A Statement of Support

WE COMMIT TO PROMOTING DIVERSITY IN THE WORKPLACE. We value the range of perspectives, ideas and experiences that diversity provides, whether grounded in gender, race, sexual orientation, disability, cultural background, religion or age.

WE BELIEVE DIVERSITY AND INCLUSION CREATE A BROADER, RICHER ENVIRONMENT that enhances creative thinking, innovation and problem solving, which adds value to our organisations. We believe that inclusive organisations attract and retain top talent.

WE WILL THEREFORE ENCOURAGE GREATER DIVERSITY AND INCLUSION in our own businesses and co-operate to foster these same values throughout the legal profession and the broader business community.

WE UNDERTAKE TO PRACTICE AND ADVANCE DIVERSITY AND INCLUSION BY:

• Promoting diversity and inclusion within our own teams;
• Considering diversity and inclusion in our hiring and purchasing practices;
• Encouraging and partnering with our law firms to adopt best practices in diversity and inclusion; and
• Promoting diversity initiatives at all levels in the legal and business community.

WE, AS ADVOCATES FOR DIVERSITY AND INCLUSION, will demonstrate our commitment through specific actions and initiatives.
WELCOME

Agenda

09.30 am Introduction & Housekeeping
09:40 am Discussions of in house best practice
10.30 am Discussions of how we engage with law firms
11.15 am Conclusions
11.40 am Next Steps
11.45 am Break
1. Purpose
2. What have we done and what’s next?
3. Overview of Survey Results
4. Case Study – Good or Best? Practices shared by you
5. Panel Discussion/Q&A
IN HOUSE BEST PRACTICE

1. PURPOSE

To identify and collect best practices for in house legal teams which help establish a culture where diversity is cherished and inclusion the norm; and

To build a “data base” of materials to support in house legal teams on this journey
2. WHAT HAVE WE DONE AND WHAT IS NEXT?

Launched a survey amongst in house legal departments to self-assess the maturity of their D&I journey and benchmark this against peers, with results presented today.

Continue gathering information on best practices, useful website links and publish these on the GC for D&I Initiative website for use by in house legal departments.

Seek your views and input on how and what more we can do to help you moving forward.
Global Diversity & Inclusion Benchmarks™

Collective General Counsel Results – October 2019

Draft - Confidential
A Competitive Advantage
Inclusive leadership has evolved from a ‘nice to have’ approach for working with diverse employees, into a definitive capability that separates high performing teams and companies from the average.

Comprehensive and Practical
Based on best practice human centred learning and 70:20:10 principles, our blended approach is designed to give individuals the insight and the tools to build their own and others’ inclusiveness.

Win/Win
Our Inclusion and Unconscious Bias Programs are both a developmental opportunity for leaders as well as an initiative that will embed an inclusive culture and optimise business performance.

Heather Price
CEO
Lisa Skovron
Managing Principal
To assess current state of D&I for all signatories against global benchmarks and diagnose strengths and development areas.

OUTCOMES

- Highlight strengths and priority development areas
- Share examples of excellence
- Inform collective future focus for all signatories
Respondent profile

Signatories

- 33.9% Small (0 to 150)
- 23.6% Medium (150 to 400)
- 42.5% Large (401+)

$n = 36$

Gender

- 58% Female
- 42% Male

$n = 840$

Legal Department Size

- 33.9% Small (0 to 150)
- 23.6% Medium (150 to 400)
- 42.5% Large (401+)

$n = 868$

Organisation Size (employee no.)

- 7.6% Small (1 to 1,000)
- 8% Medium (1,001 to 10,000)
- 84.5% Large (10,001+)

$n = 868$
## Respondent profile

### Sector

<table>
<thead>
<tr>
<th>Sector</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources, Energy &amp; Industrials</td>
<td>45.4%</td>
</tr>
<tr>
<td>Insurance &amp; Superannuation</td>
<td>13.8%</td>
</tr>
<tr>
<td>Manufacturing, Transport &amp; Logistics</td>
<td>8.3%</td>
</tr>
<tr>
<td>Government and Public Services</td>
<td>5.9%</td>
</tr>
<tr>
<td>Information, Communication &amp; Technology</td>
<td>5.1%</td>
</tr>
<tr>
<td>Banking &amp; Financial Services</td>
<td>3.8%</td>
</tr>
<tr>
<td>Professional, Scientific &amp; Technical Services</td>
<td>3.5%</td>
</tr>
<tr>
<td>Consumer Goods</td>
<td>3.3%</td>
</tr>
<tr>
<td>Engineering</td>
<td>3.2%</td>
</tr>
<tr>
<td>Transport, Logistics, Postal &amp; Warehousing</td>
<td>2.3%</td>
</tr>
<tr>
<td>Science and Technology</td>
<td>1.7%</td>
</tr>
<tr>
<td>Healthcare &amp; Medical</td>
<td>1.6%</td>
</tr>
<tr>
<td>Other</td>
<td>2.0%</td>
</tr>
</tbody>
</table>

### Region

<table>
<thead>
<tr>
<th>Region</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>46.4%</td>
</tr>
<tr>
<td>North America</td>
<td>19.0%</td>
</tr>
<tr>
<td>Asia and the Pacific</td>
<td>13.1%</td>
</tr>
<tr>
<td>Global</td>
<td>7.7%</td>
</tr>
<tr>
<td>Latin America and the Caribbean</td>
<td>5.5%</td>
</tr>
<tr>
<td>I prefer not to say</td>
<td>2.8%</td>
</tr>
<tr>
<td>Africa</td>
<td>2.1%</td>
</tr>
<tr>
<td>Other (please specify)</td>
<td>1.7%</td>
</tr>
<tr>
<td>Middle East</td>
<td>1.4%</td>
</tr>
</tbody>
</table>
The Global Diversity and Inclusion Benchmark™

GDIB helps organisations realize the depth, breadth and integrated scope of D&I practices, access current state of D&I, determine strategy, and measure progress in managing diversity and fostering inclusion.
The GDIB™ Model

Group

Categories

INTERNAL
Attract & Retain People
- Recruitment & Development
- Benefits
- Compensation
- Learning

EXTERNAL
Listen to & Serve Society
- Social Responsibility
- Products & Services
- Marketing
- Supplier Diversity

BRIDGING
Align & Connect
- Assessment
- Communications
- Sustainability

FOUNDATION
Drive the Strategy
- Vision
- Leadership
- Structure

Global Diversity & Inclusion Benchmarks
The 5 Levels

**Level 5: Best Practice**
- Demonstrating current best practices in D&I; exemplary for other organizations globally.

**Level 4: Progressive**
- Implementing D&I systemically; showing improved results and outcomes.

**Level 3: Proactive**
- A clear awareness of the value of D&I; starting to implement D&I systemically.

**Level 2: Reactive**
- A compliance mindset; actions are taken primarily to comply with relevant laws and social pressures.

**Level 1: Inactive**
- No D&I work has begun; diversity and a culture of inclusion are not part of organizational goals.
### Consolidated results

<table>
<thead>
<tr>
<th>Category</th>
<th>Component</th>
<th>Progression Level</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Foundation</strong></td>
<td>1. D&amp;I Vision, Strategy, Business Case</td>
<td>Proactive</td>
<td>65%</td>
</tr>
<tr>
<td></td>
<td>2. Leadership &amp; Accountability</td>
<td>Proactive</td>
<td>61%</td>
</tr>
<tr>
<td></td>
<td>3. Structure and Implementation</td>
<td>Proactive</td>
<td>56%</td>
</tr>
<tr>
<td><strong>Internal</strong></td>
<td>4. Recruitment, Retention, Development &amp; Advancement</td>
<td>Reactive</td>
<td>58%</td>
</tr>
<tr>
<td></td>
<td>5. Benefits, Work-Life Integration &amp; Flexibility</td>
<td>Progressive</td>
<td>68%</td>
</tr>
<tr>
<td></td>
<td>6. Job Design, Classification &amp; Compensation</td>
<td>Proactive</td>
<td>58%</td>
</tr>
<tr>
<td></td>
<td>7. D &amp; I Learning &amp; Education</td>
<td>Reactive</td>
<td>55%</td>
</tr>
<tr>
<td><strong>Bridging</strong></td>
<td>8. Assessment, Measurement &amp; Research</td>
<td>Reactive</td>
<td>49%</td>
</tr>
<tr>
<td></td>
<td>9. D &amp; I Communications</td>
<td>Proactive</td>
<td>58%</td>
</tr>
<tr>
<td></td>
<td>10. Connecting D&amp;I and Sustainability</td>
<td>Reactive</td>
<td>53%</td>
</tr>
<tr>
<td><strong>External</strong></td>
<td>11. Community, Government Relations and Social Responsibility</td>
<td>Reactive</td>
<td>58%</td>
</tr>
<tr>
<td></td>
<td>12. Supplier Diversity</td>
<td>Reactive</td>
<td>45%</td>
</tr>
</tbody>
</table>

*Total responses: n = 835-868*
## Consolidated results by Gender

<table>
<thead>
<tr>
<th>Category Labels</th>
<th>Consolidated results</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Foundation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. D&amp;I Vision, Strategy, Business Case</td>
<td>65%</td>
<td>61%</td>
<td>71%</td>
</tr>
<tr>
<td>2. Leadership &amp; Accountability</td>
<td>61%</td>
<td>58%</td>
<td>65%</td>
</tr>
<tr>
<td>3. Structure and Implementation</td>
<td>56%</td>
<td>53%</td>
<td>60%</td>
</tr>
<tr>
<td><strong>Internal</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Recruitment, Retention, Development &amp; Advancement</td>
<td>58%</td>
<td>54%</td>
<td>63%</td>
</tr>
<tr>
<td>5. Benefits, Work-Life Integration &amp; Flexibility</td>
<td>68%</td>
<td>65%</td>
<td>72%</td>
</tr>
<tr>
<td>6. Job Design, Classification &amp; Compensation</td>
<td>58%</td>
<td>55%</td>
<td>63%</td>
</tr>
<tr>
<td>7. D&amp;I Learning &amp; Education</td>
<td>55%</td>
<td>52%</td>
<td>60%</td>
</tr>
<tr>
<td><strong>Bridging</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Assessment, Measurement &amp; Research</td>
<td>49%</td>
<td>45%</td>
<td>54%</td>
</tr>
<tr>
<td>9. D&amp;I Communications</td>
<td>58%</td>
<td>55%</td>
<td>63%</td>
</tr>
<tr>
<td>10. Connecting D&amp;I and Sustainability</td>
<td>53%</td>
<td>49%</td>
<td>58%</td>
</tr>
<tr>
<td><strong>External</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Community, Government Relations and Social Responsibility</td>
<td>58%</td>
<td>54%</td>
<td>64%</td>
</tr>
<tr>
<td>12. Supplier Diversity</td>
<td>45%</td>
<td>42%</td>
<td>49%</td>
</tr>
</tbody>
</table>
## Consolidated Results by Size of Legal Department

<table>
<thead>
<tr>
<th>Category Labels</th>
<th>Consolidated results</th>
<th>Large (401+)</th>
<th>Medium (150-400)</th>
<th>Small (0 to 150)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Foundation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. D&amp;I Vision, Strategy, Business Case</td>
<td>65%</td>
<td>69%</td>
<td>59%</td>
<td>63%</td>
</tr>
<tr>
<td>2. Leadership &amp; Accountability</td>
<td>61%</td>
<td>63%</td>
<td>55%</td>
<td>62%</td>
</tr>
<tr>
<td>3. Structure and Implementation</td>
<td>56%</td>
<td>61%</td>
<td>50%</td>
<td>55%</td>
</tr>
<tr>
<td><strong>Internal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Recruitment, Retention, Development &amp; Advancement</td>
<td>58%</td>
<td>60%</td>
<td>54%</td>
<td>57%</td>
</tr>
<tr>
<td>5. Benefits, Work-Life Integration &amp; Flexibility</td>
<td>68%</td>
<td>69%</td>
<td>67%</td>
<td>66%</td>
</tr>
<tr>
<td>6. Job Design, Classification &amp; Compensation</td>
<td>58%</td>
<td>61%</td>
<td>54%</td>
<td>57%</td>
</tr>
<tr>
<td>7. D&amp;I Learning &amp; Education</td>
<td>55%</td>
<td>61%</td>
<td>49%</td>
<td>53%</td>
</tr>
<tr>
<td><strong>Bridging</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Assessment, Measurement &amp; Research</td>
<td>49%</td>
<td>52%</td>
<td>44%</td>
<td>49%</td>
</tr>
<tr>
<td>9. D&amp;I Communications</td>
<td>58%</td>
<td>62%</td>
<td>54%</td>
<td>56%</td>
</tr>
<tr>
<td>10. Connecting D&amp;I and Sustainability</td>
<td>53%</td>
<td>54%</td>
<td>50%</td>
<td>54%</td>
</tr>
<tr>
<td><strong>External</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Community, Government Relations and Social Responsibility</td>
<td>58%</td>
<td>61%</td>
<td>57%</td>
<td>56%</td>
</tr>
<tr>
<td>12. Supplier Diversity</td>
<td>45%</td>
<td>50%</td>
<td>38%</td>
<td>44%</td>
</tr>
</tbody>
</table>
## Consolidated results by Organisation Size (based on number of employees)

<table>
<thead>
<tr>
<th>Category Labels</th>
<th>Consolidated results</th>
<th>Large (10,001+)</th>
<th>Medium (1,001 to 10,000)</th>
<th>Small (1 to 1,000)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Foundation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. D&amp;I Vision, Strategy, Business Case</td>
<td>65%</td>
<td>65%</td>
<td>62%</td>
<td>69%</td>
</tr>
<tr>
<td>2. Leadership &amp; Accountability</td>
<td>61%</td>
<td>60%</td>
<td>61%</td>
<td>64%</td>
</tr>
<tr>
<td>3. Structure and Implementation</td>
<td>56%</td>
<td>56%</td>
<td>55%</td>
<td>61%</td>
</tr>
<tr>
<td><strong>Internal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Recruitment, Retention, Development &amp; Advancement</td>
<td>58%</td>
<td>57%</td>
<td>57%</td>
<td>63%</td>
</tr>
<tr>
<td>5. Benefits, Work-Life Integration &amp; Flexibility</td>
<td>68%</td>
<td>68%</td>
<td>67%</td>
<td>68%</td>
</tr>
<tr>
<td>6. Job Design, Classification &amp; Compensation</td>
<td>58%</td>
<td>58%</td>
<td>59%</td>
<td>63%</td>
</tr>
<tr>
<td>7. D&amp;I Learning &amp; Education</td>
<td>55%</td>
<td>55%</td>
<td>51%</td>
<td>61%</td>
</tr>
<tr>
<td><strong>Bridging</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Assessment, Measurement &amp; Research</td>
<td>49%</td>
<td>48%</td>
<td>48%</td>
<td>55%</td>
</tr>
<tr>
<td>9. D&amp;I Communications</td>
<td>58%</td>
<td>58%</td>
<td>58%</td>
<td>61%</td>
</tr>
<tr>
<td>10. Connecting D&amp;I and Sustainability</td>
<td>53%</td>
<td>52%</td>
<td>57%</td>
<td>60%</td>
</tr>
<tr>
<td><strong>External</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Community, Government Relations and Social Responsibility</td>
<td>58%</td>
<td>58%</td>
<td>56%</td>
<td>60%</td>
</tr>
<tr>
<td>12. Supplier Diversity</td>
<td>45%</td>
<td>45%</td>
<td>42%</td>
<td>52%</td>
</tr>
</tbody>
</table>
CASE STUDY: good or best practice

**COMMON BEHAVIOURS AND ACTIONS FROM RESPONDENTS**

- **Ambition for gender equality** (Women/mothers in management positions)
- **Recruitment** (Diversity in candidates and interview panels)
- **D&I leaders and networks**
- **Flexible/agile working**
- **Procurement practices** (Procure from disability-friendly companies, minority groups and gender balanced law firms)
- **Training for the business on D&I**
- **Support for female employees**
- **Maternity and paternity leave** (Extended and globally applicable)
- **Unconscious bias awareness** (Recruitment and promotions)
- **D&I as key value and target** (From the BOD down)
- **Procurement practices**
  - (Procure from disability-friendly companies, minority groups and gender balanced law firms)
- **Training for the business on D&I**
- **Support for female employees**
- **Maternity and paternity leave** (Extended and globally applicable)
- **D&I leaders and networks**
- **Flexible/agile working**
- **Procurement practices** (Procure from disability-friendly companies, minority groups and gender balanced law firms)
- **Training for the business on D&I**
- **Support for female employees**
- **Maternity and paternity leave** (Extended and globally applicable)
- **D&I leaders and networks**

**Encourage female working/LGBT where culturally difficult**

**Ambition for gender equality** (Women/mothers in management positions)
PANEL – In House Best Practice

Donny Ching, Shell
Ritva Sotamaa, Unilever
Caroline Omloo, Shell
Catherine Stromdale, Unilever
ENGAGING WITH LAW FIRMS

BACKGROUND

• Understand law firms’ D&I status, policies and focus areas

• Understand law firms’ current strategies, what we can learn from them, areas for improvement and steps we can take to working together

• Collaborate with law firms across Europe to establish a best practice D&I policy which increases diversity and inclusion in the legal community

THE PURPOSE

• Survey law firms to understand current strategies

• Utilise information to build a future framework for in-house counsel to use that includes:
  • D&I policy
  • Guidance
  • Resourcing
  • KPIs
  • Access to SMEs; and
  • Access to external HR talent management
  • Inclusivity for all

THE GOAL
### ENGAGING WITH LAW FIRMS

#### SURVEY RESULTS

<table>
<thead>
<tr>
<th>OVERVIEW</th>
<th>HEADLINE FINDINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Acritas conducted 14 qualitative interviews</strong></td>
<td>• Cover all types of diversity, but limit reporting to gender</td>
</tr>
<tr>
<td>✓ Interviewed D&amp;I experts in law firms</td>
<td>• Mutual commitment and cooperation needed to increase diversity</td>
</tr>
<tr>
<td>✓ What would they welcome from GCs</td>
<td>• Clients are a powerful lever for change</td>
</tr>
<tr>
<td>✓ What they see as the most effective D&amp;I initiatives</td>
<td>• It starts with a conversation</td>
</tr>
<tr>
<td>✓ Which D&amp;I initiatives are more challenging to report on or use as a barometer of progress</td>
<td>• There needs to be a baseline of must-have metrics, and consistency in required metrics</td>
</tr>
<tr>
<td></td>
<td>• Find a way to reduce the burden on firms</td>
</tr>
</tbody>
</table>
ENGAGING WITH LAW FIRMS

WE ARE IN THIS TOGETHER
(TRULY TWO WAY CONVERSATION)

Demonstrate mutual commitment to improving diversity

• Firms are at various stages of sophistication and all agree that clients play a key role in challenging firms – Firms want to work with clients to solve the problem

• However, some scepticism exists:
  • Does the level of effort or success in D&I really influence how work is allocated?
  • Most of the time, perception that clients prefer the A team. Diversity is secondary
  • Law firms also see in-house legal departments themselves are not diverse

• How can law firms and in-house teams collaborate better around D&I?
  • Work collectively to reach out to groups under-represented in the industry?
  • Can clients help firms to bring people back from parental leave?
ENGAGING WITH LAW FIRMS

THERE SHOULD BE CONSISTENT METRICS

In order to hold firms accountable and measure progress, but reducing current burden

• Firms already have to comply with industry reporting on D&I – align reporting requests as much as possible to match what teams have already compiled

• Keep reporting to a high-level: what does D&I look like a firm-wide level, rather than on specific matters (which risks exposing sensitive characteristics)

• Suggested metrics:
  • Headcount breakdown – leadership and partners
  • Hours breakdown on matters
  • Value breakdown on matters

• Origination Credit? Apply pressure in the right way

• Gender pay gap for partners? Focus on legal staff as looking at all staff affects figure
ENGAGING WITH LAW FIRMS

BUY IN ‘DIVERSITY FRIENDLY’ WAYS

Firms feel clients are the most powerful lever for change

- Many firms are signing up to the Mindful Business Charter – how to work and collaborate together to reduce unnecessary stress in the legal industry:
  - Agree service standards – for example, traffic light system with associated response times. Avoid last minute requests if possible
  - Accommodate part-time or flex workers and agree working team schedule at outset
  - Consider tracking where work goes to – are you awarding work in a representative way?
    - Have you investigated how compensation systems work at your firms?

Thomson Reuters and Acritas’ Transforming Women’s Leadership in Law (TWLL) survey

To what extent has client pressure in relation to gender diversity helped to generate more momentum?

- 26% Significant
- 41% Limited
- 33% None

the answer company™

THOMSON REUTERS®
ENGAGING WITH LAW FIRMS

WHERE ARE TODAY’S GAPS?

- What are we not doing?
- What actions can be achieved?
- What else do we need to learn from firms to improve our approach?
ENGAGING WITH LAW FIRMS

WHAT ARE FIRMS DOING ABOUT IT?

Thomson Reuters and Acritas’ TWLL Research asked law firms about 45 diversity levers

The average firm had 25 levers in place at their firm and were piloting another 8
## MOST AND LEAST USED INITIATIVES

<table>
<thead>
<tr>
<th>Most used &gt;85% of firms have in place</th>
<th>Least used &lt;15% of firms have in place</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Genuinely consider part-time working requests</td>
<td>1. Blind or objective work allocation</td>
</tr>
<tr>
<td>2. Flexible and/or agile working</td>
<td>2. We blind or semi-blind CVs</td>
</tr>
<tr>
<td>3. Partnership promotion criteria do not disadvantage part-time lawyers (normalised)</td>
<td>3. Reverse mentorships</td>
</tr>
<tr>
<td>4. Diversity is a stated strategic priority</td>
<td></td>
</tr>
<tr>
<td>5. Deal with bad behaviours</td>
<td></td>
</tr>
</tbody>
</table>

### Most popular ‘in pilot’ initiatives

1. Mentors (40%)
2. Gender balanced matter teams (39%)
3. Gender balanced assessment teams on recruitment (34%)
ENGAGING WITH LAW FIRMS

THE MOST EFFECTIVE LEVERS – COMPARING CONSCIOUS RESPONSES AND WHAT THE STATS REVEAL

• Conscious responses – what do law firms say is working?
  • Flexible working and more focus on work-life balance
  • Tone from the top
  • Clear and transparent career paths and job descriptions
  • Positive female role models

• Which levers statistically correlate with higher retention?
  ✓ Gender balanced matter teams
  ✓ Gender balanced RFPs
  ✓ Leadership reinforces gender diversity as priority
  ✓ Board-level representative for diversity
  ✓ Track and analyse gender diversity data
  ✓ Analyse gender diversity data by practice
  ✓ Take strong stance dealing with behaviours contrary to diversity & inclusion policies/goals
  ✓ Blind or semi-blind CVs to disguise gender
Acritas’ Sharplegal study asked 1000 GCs globally to rate one of the firms they use across a series of service-related factors.

A firm’s performance does not differ on the gender of a client’s lead contact, but firms are rated higher where the team is gender diverse.

Client satisfaction is statistically significantly higher on speed of response, strength of relationship and consistency.
**RECOMMENDATIONS FOR ACTION**

Firms feel clients are the most powerful lever for change

1. Include all aspects of diversity, but limit reporting to gender

2. Report back on law firm diversity metrics (i.e. what you are looking for from firms) and show impact on work allocation

3. Legal departments agree to same frameworks and report on same D&I metrics as law firms

4. Hold annual discussion with firms to discuss approaches and share successes and failures

5. Consider funding joint initiatives to target specific groups

6. Create guide of ‘must have’ and ‘recommended’ diversity initiatives

7. Ask firms to report on both types of initiatives – this can help identify firms that are really excelling

8. Request metrics at overall firm level once a year and across matters twice per year

9. Align reporting requests with existing standard lists (SRA or Diversity Model Survey or Stonewall Index)

10. Commit to the Mindful Business Charter
ENGAGING WITH LAW FIRMS

NEXT STEPS

Building on our research

• Broader survey launching in November to quantify findings from in-depth interview stage

• Output will be a short D&I policy document containing:
  • A set of key principles and objectives
  • KPIs that in house teams would expect the law firms they hire to adhere to and work towards (as applicable), potentially including:
    • Gender ratio, and/or
    • Talent development by protected characteristic

OVERALL AMBITIONS:

1. Automate reporting
2. Governance program
3. Awards for firms and standardise rating
ENGAGING WITH LAW FIRMS

CASE STUDY: a BHP/HSF success story
PANEL – Engaging with Law Firms

Donny Ching, Shell
Ritva Sotamaa, Unilever
Cecilia Ferreira, AngloAmerican
Vincent Cordo, Shell
Hayley Fothergill, Acritas
NEXT STEPS

Kim Frampton, Vodafone

https://www.gcdandi.com/
THANK YOU!