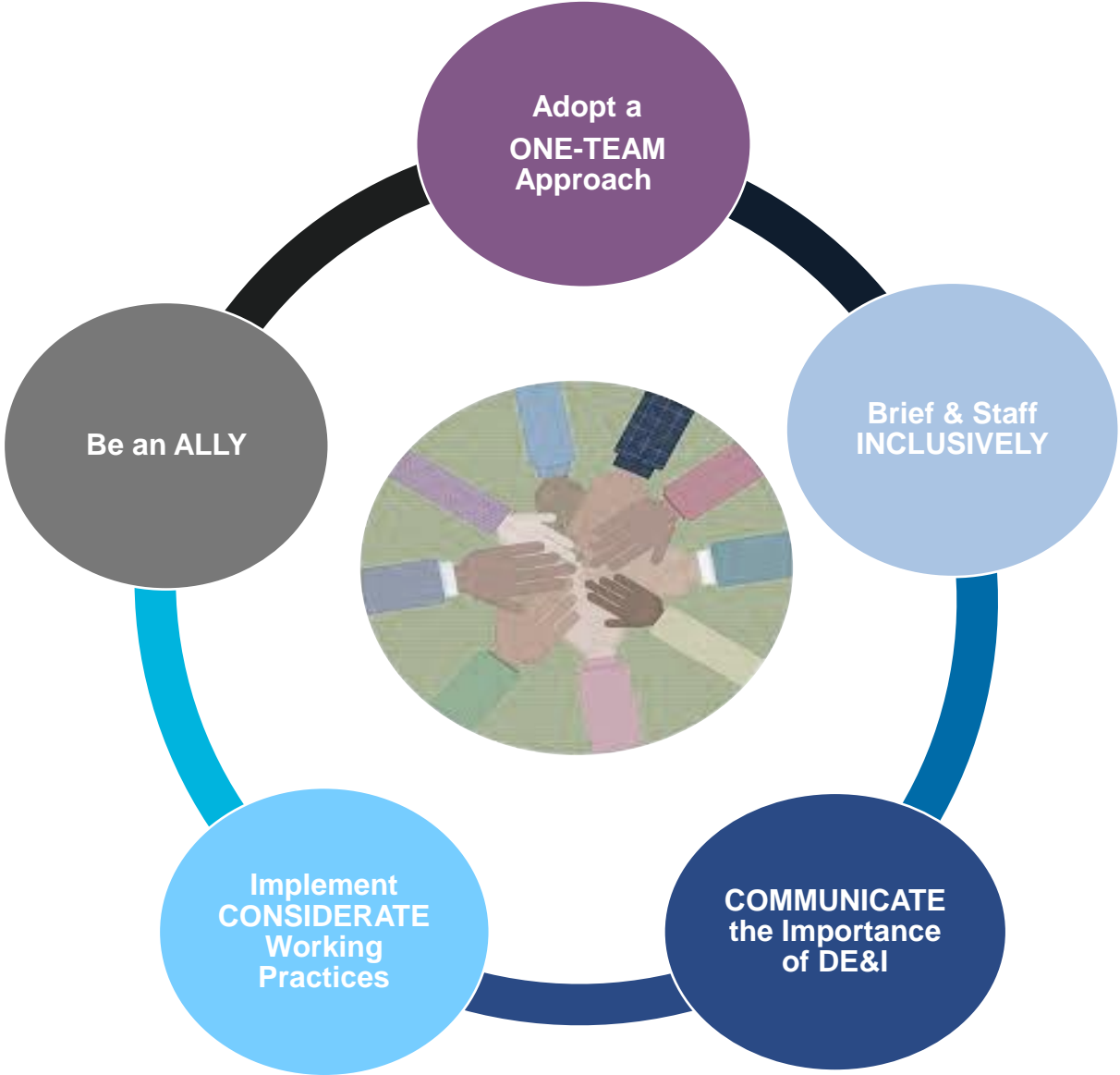


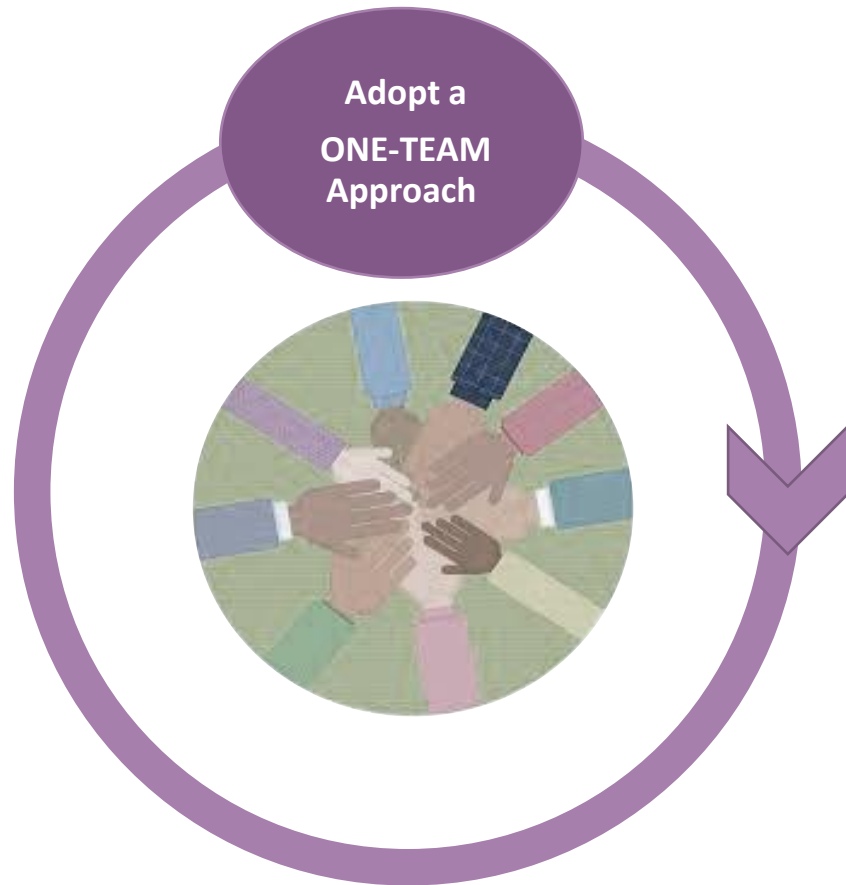


General Counsel for Diversity & Inclusion

5-Step Relationship Charter

5-STEP RELATIONSHIP CHARTER TO FOSTER DE&I AT THE CLIENT/LAW FIRM INTERFACE





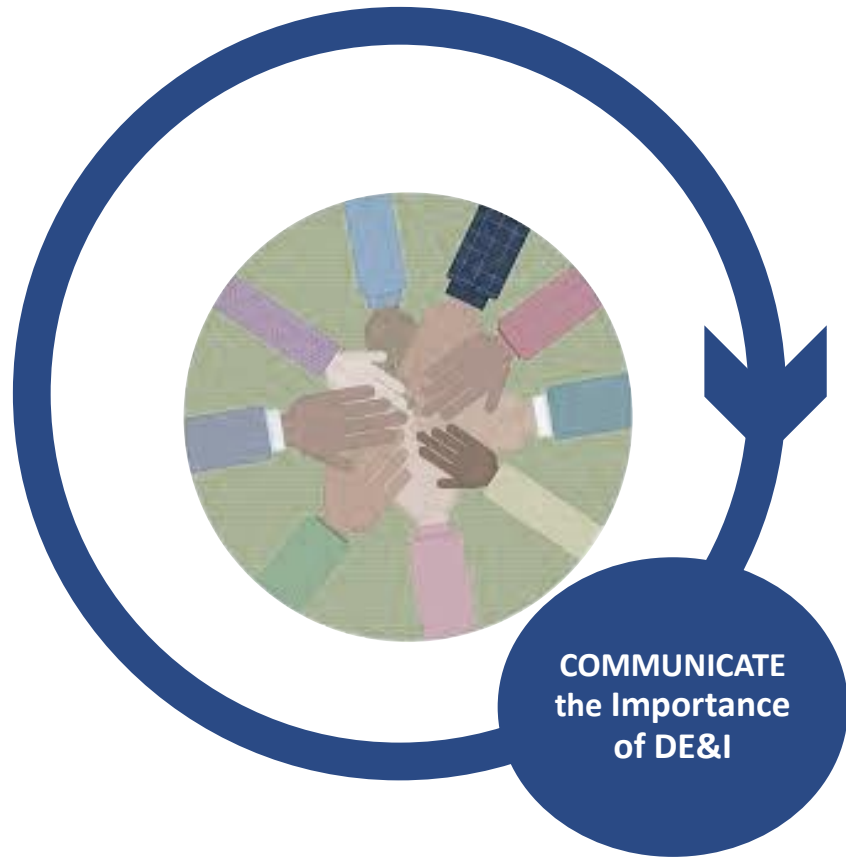
STEP 1: ADOPT A ONE-TEAM APPROACH

- **Treat clients/ external lawyers and your internal team with same level of openness and respect**
- **Encourage close collaboration to embed a shared culture**



STEP 2: BRIEF & STAFF INCLUSIVELY

- **Avoid tokenism; Avoid defaulting to the "known" and refresh the team to include new members to bring fresh ideas and a diverse perspective**
- **Be intentional about who you instruct: "who gets the call"**
- **Facilitate opportunities for lawyers from under-represented groups and consider actively sponsoring these lawyers**



STEP 3: COMMUNICATE THE IMPORTANCE OF DE&I

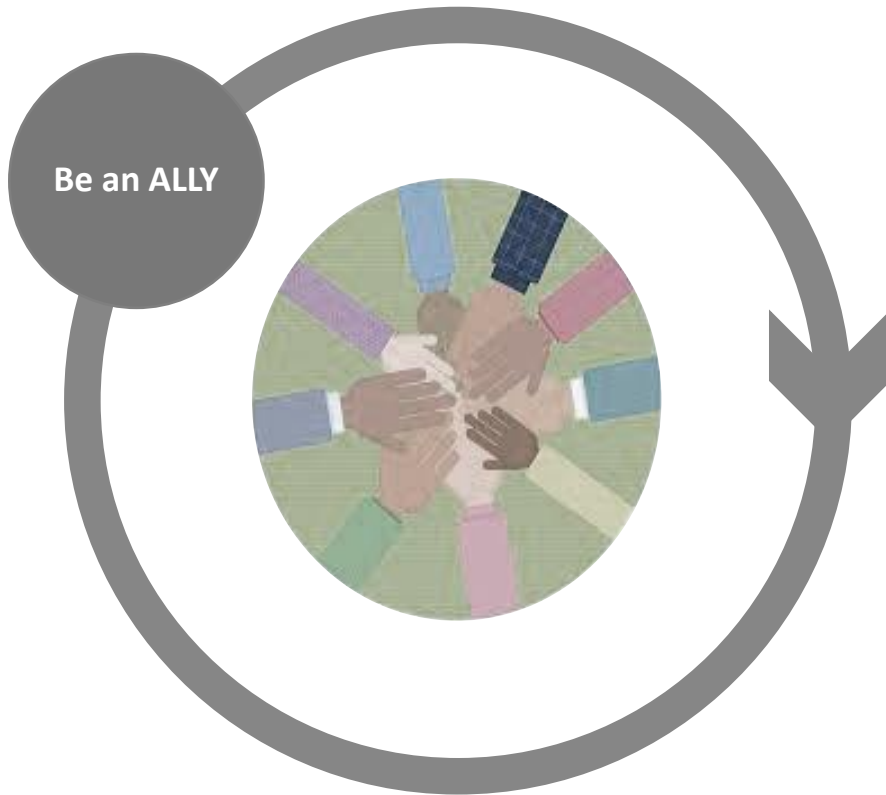
- **Communicate why DE&I is important to you**
- **Expressly commit to DE&I at all levels in order to create, build and embed a diverse and inclusive workplace culture**
- **Nominate DE&I champions and agree on options for resolving issues**
- **Schedule periodic discussions on DE&I, track progress, applaud success, jointly address failures, create a safe space for 2-way feedback**
- **Use the GCD&I DE&I Toolkit, including “Nudge Cards” and Metrics to further DE&I in your interactions**

STEP 4: IMPLEMENT CONSIDERATE WORKING PRACTICES

- **Positively acknowledge lawyers' time by providing clear and reasonable deadlines – ideally, negotiated rather than imposed (clarify what isn't urgent); Enable law firms to flag when timeline is unrealistic; Send mindful emails so timeline for response is clear**
- **Express appreciation when lawyers are required to work long hours/ meet tight timetables; consider "time outs" on a matter (e.g. to respect holidays or "burn-out")**
- **Support flexible/agile/smart ways of working – check lawyer availability, taking into account timezones/ local holidays/ annual leave while scheduling meetings; Consider "hybrid" meetings; Encourage responsible delegation**
- **Recognise and acknowledge the contributions of full- and part-time/senior and junior lawyers equally**
- **Fairly allocate admin. tasks, (e.g., meeting scheduling, refreshments, minute-taking)**
- **Be considerate and consultative about the nature and location of social activities**



Implement
CONSIDERATE
Working
Practices



STEP 5: BE AN ALLY

- **Get to know all members of the team**
- **Highlight non-inclusive behaviour and positively reinforce visibly inclusive behaviour**
- **Give origination credit when due**
- **Ensure people are not “spoken over”; Encourage and support participation from the entire team**
- **Be “present” regardless of who is talking in a meeting**



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