



**General Counsel for
Diversity & Inclusion**



5 principles to guide GC engagement with law firms

1

Use your influence wisely

Ensure that pressure is applied to the right area of the business. Shift your burden of proof from D&I teams onto Partners and Leaders, who are the real determinants of change.

2

Choose incentives over punishments for law firms

Punitive measures can drive problematic behaviours and cause further problems for under-represented groups. We are more likely to see long-term changes in hearts and minds if clients actively reward D&I progress and incentivise positive behaviours.

3

Metrics beyond numbers

Progress cannot always be shown in numbers. Consider the importance of stories and lived experiences in demonstrating cultural change and feelings of belonging.

4

Integrate D&I into the daily work

D&I shouldn't sit separately to the work that we do for you. Ensure that your team are talking about D&I to our lawyers every time they work with us – this is the most effective way to shift mindsets.

5

Trust based on reciprocity

Are in-house teams dedicating the same time and energy, answering the same questions and committing to the same transparency as law firms?



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5 questions to ask Leaders & Partners

Purpose: To ensure that leaders and partners are doing the daily 'work' on D&I.

Who should ask: All members of in-house teams.

How often to ask: As frequently and spontaneously as possible.

Format: Conversation.

1

How are you ensuring that under-represented people in your team get access to meaningful relationships and opportunities?

2

How are you actively improving your D&I education and awareness?

3

What D&I programmes are you taking part in?

4

What small changes in your daily behaviour are you adopting to promote greater inclusion in your team?

5

Is there anything I can do to help improve inclusion and wellbeing when we work together?



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5 questions to ask D&I functions

Purpose: To ensure firms are putting in place the right D&I systems and structures.

Who should ask us: GCs + member of your central D&I team (to ensure a peer-to-peer conversation).

How often should you ask us: Annually.

1 What D&I infrastructure do you have in place?
For example:



D&I policies



D&I strategy and action plans



D&I recruitment programmes



D&I retention programmes



D&I progression programmes

2 Where are you in your D&I evolution on these GCD&I pillars:



Gender

(Beginner, Intermediate, Mature)



Ethnicity

(Beginner, Intermediate, Mature)



LGBT+

(Beginner, Intermediate, Mature)



Ability

(Beginner, Intermediate, Mature)

3 What are you doing to advance your D&I evolution in each pillar?

4 Where have you made the most progress this year? (quantitative and qualitative data)

5 What is halting your progress in each pillar and how can in-house teams use their influence to help?

Recommendation: No need to reinvent the wheel – there are many existing scorecards created by D&I experts that evaluate firms' D&I policies, procedures and programmes.