30% Club
Cross-company mentoring scheme
Information pack
Executive summary

2016-2017: UNPARALLELED OPPORTUNITY

Running from September to June each year

Mentees: high potential women, from every level of the career pyramid

Mentors: male or female business leaders

Series of learning and networking events

Pairs meet every four to six weeks

Key dates for your diary

- 4th January 2016 – 24th June 2016: Organisation registration window
- 16th June 2016 and 28th July 2016: Key contact training
- 19th August 2016: Deadline for mentors and mentee to upload their profile onto the system
- 2nd September 2016: Matching emails sent to introduce mentors and mentees
- Mid- September 2016: Launch event

World-class matching process

Member organisations can nominate up to 10 mentors and 10 mentees for each level of the career pyramid (in equal numbers e.g. 7 mentees and 7 mentors)

Scheme supported by Women Ahead

It is fantastic to see the cross-company mentoring scheme expand and scale up to enable more business leaders to share skills and inspire high-potential women at every layer of the career pyramid.

Brenda Trenowden
Head of FIG Europe, ANZ, and 30% Club Global Chair

The scheme has expanded both in the UK and internationally, with US and Ireland launches in 2015, and will soon be launching in other countries.

The scheme currently includes over 640 leaders across 44 organisations.
The 30% Club cross-company mentoring scheme - launched with the support of EY and now delivered by Women Ahead - offers cross-company, cross-sector mentoring to women at all levels of the career pyramid. It aims to complement other schemes in the marketplace, or within individual organisations, where cross-company mentoring is usually only available to very senior women.

The mentoring scheme offers opportunities to women at three phases of their career journey:

1. **Early career scheme**
   - **Mentees:** Women selected for flying start, or graduate level positions.
   - **Mentors:** Male or female with at least five years professional working experience.

2. **Mid-career scheme**
   - **Mentees:** High potential, mid-career women. Mentees should be women who have a minimum of five years managerial experience.
   - **Mentors:** Male or female and must be senior executives with extensive managerial experience (e.g. senior partner level or executive committee (EC) or EC-1 equivalent).

3. **Senior scheme**
   - **Mentees:** Exec-1, senior leadership or management team.
   - **Mentors:** Male or female with extensive experience (e.g. CEOs, Board members and senior leaders).

Each participating organisation defines the pivot point at which it sees a divergence between career paths of men and women, and invites key women in this ‘danger zone’ into the mentoring scheme that best fits their experience level. Organisations can have women at every relevant layer of the mentoring scheme.

The feedback from both mentees and mentors reinforces our hope that the scheme can be beneficial for, ultimately, thousands of women and their organisations.

The fee for each participating organisation goes towards covering costs for the online system management and provision, events and the ongoing programme support from Women Ahead.

- Up to ten pairs £4,000 per organisation
- Up to twenty pairs £6,000 per organisation
- Up to thirty pairs £8,000 per organisation
How does the scheme work?

Geographies
The scheme is currently based in the UK, Ireland and US.

Banding and selection
Mentor to mentee ratio is one-to-one and there must be equal numbers within each layer of the mentoring scheme, our recommendation is that mentors and mentees volunteer to take part in the programme and are then selected by their organisation based on internal criteria. It is critical that all mentors and mentees are committed to the scheme and are prepared to make the time to meet or speak with their selected mentor/mentee.

Timings
The scheme runs from September to June every year, with the option to extend for a further six months on an informal basis.

Meetings
One-to-one mentoring meetings take place monthly or, at a minimum, every six weeks for an hour or two. We encourage monthly meetings in order to build up sufficient momentum over the nine-month period. The onus is on mentees to schedule and travel to meetings.

Matching process
The matching of mentors and mentees is facilitated by an online system with input and oversight from the scheme manager. Mentors and mentees are paired appropriately according to key criteria (e.g. professional experience, managerial experience, geographic location, gender, ethnicity and interests) and the system is designed to eliminate concerns over conflicts of interest and confidentiality issues. The scheme is cross-sector and matches will reflect that.

Administrative practicalities
Each organisation nominates a senior leader sponsor and a key contact to select and recruit mentees and mentors.

Events
As well as a number of mentee networking events, the scheme holds three main, central London events each year.

Virtual mentoring
We encourage virtual mentoring and learning when it is not possible to attend meetings and events in person. The Women Ahead team will assist people to access information virtually and make the most of one-to-one meetings that take place virtually.

Confidentiality
We ask participants to respect confidentiality and existing employment relationships.

Measuring progress
Progress will be measured through the online system. Each organisation will be able to generate an aggregated, anonymised report that can be fed back into their organisation at the end of the scheme. We will also carry out regular feedback pulse-checks and reporting.
The key contact role

This is a critical role and the key contact should be selected carefully.

The key contact provides a critical function in terms of administering the initial setup of participants on the system and providing oversight of participants’ involvement and engagement in the scheme. They also serve as a feedback loop for any issues that participants may wish to raise.

The key contact’s role is to:

- Drive the selection process and be the key point of contact for Women Ahead.
- Cascade central communications to their organisation mentors and/or mentees and have check-in points with mentors and mentees throughout the scheme.
- Set up the mentors or mentees from their organisation on the system [name, job title and email address only].
- Feed back results and progress to key stakeholders within their organisation, with support from Women Ahead.
- Be ultimately accountable for mentors and mentees completing their profile on the system within a given time-frame.
- Attend networking sessions on behalf of their organisation, and share feedback to Women Ahead and 30% Club.
- Be the go-to person if there are any issues with their organisations mentors and/or mentees.

No limit has been set on the number of organisations that can participate in each cohort. The aim is to have upwards of 40 organisations taking part. The focus is on maintaining the quality of mentors and mentees whilst maximising scale and reach.

Pre-scheme, post-completion and follow-up feedback and evaluations for each cohort will be organised by the scheme manager from the 30% Club.

A key contact manual will be made available to key contacts, along with a detailed briefing and occasional networking events to support this role.
The 30% Club has partnered with Women Ahead to design and deliver this programme. Women Ahead is a social enterprise that supports the development of women in sport and business.

One of the 30% Club initiatives I am most proud of is our cross-company mentoring scheme. Women Ahead have been invaluable. We’ve gone up a notch since they came on board, and we’re delighted to be working with them in significantly extending the scheme.

Helena Morrissey CBE
CEO Newton and Founder 30% Club
World-class mentoring
The case for change

Since 2010 the 30% Club has become synonymous with building gender balance on boards. Going forwards, and to ensure that progress to date is sustainable, we are extending our pipeline focus. The cross-company, cross-sector mentoring scheme for women at all level of the career pyramid is a crucial part of that effort.

The Case for Change

Gender disparity prevails at the top

<table>
<thead>
<tr>
<th>Women in the boardroom</th>
<th>Men named David</th>
<th>Men named John</th>
<th>Men who have the title ‘Sir’</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Women</td>
<td>7</td>
<td>14</td>
<td>17</td>
</tr>
<tr>
<td>CEOs or chairs in FTSE 100 companies</td>
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<td></td>
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</tr>
</tbody>
</table>

CEOs or chairs in FTSE 100 companies

The leadership pyramid is unbalanced

<table>
<thead>
<tr>
<th>Percentage of women at each level</th>
<th>CEOs</th>
<th>Seats on ExCo</th>
<th>Middle management</th>
<th>Total company</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10</td>
<td>20</td>
<td>30</td>
<td>40</td>
</tr>
</tbody>
</table>

Mid-career women have less confidence and aspiration

<table>
<thead>
<tr>
<th>Percentage that agree/strongly agree</th>
<th>Have aspiration to reach top management</th>
<th>Have confidence to reach top management</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Employees</td>
<td>Women</td>
<td>Men</td>
</tr>
<tr>
<td>Experienced Employees</td>
<td>Women</td>
<td>Men</td>
</tr>
<tr>
<td>Senior Leaders</td>
<td>Women</td>
<td>Men</td>
</tr>
</tbody>
</table>

At mid-career, women’s aspiration and confidence to reach the C-Suite plummets 60%.

For women, mentoring is key to getting over the mid-career hump.

What our mentors and mentees have to say:

“By encouraging my mentee to think about her approach to making an impact and developing her career, this has definitely led me to think more deeply about leadership myself.”

“Hearing at first-hand the issues that women face in navigating their careers prompted me to think seriously about how we manage promotional pathways within my own organisation.”

“It’s energising to spend time with a talented, passionate and smart person from another industry.”
Thank you to the 2015/2016 participating organisations