



Remit and role of the Advisory Council

Membership: the advisory council is made up of CEOs or equivalent of the members of the Diversity Project ("DP"). Members can send substitutes but these should be of appropriate seniority.

Goals: the Advisory Council ("AC") is committed to ensuring the success of the Diversity Project by the provision of support, access, advice, strategic input, and commitment by all its members to the Steering Committee ("SC") and workstreams as appropriate. The members are also responsible for ensuring that the output of the Diversity Project and its workstreams is acted upon within their organisations, as appropriate.

- Provide high level oversight and support
- Define success for the Diversity Project
- Consider resourcing
- Promote diversity and inclusion and act as ambassadors for the Diversity Project internally within their organisations and externally via the press, social media and so on
- Ensure that their firms are appropriately represented on the Steering Committee and workstreams
- Ensure that the work of the DP is shared within their organisations with the right people and acted upon
- Lead by example – acting as an inclusive leader
- Ensure that their firms participate in the Diversity Project Goals & Progress Online Tool
- Sign up to the new 5 year goals on gender, ethnicity and social mobility
- Some advisory council members may choose to act as an executive sponsor for a workstream. This involves regular meetings with the workstream, providing a sounding board but also acting as an advocate for the work of the workstream both internally within the Diversity Project but also externally

Meetings and time commitment: meetings are held every 2-3 months last 1.5 hours. In addition, members should allow time for liaison within their own firms around the initiatives discussed. Members should commit to attending three out of every four meetings

Remit and role of the Steering Committee

Membership: the Steering Committee is made up of one representative from each of the member firms of the Diversity Project and the heads of the workstreams. SC members should be sufficiently senior to be able to represent their firms and to be able to influence their organisations' inclusion and diversity strategies. Members can send alternates but ideally there should be continuity of those attending the meetings. Steering Committee members are typically the key point person between the Diversity Project and their organisation playing an important role in two-way communication.

Goals: the Steering Committee is committed to ensuring the success of the Diversity Project and its workstreams by the provision of leadership, support, access, advice, challenge, strategic input and commitment by all of its members. Another important role is to ensure that the output of the Diversity Project is shared internally within their organisations and actions taken as appropriate.

- Provide oversight and support of workstream activities
- Develop the overall strategy for the Diversity Project building on the work of the individual workstreams and taking input from the Advisory Council
- Provide regular reporting to the Advisory Council on overall activity and progress
- Individual members liaise with key stakeholders within their organisations to determine firm-level priorities and to help senior executives ensure that each firm is working towards implementing the ten standards of the Diversity Project
- Acting as a point person for the DP in terms of:
 - Reviewing workstream membership
 - Ensuring that all the recommendations, initiatives, events and materials are shared internally with HR teams, line managers and other leaders
 - Sourcing case studies, role models and best practice examples for sharing with the DP
 - Reading all communications from the DP and taking appropriate action including participating in initiatives and sharing event information with relevant colleagues
 - Ensure that organisation participates in external DP campaigns, and engage with us on press opportunities, social media or otherwise where appropriate
 - Distributing the eNewsletter to colleagues internally
 - Providing feedback to the Diversity Project on what is working and what could be improved.

- Individual members to act as ambassadors for the Diversity Project both externally to the rest of the industry and beyond and within their organisations

Meetings and attendance: meetings are held every 2 months and last 1.5 hours. In addition, members should allow time for internal discussions within their firms and for leading/participating in one or more of the workstreams. Attendees should commit to attending three out of every four SC meetings. In addition to hearing from the workstreams, the Steering Committee meetings are also an opportunity for members to raise issues that they are working on to seek input from others, providing great peer to peer discussions. All members are encouraged to share their own experience of the issues being discussed.

Remit and role of the workstreams

Membership: each workstream is led by a member(s) of the Steering Committee and is made up of employees of member firms and other volunteers including ambassadors. Each workstream is free to co-opt people onto (or off) the workstream.

Goals: each workstream is focused on a different dimension of diversity and/or inclusion and develops its own strategy consistent with the overall goals of the Diversity Project. This is typically a mix of awareness raising, development of best practice guides and case studies and new initiatives that will help to address the issues identified as barriers to progress. These workstreams are self-managing teams.

- Develop (and then implement) strategy for their area of focus bearing in mind the overall strategy and mission of the Diversity Project. Use SMART objectives and ensure that your actions are impactful and will effect change within the industry. We need to focus on meaningful action.
- Ensure that it has the right people to implement the strategy
- Liaise with other workstreams and/or the Steering Committee to ensure that there is limited duplication of effort, to build on expertise and best practice
- Report back to the Steering Committee on progress against objectives and strategy on a monthly basis
- Update Diversity Project administrative team on membership changes
- Pull together best practice case studies and recommendations for its area of focus from across member firms and beyond
- Use Basecamp (or equivalent) to store and share key documents
- Act as ambassadors for the Diversity Project both externally (via press, or engage via social media) and within member firms

Meetings and attendance: meetings of the workstream leads are held every two months to discuss areas of possible cross-workstream collaboration, raise issues of concern, hear back from any Advisory Council or Steering Committee meetings and to share progress reports and any barriers to achievement of goals. Workstream leads should ensure that their

workstreams are represented at those meetings if they are not available to attend. In addition, the workstreams will hold regular update meetings of the workstream members.