift in mind-set' and behaviours from managers and individuals. To enable this change we have focused on:

- **Visible support from senior leaders** – our Executive has visibly supported agile working. It is one of the firm's business priorities and accountability for delivering this, and addressing any areas where this is not being supported, is accepted by service line Managing Partners. David Sproul, Chief Executive and Emma Codd, Managing Partner for Talent held a town hall in which they spoke to the entire firm about the importance of agile working. They also followed this up with a YamJam where employees could ask their questions
- **Celebrating success and role models** – at the start of 2015 we ran the #AgileMe campaign in which we asked employees to share their agile working stories nine months on from launching the programme. A large number responded – we received stories from all parts of the business, at all grades, from all across the UK. Some people told us how they have formally changed their working hours. Others told us how they have taken advantage of our award-winning Time Out programme or how they use the workplace in a more agile way. And lots of people told us how they use Work Agility on an informal basis to achieve their ideal balance between work and the other important things in their life.

We asked employees to share pictures of themselves working in an agile way and used these to create a short film showcasing the variety of ways people use agile working. The film is shown on our internal video channel, digital signage and all new joiner inductions. Having visible role models, both male and female, has helped to demonstrate that agile working is open to, and achievable by, everyone at the firm.

- **Education** – there is a dedicated section of the intranet that contains lots of information about agile working and support for line managers and those considering working in an agile way.

5 | What obstacles did you encounter and how did you surmount them?

It is a constant challenge to ensure the appropriate focus is given to all priorities in such a large, growing and complex business in an industry where regulatory and market forces mean there is a continuous need to adapt and change. Our Chief Executive discussed with his Executive team the business case and objective of increasing the gender balance as part of building a truly inclusive organisation. They agreed to a detailed set of actions, some of which would be led from the centre and others they would be held personally accountable for. Where focus has drifted in this priority, discussion has taken place around the Executive table to reengage and confirm that all are still fully bought-in.

6 | What has been most effective about the initiative? How are you monitoring success?

To celebrate success and role models our #AgileMe campaign invited people to tell us the ways in which they were now working and we showcased these role models. This includes examples of over 300 people who have taken advantage of Time Out since its launch for a variety of reasons and this has proven particularly popular with women who have taken a Time Out to enable them to care for their children in the summer and to settle them back to school at the start of the school year in September.

7 | Provide examples of metrics/indicators you are using to track success/effectiveness of the initiative. Or any employee feedback/ quotations you would like to share.

We have a specific question in our bi-annual engagement survey and saw a significant increase in positive answers following the launch of Work Agility.

We use pulse surveys, for example when we launched our Work Agility programme to set a benchmark, and then subsequently to track success and also to identify areas that require further work.

Time Out has been recognised with a special award for Innovation in Engagement Practice at The Sunday Times Best Companies to Work for 2015 awards. It also received the Best for Innovation Award at the 2015 Top Employers for Working Families Special Awards.

> “AGILE WORKING HAS BEEN FUNDAMENTAL TO HELPING ME BALANCE MY FAMILY ALONGSIDE MY CAREER”

Feedback includes:

“My wife also works, so our weekly schedule is finely balanced and would not work without us both having considerate employers. Being able to work in agile ways has allowed me to attend school assemblies, plays, and sports days. These events typically only last from 30 minutes to an hour so the ability to work from home allows me the opportunity to attend their school with minimal impact on my working”

“I took a Time Out to settle my son into his new school”

“Agile working has been fundamental to helping me balance my family alongside my career”

Eversheds LLP

INITIATIVE: Coaching Plus and the Client Speaker Series

1 | Describe the context of the initiative

The Gender Working Party (GWP) was formed in response to a detailed research project undertaken in 2011, focusing on the drop in female representation in our partnership and recommendations for addressing that over a five year period. It is chaired by Ian Gray our international managing partner and the Senior Management sponsor for gender.

The research identified three key strategic areas that we needed to address;

- **Inspiring the next generation**
- **Maternity and return to work**
- **Coaching plus and the client programme.**

The Gender Working Party consists of colleagues at all levels within the firm mandated to drive and improve the experience in the above three areas.

A partner leads each workstream supported by colleagues working across business and function groups in a matrix style.

They make regular reports to our Senior Management Team and Board on our progress.

2 | What are the objectives of the initiative?

- To better understand the experience of women at all levels within our firm and look to identify and remove barriers to career progression.
- To raise awareness of gender diversity as a priority for both men and women and feel there is real progress, changing working practices & processes but more importantly in culture and 'mindsets'.
- To improve confidence in women to advance, and have greater ambition to become partner.
- To promote awareness and actions at all levels to drive a high performance and inclusive culture.
- To develop the next generation to ensure that there is a robust and sustainable pipeline for future talent.
- To make Eversheds an Employer of choice, a law firm that sets the standards for gender equality.

3 | Who is the project sponsor?

Ian Gray, International Managing Partner

4 | What is the initiative all about? How does it work?

The programme consists of three main areas;

1. Inspiring the next generation
This group is looking at how we can improve our internal and external communications about our actions on gender, ensuring a healthy pipeline of future female partners going through excellent promotions processes and new ideas for inspiring the next generation. This group led on delivering International Women's Day celebrations across the firm in 2015.

2. Maternity and return to work
The aim of this group is to improve the maternity process and in particular the experience of women returning to work after maternity leave with a view to improving retention after one year and five years. The group has just conducted a survey of all recent maternity returners to seek their feedback and input on the existing process and how it could be improved.

This research has led to an improved employee experience featuring the provision of Maternity Buddies to help the transition upon return from maternity leave, and webinars before maternity leave delivered by colleagues who have recently returned from maternity leave, to pass on best practice and support.

Work currently is being undertaken on a 'Maternity Commitment' to drive cultural change deeper into the firm. A new 'Working parents network (for both men and women) is scheduled to be launched in Q4 2015.

3. Coaching Plus and the client programme
The Coaching Plus programme was created in 2012 to support female principal associates who are on track to partnership to support their ambitions.

The programme focuses on a range of subjects and includes;

- **Career Journey and experiences of existing female partners.** Often voted the most popular part of the programme, female partners provide insight into their careers, and top tips on how to successfully reach partner level. The speakers are role models and enable colleagues to feel more confident in their opportunity to advance, and have greater ambition to become a partner.
- **Business Development and Client Experience** Coaching is provided through both Partners and Clients discussing what makes effective business development and sustainable relationships. The session also includes networking.

Our female lawyers consistently tell us that they are inspired by hearing the career paths of successful women, and as a result we have launched the female client speaker series.

Everyone who has been through the programme has been tasked with delivering a female client speaker event in their office this year.

We have invited senior females from some of our key clients to come into our offices to talk about their own experiences. We have been joined by key clients such as Network Rail, ABN Amro, Severn Trent and Newcastle Building Society and HSBC. Over 600 colleagues have joined the 15 sessions we have held so far, and have found the insights shared to be very valuable.

The third cohort of the programme was launched in April 2015, and extended to more junior associates to help build our pipelines of future female talent.

Actions in the last three years

- Focused on highlighting the link between gender diversity and business success and making successful senior females visible within the business through our female client speaker series as well as International Women's Day events across our offices each year since 2014.
- Engaged specifically with our female partner group. They have encouraged us to do more work to understand the barriers to female progression at Eversheds and have committed to work together to change the mindset of male colleagues.
- Established formal career planning workshops for male and female associates and senior associates, providing an open forum for discussion and access to the skills and tools needed to enable medium to longer term career planning.
- Taken a close look at the pipeline for promotion to partner. We have developed a pilot programme to help senior women and their supervisors to anticipate the issues that have a different impact on career progress for women. We have also introduced a specific coaching programme for a select group of high potential female principal associates to assist them to take charge of their career progression.

Delivered maternity roadshows to all partners, aimed at taking the mystery out of managing employees' return from maternity leave, encouraging partners to have honest and constructive discussions when managing a return to work.

5 | What obstacles did you encounter and how did you surmount them?

- **Stakeholder engagement.** Enabling colleagues to understand their role in addressing the key issues to gender engagement, development and promotion.
- **Data insight.** Developing effective modelling to provide trend and projections on key areas.

6 | What has been most effective about the initiative? How are you monitoring success?

- **Client speaker series.** Enabling colleagues to understand how important diversity is to our clients and the market.
- We monitor progress through data analysis and regular discussions and reviews with key stakeholders groups, and through formal management, executive and board review.

7 | Provide examples of metrics/indicators you are using to track success/effectiveness of the initiative. Or any employee feedback/ quotations you would like to share.

- We set ourselves a target of **30%** Female Board members by May 2016 and this was achieved in 2012.
- Our current target is **25%** Female partners by May 2016. We currently stand at **24.8%** up from **20%** in 2011.

In our 2014 Employee Engagement survey;

- **93%** of female colleagues believe that Eversheds actively supports Diversity in the Workplace.
- **85%** of female colleagues believe Eversheds is an employer of choice for women in the legal sector.

93% OF FEMALE COLLEAGUES BELIEVE THAT EVERSHEDS ACTIVELY SUPPORTS DIVERSITY IN THE WORKPLACE

EY

INITIATIVE: **Everyday inclusion**

What your organisation does and why

The **Inclusive Leadership Programme (ILP)** at **EY** is a culture change programme aimed at helping leaders and all our people to understand the impact of their behaviours and how to change them to enable individuals to achieve their potential.

The programme enables individuals to identify their unconscious biases, how those biases affect organisational culture and how to interrupt the impact of their biases.

Why have we invested in our Inclusive Leadership Programme (ILP)?

- Diversity is a high priority for our organisation. Developing inclusive leaders who can connect and engage everyone will be a real source of competitive advantage.
- Our clients operate in an increasingly global world. They want to work with organisations that are as diverse as they are.
- The ILP challenges our thoughts and behaviours around inclusion and exclusion and helps us build high-performing teams that deliver exceptional client service.
- We want to ensure that everyone can truly be themselves, regardless of their race, gender or background, to ensure that our organisation is a great place to work.
- In any business the focus is on growth – we need to serially innovate which requires inclusive leadership. Getting a better understanding of what inclusivity is about is absolutely critical to our organisation.
- It's simply the right thing to do – to create an organisation where everyone feels included.

The ILP was targeted at UK&I partners first and its aim is to drive cultural change within our organisation so that we become masters of inclusive leadership. It is sponsored by board members and a range of partners are its ambassadors. Partners leading each business area are held accountable and ensure full partners attendance.

We undertook thorough research in designing the programme with 54 partners helping develop the content supported by an external expert. We piloted the programme in August 2013 with a half day workshop for 32 partners.

Programme objectives are to:

- Understand the concept of inclusive leadership.
- Uncover ways inclusive leadership can impact people at personal, group and systemic levels.
- Identify practical ways to leverage inclusive leadership in the marketplace.

The third objective, to link inclusive leadership to client relationships, is crucial in both engaging our leaders and in ensuring that they implement what they learn.

After the pilot, feedback was reviewed and the programme now comprises:

- Pre-work including articles and the Harvard implicit association test.
- A one day cross service line workshop for partners. This addresses unconscious bias; insider/outsider dynamics and intent/impact at both the individual/team level and also client relationships.
- An offer of five 1:1 coaching sessions on inclusive leadership.
- Three peer group coaching sessions.

The impact this has (on business results, branding, employee engagement)

The strongest impact has been on challenging the majority to think about how inclusively they lead, in small everyday ways as well as in bigger ways.

It is not just about gender and ethnicity although we are using the ILP to drive our 30% target for new women partners and our 10% target for new ethnic minority partners. The ILP has created a mind-set shift in ensuring that our leaders' behaviours are inclusive towards all our people, no matter what their gender, ethnicity or background, thus creating a climate where they can advance their careers and succeed.

Since the inception of the ILP, 94% of partners and 612 Managers and Senior Managers have undertaken the programme.

Since last year there has been:

- **A 1.5% increase in female senior leadership from 2013 to 2014 in UK&I.**
- **Female engagement is up from 64% in 2013 to 68% in 2014.**

Due to the programme's emphasis on inclusive behaviours, the challenge of nurturing all talent, including women's, now falls on the whole organisation.

There is now greater accountability in terms of performance ratings and promotion and we have already seen a difference in promotions. Of partners promoted, 23% were women in 2014 versus 7% in 2013.

We have also seen a positive impact on women – our 2014 global people survey showed a 10% increase to 54% of women in response to "seen actions taken to make a positive change in their work experience".

Our focus on inclusive leadership means that we are taking a more sophisticated approach to diversity than before. We recognise that everybody has multiple dimensions and that gender is only one part of a person's makeup. At review committee meetings, one person is required to play the role of inclusiveness champion. Data on proportional promotions is reported up to the Board and is challenged if not proportionate. The ILP helps each individual to lead inclusively in their daily role, and they leave the ILP with practical ideas about how to make a real difference in their teams and with their clients.

We are clear in our communications from the ILP that the culture change is for everyone, thus removing the risk that men may perceive it that we are just making women more successful. We make sure that we progress talent and are the best in the market place.

How people know that it works

Feedback from participants is outstanding – even from busy partners who have invested a day of their time.

Importantly there are three aspects to ensuring true culture change after the workshop:

1. **Continued personal reflection and learning with individual and peer coaching.**
2. **Personal action planning.**
3. **Frequent review including via global people survey.**

We have recently extended the ILP to all managers and directors.

We have devoted a significant proportion of the D&I budget and a significant amount of partner time to this programme. Each business leader has communicated it to their teams and firm wide. Every month there is an article in the firm's news alerts which is distributed to all employees to ensure that the ILP and the messages from the programme are kept front of mind for the EY community.

Feedback from Senior Managers has been positive with individuals commenting on changes within the Partner population and the ability to have open and honest discussions with the Leadership teams.

Lessons learned for others thinking of doing something similar

Engaging with your internal stakeholders, the leaders of your business, takes time and requires significant effort – which is worth it because you need the leaders to lead the programme, they cannot subcontract it. In our case it was about 18 months from board approval of the programme in concept to full rollout.

The ILP has explored new territory by promoting culture change across the organisation in line with the global strategy. It is not perceived as an add-on feature for our people strategy but a direct business imperative.

At the time of development there was no other programme like this running in any big city firm. The model of this programme is now used as a good practice model and shared by organisations such as ENEI and Stonewall. Linking inclusive leadership to client relationships is innovative and meant that when we engaged an external expert to help develop the programme, we needed to contribute a significant amount of work to ensure that the content aligned with our business drivers.

Changes are complex and can take time to implement. For future rollouts we are using our leaders as effective ambassadors for the ILP, both women and men. We have embedded it in the people and marketing functions so that partners are supported in their efforts to change.

Partner Quote
"For me the ILP was a real moment of clarity. I used to think that I treated everyone "fairly" by giving everyone regardless of background the same investment of my time. I used to hold off from fully engaging because (a) getting it wrong is risky, and (b) I thought "I am not racist or sexist so D&I not my problem." I was wrong. I'd recommend the ILP wholeheartedly."

Freshfields Bruckhaus Deringer

INITIATIVE: Global Female Sponsorship Programme

1 | Describe the context of the initiative

Increasing the gender diversity of the partnership is a key priority for the firm. As part of its strategy to achieve this, the firm has implemented a range of different initiatives. Evidence shows that effective sponsorship can make a difference in the career advancement of individuals and that for men, particularly if they are working in an environment with a predominantly male leadership structure, sponsorship tends to happen naturally on an informal basis. Recognising both the potential impact of sponsorship and the fact that female associates in the firm were less likely to be sponsored in the same way as men, a formal sponsorship programme for female associates was developed and is currently being run as a year long pilot.

2 | What are the objectives of the initiative?

A primary objective of the sponsorship programme is to help develop our women's careers. It is a talent management scheme aimed at enabling individuals to reach their full potential. Whilst we hope that by doing so we will also bring more women through to partnership, we have taken the view that developing our female associates and supporting them to the next stage in their career, even if this is outside the firm, is still a successful and worthwhile outcome.

3 | Who are the project sponsors?

David Aitman, global managing partner, is the project sponsor with participants being identified by global practice group leaders.

THERE ARE 50 WOMEN ON THE PROGRAMME AND THERE ARE THREE MAIN COMPONENTS, A SPONSORING PARTNER, ONE-TO-ONE COACHING AND LEARNING AND DEVELOPMENT OPPORTUNITIES

4 | What is the initiative all about? How does it work?

Each practice group has identified a pilot group from our more senior female associates to participate in the programme. There are 50 women on the programme and there are three main components, a sponsoring partner, one-to-one coaching and learning and development opportunities. Practice groups have matched a partner sponsor to each of the participants. Given the difference between the role of sponsor and mentor, in the majority of cases, partners have been chosen who work within the same practice group and office as the associate and who have been partners for a number of years.

The sponsor is expected to help create opportunities for their sponsee to further her career. They are encouraged to have regular meetings with their sponsee throughout the year and raise the profile of their sponsee within the wider partner group outside of these meetings.

The associates come together as a group twice during the programme, once at the start and once in the middle, and this gives them an opportunity to form a community and network with each other, as well as to focus on development areas they have identified. There are numerous opportunities to speak to partners during these events, often in a small group setting. Outside of these events there are virtual masterclasses on a range of topics.

5 | What obstacles did you encounter and how did you surmount them?

It became clear early on that the programme would take longer to develop than other diversity initiatives. In many ways this positively reflected that it was an evolution from previous initiatives on several levels and, as such, required appropriate debate with key decision making bodies and the broader partnership – not least to ensure it had the proactive and enthusiastic support of the partnership as a whole to ensure its success.

One particular concern arose from this being the firm's first selective talent management programme with some partners worried that women who were not selected to participate in the pilot may take this as a sign that they were not considered to have the potential to succeed at the firm and may leave. Nonetheless, through thoughtful discussions and a focus on our overall ambition, we gained approval to proceed.

6 | What has been most effective about the initiative? How are you monitoring success?

We are only part way through the pilot programme which will close in March 2016. We are continually reviewing the programme, gathering feedback from the women on the pilot, as well as partners. This feedback enables us to consider the future development of the programme and to adapt the pilot as it progresses.

We are also considering how the participants can be supported once the pilot ends and will be tracking their career progression in the firm.

One of the greatest benefits of the programme to date has been its energising and engaging effect on the participants. Many of them have commented on the fact that it has made them more committed to their careers at the firm.

7 | Provide examples of metrics/indicators you are using to track success/effectiveness of the initiative. Or any employee feedback/ quotations you would like to share.

"The programme has given me more confidence to excel in my career and to be a better role model for junior lawyers. Freshfields will benefit from having a more motivated female lawyer who will give it a good shot at building her career and making the best of support she is offered."

"It has empowered me to succeed and reignited my ambition."

"I feel more engaged and excited – I really feel part of something important and I feel like I have connected with a network of likeminded inspiring women"

> "I FEEL MORE ENGAGED AND EXCITED – I REALLY FEEL PART OF SOMETHING IMPORTANT AND I FEEL LIKE I HAVE CONNECTED WITH A NETWORK OF LIKEMINDED INSPIRING WOMEN"

Herbert Smith Freehills

INITIATIVE: **Working Smarter: working from home initiative**

1 | Describe the context of the initiative

The 2014 30% Club Leadership Forum highlighted the finding that agile working cultures are positive for the attraction and retention of women, and our Managing Partner, Ian Cox, felt that this was a practical 'here and now' action we could take to support towards achieving the firm's gender targets of 30% women in the partnership by 2019. There was also an element of 'future-proofing' the firm in terms of millennial expectations for greater flexibility and also maximising the return on investment in IT, as well as creating a recruitment and retention competitive advantage for our firm.

2 | What are the objectives of the initiative?

The objective of the initiative was to understand the barriers and opportunities to create a more agile culture via facilitating the opportunity to work from home up to one day a week. Through the early adopters, we wanted to evaluate the perceived barriers – reduction in client service, insufficient IT – and understand the benefits to see if this was something that would bring benefits to the firm with a view to implementing it more widely. It was also aimed to support our focus on gender although the initiative was open to men and women. It is an example of something being introduced for diversity reasons but actually it benefits everyone.

3 | Who is the project sponsor?

Ian Cox, Managing Partner, UK and US

4 | What is the initiative all about? How does it work?

In conjunction with the UK/US Executive, we identified a number of practice groups in every division in the London office to act as early adopters of working from home one day per week. We developed guidance on working from home and the HR teams worked closely with practice areas to implement the initiative. We evaluated this after three months, reporting back to the Executive. The results were compelling to the extent that the decision was taken to roll this out across the London office so it became operational at the end of September 2015. We are also looking at adoption/adaptation of the guidance to make this operational across our international offices.

THE FLEXIBILITY WORKS BOTH WAYS AND PEOPLE VALUE HAVING THE CHOICE WITHOUT IT BEING A HARD AND FAST RULE

5 | What obstacles did you encounter and how did you surmount them?

There were concerns re: a negative impact on client service and whether we had the IT provision to support this. We evaluated this via the early adopter programme to understand if this was the case. There was some resistance from individual practice groups/Partners but the results from the early adopters were compelling, we had Executive level sponsorship of the initiative and we worked closely with each area to tailor the implementation in line with the overall guidance. The flexibility works both ways and people value having the choice without it being a hard and fast rule. We found that overall people exercise judgement about the type of work best done working from home and the times when it is not appropriate to do so.

89% REPORTED AN IMPROVED WORK/LIFE BALANCE AS A RESULT (THE HOLY GRAIL OF HR!)

6 | What has been most effective about the initiative? How are you monitoring success?

We surveyed early adopter participants after three months and these results sold the initiative. It dispelled some of the myths as to why working from home wasn't possible – no reduction in client service or chargeable hours, IT is effective although there is an education piece around this and the early adopters demonstrated the benefits to individuals and the firm. We can continue to review this via the work/life balance indicators in the Global Engagement Survey and UK diversity audit. Through taking an early adopter approach, working from home in the early adopters increased from 61% and it being mainly ad hoc, to 82% and it being more frequent.

7 | Provide examples of metrics/indicators you are using to track success/effectiveness of the initiative. Or any employee feedback/ quotations you would like to share.

88% of surveyed respondents think the ability to work from home is somewhat or very important (recruitment and retention benefits).

75% say they are more productive when working from home and the chargeable hours analysis broadly supports this.

89% reported an improved work/life balance as a result (the holy grail of HR!).

85% found the IT useful; **34%** said it was a barrier – perhaps reflecting the need for more awareness/IT training.

6% experienced a negative response to WfH from a Partner, **3%** from their team (i.e. not common).

"I save two hours of commute each day which I share between family time and work time."

"WfH has become the norm and not just something that women/mothers do, which is great."

"It has worked well. The factors are trust, communication and common sense."

"Great for getting drafting done without interruption."

"Associates in our team seem to be happier and more committed to the firm as a result of this small element of personal control."

"IT HAS WORKED WELL. THE FACTORS ARE TRUST, COMMUNICATION AND COMMON SENSE"

Hogan Lovells

INITIATIVE: **StepUp Network**

1 | Describe the context of the initiative

In 2013/14 a series of gender audits were conducted in our London office, across key practice areas, to seek to identify issues or barriers that were affecting the progression of women into partnership roles.

The audits were broken down into a statistical analysis by gender focusing on recruitment, utilisation, appraisal ratings, promotions, remuneration, flexible working, and retention, and a review of the key operational key practices such as work allocation and participation in business development activities.

The findings of the audit identified that whilst women were performing well at associate levels, there were some imbalances in the proportion of women in the highest performing groups at more senior levels. The audit also highlighted that we lose a higher number of women as associate levels, compared to men.

It was agreed that we needed to focus our attention on the future pipeline from a much earlier stage in order to better retain and advance our talent, ensuring appropriate support is given at different stages of the career path, creating exciting career development opportunities for our lawyers at all levels (e.g. through involvement in business development activities).

To support us in this endeavor, we launched StepUp, a dedicated network for trainees and junior lawyers.

2 | What are the objectives of the initiative?

We hope the network will support the firm in achieving its diversity and inclusion goals through generating fresh thinking and engagement with our junior lawyer population. We hope through this forum, that we will be able to understand better the views and experiences of our junior lawyers with a view to aiding the retention of our best talent and to ensure we are providing meaningful career development opportunities at all stages of the career path.

3 | Who are the project sponsors?

The StepUp Network is run by **Katy Bagerman**, Associate, and **Elizabeth Kerry**, Diversity Adviser, supported by a steering committee of junior lawyers.

It is sponsored by **Susan Bright**, Regional Managing Partner for UK & Africa.

4 | What is the initiative all about? How does it work?

StepUp is a dedicated network for our trainees and junior lawyers. StepUp is all about creating opportunities for career development, networking and business development for our junior population through a series of internal and external events. StepUp also plans to build connections with other networks and clubs, both internal and external.

The network has run internal focus groups with its members to help shape the 2016 programme. Positive actions based on the suggestions of StepUp members and the insights of Kathryn Nawrockyi (Director of Gender Equality at BITC), who facilitated these groups, will be rolled out to support StepUp members to meet their ambitions.

StepUp held its first business development event hosting female clients from a variety of sectors for a light-hearted champagne afternoon tea, whilst working together to concoct a bespoke fragrance! The event was a great opportunity for members to develop their networking skills and proved very popular with junior clients, many of which asked if they can extend the invitation to their colleagues!

StepUp aims to get everyone involved in the discussion so that together members can engage in creating meaningful career development opportunities. Whilst to date the network activities have focused on junior women, we plan to extend the reach of the network in 2016 to include all trainees and junior lawyers to make this a fully inclusive network for our millennial generation!

5 | What obstacles did you encounter and how did you surmount them?

Support from the firm's management and from members has been really positive and we have not encountered any obstacles as such, other than concern from some junior lawyers about taking time out of their working day to attend events. To overcome this, our UK Regional Managing Partner, promoted the role of the network with the UK partner population, asking partners to support the initiative and encourage their junior lawyers to attend the events.

WE BELIEVE GIVING OUR JUNIOR LAWYERS THE AUTONOMY TO STEER AND SHAPE THE AGENDA OF THE NETWORK HAS CONTRIBUTED TO ITS SUCCESS SO FAR

6 | What has been most effective about the initiative? How are you monitoring success?

StepUp is a network for junior lawyers run by junior lawyers. We believe giving our junior lawyers the autonomy to steer and shape the agenda of the network has contributed to its success so far. We have made it clear that the firm's management fully support the network and will work together with the members to support their ambitions.

7 | Provide examples of metrics/indicators you are using to track success/effectiveness of the initiative. Or any employee feedback/quotations you would like to share.

"I think StepUp is an excellent initiative and the introduction was really useful. It was great to be made aware of the networking training sessions."

"This is a positive move by the firm and the team behind it seem enthusiastic and keen to make it work."

"I think the StepUp group is a great idea!"

"I'm really excited about this – as a junior lawyer it is a really great opportunity to build my client skills in a friendly forum."

"I think this is a great idea and I would like to get more involved in the future."

"I look forward to being involved in StepUp events in the future. Excellent idea that can only have positive outcomes for both the individuals involved and the firm as a whole."

"THIS IS A POSITIVE MOVE BY THE FIRM AND THE TEAM BEHIND IT SEEM ENTHUSIASTIC AND KEEN TO MAKE IT WORK"

KPMG

INITIATIVE: **Inclusive Leadership Strategy**

1 | Describe the context of the initiative

As a business dependent on innovative people, KPMG recognises that the diversity of people and inclusive behaviours create a culture of innovation and high performance and has a track record of leadership in this area, being a founder member of the 30% Club and publishing reports such as 'Cracking the Code' and sponsoring the 'Lord Davies Final Review'. Providing development and career opportunities for women has always been a key priority, running successful programmes such as Reach* and supporting the women's network KNOW which has promoted and engaged colleagues on gender equality. However, keen to accelerate progress in achieving better diversity balance as well as being able to effectively measure cultural change, in October 2014 we set public firm wide targets on four key areas – disability, sexual orientation, ethnicity and gender. These targets are based on proportionality. We are the first organisation not subject to the PSED to publish public targets on disability and sexual orientation. To support achievement of our target zones, we have developed an Inclusive Leadership strategy which includes a number of measures to chart progress.

2 | What are the objectives of the initiative?

The target zones are not the outcome, and are not quotas; they are a tangible measure of culture change and inclusive leadership.

The objective is to build on the work we had already undertaken at KPMG. The target zones provide a lens with which to check and challenge decision making, a tool to highlight and engage with leaders where action plans need to be focused, as well as enabling energy on recruiting, retaining and promoting the best talent in all of its forms. We want to see a more diverse talent pipeline and senior leadership team.

3 | Who is the project sponsor?

Simon Collins, Chair, KPMG

4 | What is the initiative all about? How does it work?

The target zones are based on a truly inclusive culture where everyone has the ability to thrive; therefore progress is consistent with proportionality of the grade below (e.g. if 40% of the grade below are women, we have set target zones calculated by 40% of promotions being women).

Once published, the target zones are used to highlight areas of focus as well as supporting each business area to develop and measure progress against leadership and functional action plans, addressing risks of underrepresentation and focusing resources where there is greatest risk rather than areas who proactively develop opportunities, as had previously been the case.

Proportionality checks are built into all recruitment and promotion decisions, ensuring shortlists and talent pools are consistent with available talent.

Proportionality is used to monitor effectiveness of attraction, retention and talent management strategies and influence more inclusive practice.

The target zones (alongside other tools such as staff engagement survey data cut by diversity strand) serve as a tangible measurement of Inclusive Leadership across the business and is used within Executive Committee meetings and board meetings to support discussion and action.

THE DIVERSITY OF PEOPLE AND INCLUSIVE BEHAVIOURS CREATE A CULTURE OF INNOVATION AND HIGH PERFORMANCE

*Reach was a leadership development programme specifically to support women progress into senior roles.

5 | What obstacles did you encounter and how did you surmount them?

There was some confusion when the target zones were first launched that they were quotas. This was managed through careful and consistent communications, as well as opportunities to have open and honest conversations (such as during Inclusion Week).

Where development initiatives have been utilised to address underrepresentation risks, there has needed to be careful management of fear of 'positive action'. A focus of proportionality and underrepresentation is key to mitigating the risk.

6 | What has been most effective about the initiative? How are you monitoring success?

Setting firm wide targets has created a firm wide conversation about why we have targets and how they can be achieved. These conversations have created space where myths around diversity, inclusion and targets can be challenged and evidence and good practice shared. These discussions have provided a platform on which to launch a range of initiatives to achieve a diverse workforce at all levels of the firm.

It is common for culture change to be intangible and unmeasurable other than in a reactive way. The target zones have provided a proportionality check into decision making processes as well as regular temperature checks. They have also enabled us to focus emphasis on areas that require more attention and draw out effective practice where target zone monitoring highlights progress is being made.

Ability to break the target zones into business lines with accountable owners has supported all leaders engaging rather than assuming someone else will play their part. The targets are the measure of success.

7 | Provide examples of metrics/indicators you are using to track success/effectiveness of the initiative. Or any employee feedback/ quotations you would like to share.

The strategy is showing green shoots of progress. Here are some examples of progress and measures that we have or are about to implement:

- We are focused on pipeline development rather than fixing numbers. The green shoots of a more diverse talent pipeline are also being reported at the end of the first year with more women being promoted to director and partner level than previous years (e.g. in the partner track process, 35% of appointments were female against a proportionality measure of 25%)
- In the pilot sponsorship programme we brought together 35 sponsors and protégées – 50% of protégées are female
- Even at this early stage two women from the first cohort of GROW (Inclusive Leadership Development Programme for under-represented target groups) have achieved a promotion as a direct result of the learning and motivation provided by the programme
- 2000 colleagues have attended inclusion week events each year

The targets have only been published for a year however there are positive signs of change in engagement on diversity and inclusion and building a diverse talent pipeline to support gender diversity in the workplace. Setting public firm wide targets has bought sharp focus to the strategy and actions to achieve the recruitment, retention and promotion of diverse talent.

Linklaters

INITIATIVE: Global Women's Leadership Programme

1 | Describe the context of the initiative

The retention and promotion of female lawyers remains a critical business issue for Linklaters. Our trainee intake is approximately 50% female, and yet we see a significant reduction in the proportion of women at senior levels. We have made some progress but it remains slow and regionally inconsistent.

The results of the 30% Club research conducted by McKinsey in 2012 highlighted a number of issues and supplemented our internal perspective on what we could do differently. We developed the global Women's Leadership Programme (WLP) as a specific initiative to increase the proportion of females in the partnership.

2 | What are the objectives of the initiative?

In 2012 Linklaters piloted the WLP with the aim of developing and retaining talented female senior associates. The programme was designed and is delivered in conjunction with the Cranfield School of Management and is a key part of the firm's gender diversity strategy.

The objectives of the programme include:

- Supporting participants in identifying the key challenges which they face in navigating their careers and developing appropriate strategies for success.
- Building participants' confidence in their leadership style to make an impact in the business in a way that is wholly authentic.
- Giving participants the tools and space to clarify their ambitions in a way that reflects their needs and those of the partnership.

3 | Who are the project sponsors?

Our Firmwide Managing Partner and Senior Partner acted as Executive Sponsors when the programme was launched. The WLP is now sponsored by **Fiona Hobbs**, Global Diversity Partner, supported by a group of male and female partners representing each region.

4 | What is the initiative all about? How does it work?

The programme design focuses on giving participants the necessary skills, awareness and networking opportunities to help them develop their careers and ultimately gain promotion to the partnership.

The programme runs over a nine month period and each cohort is made up of 25 female associates from across the Linklaters global network. The launch event provides inspiration for the leadership journey ahead and includes team building activities, group coaching, networking with partners and programme alumnae, academic research on female leadership from Cranfield and an understanding of the firm's Diversity & Inclusion strategy.

Between the launch and closing event, participants are expected to spend time on inter-programme activities, including individual coaching, monthly calls/meetings with their Sponsor Partner (a senior partner from a different office and practice area), networking and self-learning materials to support their development. This is supported by a series of webinars on key topics such as obtaining feedback, strategic networking and image management.

At the programme closing event, participants work in their coaching groups to consolidate their learning and make plans for the ongoing development of their careers.

5 | What obstacles did you encounter and how did you surmount them?

We have had feedback that some view the programme as positive discrimination, feeling it is unfair for women to get additional development opportunities. Some argue that the firm is a meritocracy therefore there isn't a need for a specific programme for women. We tackled these challenges by involving partners and senior leaders in attending the programme and taking on the role of a sponsor partner to participants. This helped them better understand the challenges faced by women coming 'through the ranks' and their role as partners in supporting individuals and creating an inclusive culture in which women can progress and thrive.

> "THE PROGRAMME REALLY DOES HELP YOU THINK ABOUT WHAT YOU WANT FROM YOUR CAREER AND HOW TO ACHIEVE THAT, EVEN IF YOU DON'T YET KNOW IF YOU WANT COUNSEL OR PARTNERSHIP AT LINKLATERS"

6 | What has been most effective about the initiative? How are you monitoring success?

During the 2012 pilot of the WLP, we asked participants to identify areas that the firm could focus on to progress the D&I agenda, particularly in relation to gender. A number of their recommendations have now been implemented including: creating accountability for diversity at Partner level following Fiona Hobbs' appointment as Global Diversity Partner in 2013; positioning D&I on the strategic agenda with regular reviews at our leadership boards, adopting gender–related targets (30% female membership of our leadership boards by 2018, and also above 30% for female elections to the partnership), a global programme of unconscious bias training and establishing a firm wide gender network, 'Women@Linklaters'.

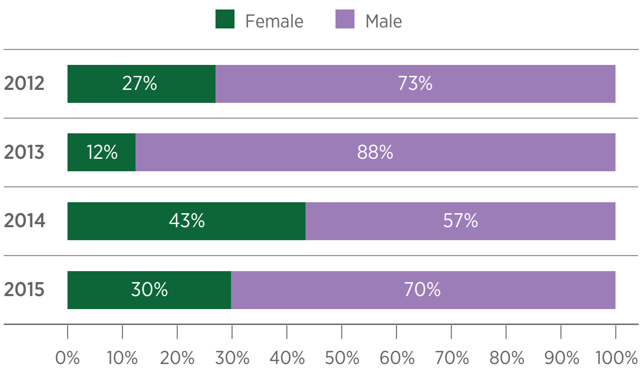
The sponsorship element of the WLP has proved particularly effective in engaging the partnership. Sponsees recognise that sponsors can provide insightful feedback from a different perspective and can help them take a step back from their situation. Sponsors have also found the experience beneficial, helping to improve their diversity competence through exposure to and experience of the perspective of female associates. One male sponsor said he had never previously considered how challenging it would be for a woman to navigate taking time out for maternity leave and the impact this could have on her career, either perceived or real.

7 | Provide examples of metrics/indicators you are using to track success/effectiveness of the initiative. Or any employee feedback/ quotations you would like to share.

We monitor success of the WLP through regular progress calls with participants throughout the programme and evaluations following face to face events. We also monitor promotion and retention statistics and progress against targets.

We have seen the number of women who progress through to partner and counsel increase in the FY14 and FY15 elections. Of the 74 women who have completed the WLP, seven alumnae have been promoted to partner and 11 to counsel.

The graph below shows the gender split of partner elections.



Feedback from WLP participants has demonstrated that our female talent really embrace the opportunity to focus on their career development.

"The programme really does help you think about what you want from your career and how to achieve that, even if you don't yet know if you want Counsel or Partnership at Linklaters."

"I left feeling a lot more motivated. I really wanted to think about what I wanted to do rather than let things happen around me as they have done for the previous 15 years. I need to take active decisions and take advantage of the opportunities I already have."

PwC

INITIATIVE: **Breakthrough**

1 | Describe the context of the initiative

It is our ambition to have a diverse workforce, with our senior leaders reflecting the diversity we see at our junior grades and in the markets in which we and our clients operate. We set a 20% target for female Partners and a stretching 30% female Partner admission rate each year to work towards and have achieved 17% female Partner representation to date.

To ensure that all our talent has the same opportunity to progress we introduced a programme for female directors in 2008. The Women's Leadership Programme (WLP) was designed to explore the systemic and individual issues relating to gender inequality and as an intervention to level the playing field.

In 2012, realising that we needed to build our future pipeline of women, we shifted our attention to our senior manager population; women at the mid-level career stage. Also recognising that in this 'middle' position these women have a great opportunity to influence up and down the organisation.

From this refocus a new, bigger, bolder programme was created: we call it Breakthrough. Breakthrough runs from April – November, accordingly two cohorts have now experienced it; 47 participants and 24 sponsors.

2 | What are the objectives of the initiative?

Breakthrough is designed to increase the diversity of PwC's leadership and to build an inclusive culture. It does this through;

- Targeting of talented woman earlier in their careers to help them to be resilient in the system.
- Targeting of influential Partner sponsors interested in developing their own inclusive leadership behaviour/reach.
- Supporting PwC's talented female Senior Managers and their Partner sponsors in their leadership journey.
- Encouraging inquiry into the system; i.e. Seeks to change the system rather than the women.
- Experiential learning, active sponsorship and accountability.
- Monitoring the career progress of the female participants throughout and after Breakthrough.

BREAKTHROUGH IS DESIGNED TO INCREASE THE DIVERSITY OF PWC'S LEADERSHIP AND TO BUILD AN INCLUSIVE CULTURE

3 | Who are the project sponsors?

Ian Powell, PwC UK Chairman and Senior Partner

Gaenor Bagley, PwC Board Member for People

4 | What is the initiative all about? How does it work?

The formal programme takes place over an eight month period and involves 24 participants, 12 sponsors (men and women), three facilitators and it is personally sponsored by two board members. Inspirational leaders join the cohort along the journey for specific sessions. Participants and sponsors attend five face to face modules with fieldwork and conversations between modules in multiple forms.

Its design encompasses principles of inclusive leadership, presence, individual and systemic learning, peer learning, experimentation, complexity theory and personal responsibility.

5 | What obstacles did you encounter and how did you surmount them?

WLP's strong reputation and results paved the way for Breakthrough's systemic and provocative nature i.e. the business trusted the concept and the design team; consequently the obstacles to its existence were few. The budget was protected, recognising the need to intervene to create change.

Partner time is a precious commodity and we use it wisely e.g. selecting Partner sponsors who have the most influence in their businesses and creating a 1:2 sponsor and participant ratio to accelerate learning and to build community.

Full attendance and participation is critical to achieve the benefits of Breakthrough. This is a constant challenge in a professional services environment as people respond to client needs. We plan ahead and reiterate the importance of participation to realise the firm's investment, individuals' learning and also create a peer learning environment which increases accountability.

The selection process is robust for both participants and sponsors – this process recognises and challenges the bias in our system, which in turn leads to improved talent identification.

Our greatest challenge is sustaining momentum post Breakthrough. Participants and sponsors all report strong commitment to the actions they have pledged to take, and without the structure of the programme we rely on them to hold themselves to account. Some arrangements which facilitate this are;

- Each Line of Service Leadership team engages with the participants and sponsors, thereby deepening their connections with them and gaining new insight into this talent pool. Both parties value this enormously.
- We are now seeing the alumni of WLP and Breakthrough mobilise in support of each other and the broader D&I agenda. E.g. Joining the Gender Balance Network, sharing experiences, working across the firm on client projects.

An ongoing challenge is how to use Breakthrough as a catalyst for wider change with each cohort driving accountability in their own businesses, with their teams and clients.

6 | What has been most effective about the initiative? How are you monitoring success?

The overall learning can be categorised as all involved in the programme moving from being gender blind to gender aware and them sharing that learning. Many say they did not realise how complex the subject is.

We've been able to take advantage of PwC's action orientated culture to increase personal responsibility and accountability and we're seeing alumni leading the agenda locally e.g. taking on D&I leadership roles, changing the course of moderation meetings, talking to our clients about their and our learning, actively sponsoring others who are different to them.

> "I WOULD RECOMMEND BREAKTHROUGH. I THINK IT WAS REALLY DIFFERENT AND I LEARNT A LOT ABOUT MYSELF AND OTHERS. INCREDIBLY VALUABLE – ONE OF MY BEST EXPERIENCES AT PwC IN THE LAST EIGHT YEARS"

7 | Provide examples of metrics/indicators you are using to track success/effectiveness of the initiative. Or any employee feedback/ quotations you would like to share.

The career progression and satisfaction of Breakthrough participants is tracked and reported upon to the Programme sponsors. This involves the sponsors' pro-active involvement in the local talent conversations with the participants' home business.

Our results speak for themselves. We now have 41 female Partners who are WLP alumni and nine female directors who are Breakthrough alumni.

Some quotes from the 2014 Breakthrough cohort:

"As a sponsor I got as much out of it as the participants."

"It focused my mind on my development in a really positive way."

"I would recommend Breakthrough. I think it was really different and I learnt a lot about myself and others. Incredibly valuable – one of my best experiences at PwC in the last eight years."

Reed Smith

INITIATIVE: The power of tailored career paths: enhancing career advancement through sponsorship and in-house coaching

1 | Describe the context of the initiative

As a private practice international law firm, we have been well aware of the historic (and current) sector challenges in ensuring gender balance at a leadership level. Our firm has focused on this topic across our international platform for a number of years, with measurement and accountability for our progress being embedded in the annual promotion processes and at Board level. We have also utilised external benchmarking opportunities such as the certification in the 'Women in Law Empowerment Forum' (WILEF) to assess our progress, and have achieved 'Gold Level' for the last 4 years.

Despite achieving significant progress in the percentages of women advancing to senior associate, counsel and partner levels, both quantitative and qualitative data indicated that we could enhance the conversion rates from senior associate/counsel to fixed-share partner and also from fixed-share partner to full equity partner.

2 | What are the objectives of the initiative?

Given this specific need to assist development at key career transition points, in 2012 the leader of the firm's 'Women in Reed Smith' Initiative (WinRS), our Senior Leadership Team and the Learning & Development team together created a plan to put in place more tailored sponsorship and in-house coaching arrangements. We believed that this approach would better support women making effective career transitions into leadership roles, and allow the support to be tailored to an individual's circumstances.

In parallel, to support this initiative, a strategic decision was made to select future members for the firm's Learning & Development function with a strong coaching capability. This aspect was put into place as the team grew in 2013-14, adding another internal coach which developed for us the band-width internally to deliver the management of the coaching and sponsorship arrangements.

3 | Who are the project sponsors?

Our head of the EME WinRS initiative (**Lynne Freeman/ Margaret Campbell**), working with Board level sponsors (**Roger Parker**, EMEA Managing Partner and **Tamara Box**, Global Chair of our Financial Industries Group) and **Nigel Spencer** (Global Head of Learning & Development), were all leading sponsors of the initiative.

4 | What is the initiative all about? How does it work?

- The initiative's overall objective was to put in place stronger individual coaching and sponsorship for high-performing lawyers and future leaders of the business. Sponsors were both men and women senior leaders in the firm.
- Working with the relevant practice group leaders, we identified lawyers approximately 12-18 months from their next promotion step.
- The head of WinRS and the Learning & Development team then held an initial planning session with those individuals to discuss their key development needs.
- We covered in these conversations focus areas for development ranging from practice development to network building and connection with senior stakeholders.
- The individuals then 'owned' the activities arising from these initial conversations, under the guidance of senior sponsors (arranged by the head of WinRS and the Learning & Development team).
- Regular 'progress' coaching discussions were scheduled with the head of WinRS, with the individual working on a development plan towards specific targets.
- As required, goals were re-assessed before the next career step was taken.

One clear philosophy behind the approach taken was to ensure that the individual 'owned' the actions which would help them to take their next career step. We wanted them all to feel in control of the pace of their career development and to empower them to take action.

The firm's flexible career paths at senior levels support this approach, with individuals able to move to either a counsel or partner role from the position of associate, and with no specific 'time in role' requirements through our career framework. The counsel role itself is flexible and, in our firm, is a role which often leads to partnership.

Such career path flexibility is helpful, as individuals might decide to 'dial-down' their development trajectory for 1-2 years and/or then 'ramp up' towards a subsequent promotion – it depends upon the individual's circumstances and both approaches have worked well in ensuring that the individuals took the next career step, but did so at the time which was right for them.

THE FIRM'S FLEXIBLE CAREER PATHS AT SENIOR LEVELS SUPPORT THIS APPROACH, WITH INDIVIDUALS ABLE TO MOVE TO EITHER A COUNSEL OR PARTNER ROLE FROM THE POSITION OF ASSOCIATE, AND WITH NO SPECIFIC 'TIME IN ROLE' REQUIREMENTS THROUGH OUR CAREER FRAMEWORK

5 | What obstacles did you encounter and how did you surmount them?

The culture of the firm supports at Board level these approaches, so there were no organisational obstacles to implementing our approach.

Sometimes, clarity around the criteria for the next career step and painting a picture of 'what good looks like' at the next level has been especially important to build the confidence of individuals that the next step was both possible for them and also could fit with their broader commitments. For example, for five of the individuals identified, balancing a young family was a key need for them, and the firm ensured that this practical conversation took place to plan how the promotion could work for both them and the firm.

6 | What has been most effective about the initiative? How are you monitoring success?

One main benefit of taking this approach has been to drive the individuals to take ownership of their careers, to make conscious choices about their development, and to feel in control as regards to the pace and direction of potential promotion.

In this way the firm finds lawyers who, upon promotion, tend to be more confident and capable of making successful transitions under guidance and support from senior sponsors.

7 | Provide examples of metrics/indicators you are using to track success/effectiveness of the initiative. Or any employee feedback/quotations you would like to share.

We have tracked individuals' progress and have 13 examples where these approaches resulted in senior lawyers successfully making the transition to partnership in the last three years: nine from associate/counsel to fixed-share partner, and four from fixed-share partner to full equity partner. Looking forwards, we are continuing to track future candidates for promotion at both levels, and expect that this measurable impact can be continued.

At a 'firm culture' level, the benefits of supporting successful transitions to more senior roles has been very powerful from a role modelling perspective. Individuals now in these senior roles regularly join panel discussions with more junior lawyers in the firm to talk about their 'journey', the support which they had, and what they have learnt along the way.

Wragge Lawrence Graham & Co

INITIATIVE: **More Women**

1 | Describe the context of the initiative

Our More Women initiative was established four years ago (shortly before we joined the 30% Club) due to growing concern at the lack of female candidates for partnership and women partners seeking roles in management.

We started to record gender percentages for all levels of fee earners because we were concerned at the disproportionate percentage of men at principal associate/director levels given how successful we are in recruiting women at trainee and newly qualified level.

The May 2014 merger of Wragge & Co and Lawrence Graham also provided the opportunity to harmonise our approach to gender diversity across the new firm, Wragge Lawrence Graham & Co.

2 | What are the objectives of the initiative?

The More Women mission statement is:

To increase the number and the percentage of women in partnership and management roles within the next three to five years. To be known for flexibility in the way in which we enable and empower our people (both men and women) to deliver an outstanding service to clients.

3 | Who are the project sponsors?

Andrew Witts, Chairman

Partner **Sarah Sasse** coordinates our More Women initiative, supported by a range of partners (male and female) who lead the various More Women working groups (see below) and by our HR team, led by HR Director, **Chris Oglethorpe**.

MORE WOMEN COMPRISES FIVE WORKING GROUPS, EACH FOCUSING ON A KEY ASPECT OF OUR DRIVE TO INCREASE THE NUMBER AND PERCENTAGE OF WOMEN IN PARTNERSHIP AND MANAGEMENT ROLES

4 | What is the initiative all about? How does it work?

At its heart, More Women comprises five working groups, each focusing on a key aspect of our drive to increase the number and percentage of women in partnership and management roles:

1. Agile working

This group has challenged our 'normal' way of doing things and has pushed us to be more innovative in the adoption of agile working solutions.

Notable successes in this area include:

- Removal of the formalities required if a lawyer wants to work remotely;
- Roll-out of 'Unplugged' allowing lawyers to work flexibly across our offices, with no fixed workstation;
- Our first legal job share where two senior associates each work three days a week – in a transactional role – servicing one of our major real estate clients; and
- More creative flexible working options, including evening working and compressed hours.

We are also launching a three month pilot in early 2016 whereby all fee-earners (at all levels) in a team will work remotely one day per week.

2. Women's Network

Our women's network supports, encourages and empowers women to create their own career path and execute it. They do not need to behave more like men to succeed in the firm.

Our network launched recently with a series of 'Pizza & Prosecco' events, giving our women the opportunity to meet and share views on what they want from the network. Next month will see a workshop in each UK office, in association with 'Her Invitation', examining the key challenges women face in business and how female behaviours can be perceived in a business environment – the workshops are already fully booked!

3. Mentoring and sponsorship

We have targeted individuals to encourage them to apply for management roles – one of our four Practice Heads and the Chair of our Partnership Council are now women. We mentor our female partnership candidates. One third of partner promotions this year were women.

We are now launching a mentoring programme for all women directors to help bring them through to partnership. Over 30 partners have volunteered as mentors. We are in the process of matching these to potential mentees and organising training and 'get to know you' sessions for those involved.

4. Events
Our events group organises and supports a regular programme of women-focused events. They raise awareness, enable discussion, and lower unconscious bias for all members of staff.

Examples this year include:

- **International Women's Day** – with leading speakers (Dame Fiona Woolf and Gisela Stuart MP)
- **'View from the Top'** – a panel of women partners sharing their career journeys culminating in a lively Q&A session!
- **'The Diversity Debate'** – a client-centric 'Oxford style' debate on the impact of targets.

5. Communications
More Women will only succeed if there is clear and accessible information about the support and opportunities on offer to our women. Our communications group has a growing list of people (men and women) interested in More Women initiatives and actively promotes role models and access to information around career development, working arrangements and mentoring.

5 | What obstacles did you encounter and how did you surmount them?

We experienced some cultural resistance to an initiative focused on our female talent alone; however, leadership from our Chief Executive and Chairman, the enthusiasm and drive of the core More Women team, great support from our HR team combined with a programme of unconscious bias training for all partners and directors, has helped overcome this initial resistance.

6 | What has been most effective about the initiative? How are you monitoring success?

We measure our success by the changes we have effected and positive reaction we have received:

- One executive member of our Board is now female;
- One of the two non-executive members of our Board is now female;
- Two out of six internal partner promotions this year were female;
- The development of our agile working and mentoring policies;
- The extensive support from volunteers keen to help with the working groups;
- The number of people signing up to the More Women mailing list has more than tripled;
- Demand from colleagues in our Munich and Paris offices to replicate the initiative in their offices;
- Significantly improved retention of maternity returners; and
- The popularity of our Network workshops and other gender diversity events.

7 | Provide examples of metrics/indicators you are using to track success/effectiveness of the initiative. Or any employee feedback/ quotations you would like to share.

We now track a range of metrics to monitor the effectiveness of More Women – for example:

Maternity returners
Our figures have improved significantly since we issued all line managers with a maternity 'hints and tips' document in 2013 and introduced a maternity coaching pilot.

	2012	2013	2014	2015
Number of returners	13	14	14	12
% still with the firm 18 months after returning	69%	79%	80%	100%

Partner appointments 2013-2015
Since January 2013, a total of 18 partner appointments have been made. Nearly 40% of these have been female.

Total	Female	Male
18	7	11

We are continuing to monitor promotion rates, turnover, maternity returners and pipeline by gender to ensure we understand any trends that are emerging and the impact of our gender diversity initiatives.

Thank you

With thanks to the following participating firms and individuals for their contribution:

Allen & Overy
Jo Dooley

Ashurst
Simon Beddow
Dave Cook
Deborah Dalgleish

Bain & Company
Lili Chahbazi

Baker & McKenzie
Samantha Mobley
Justine Thompson

Clifford Chance
Laura King

CMS
Penelope Warne
Daniel Winterfeldt

Deloitte
Emma Codd
Caroline Hunt

Eversheds
Paul Smith
Denise Jagger
Tony Ramos

EY
Sally Bucknell
Tina Mason
Joanna Santinon

Freshfields Bruckhaus Deringer
Alice Lewis
Avril Martindale
Kate Millward

Herbert Smith Freehills
Jemima Coleman
Ian Cox
David Shields

Hogan Lovells
Alison Unsted

KPMG
Melanie Richards
Kulbir Shergill

Linklaters
Sarah Wiggins
Daniel Danso
Helen Walker

PwC
Gaenor Bagley
Sarah Churchman
Helen Hopkin
Pars Purewal

Reed Smith
Tamara Box
Nigel Spencer

Wragge Lawrence Graham & Co
Sarah Sasse

Notes

Notes

Further information:

@30percentclub

info@30percentclub.org

www.30percentclub.org

For Press enquiries,
please contact:

jschechter12@bloomberg.net

30% Club

GROWTH THROUGH DIVERSITY