

ALLYSHIP GUIDE

Awareness is not enough









ALLYSHIP GUIDE AN INTRODUCTION

Allyship is a commitment from individuals to remove barriers and bias, so we can all perform at our highest level. Awareness is not enough.

We all could benefit from allyship and a kinder and more open attitude. However, we don't always find this easy.

Inherently, whatever we have been through, we find ourselves at least partially blind to other people's points of view when they are different to our own, and yet those can have a significant impact on how that person shows up at work. If we want to improve a sense of belonging and cohesiveness in our workplace we need to find ways to engage openly and meaningfully with our colleagues.

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Allyship is not a single action. It is ongoing action, with a focus on the people, not on yourself.

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Conversations with members of the Diversity Project in 2024 revealed that many felt confused about the term "allyship" and didn't know what being an "ally" meant.

Some of the challenges of being an ally mentioned:

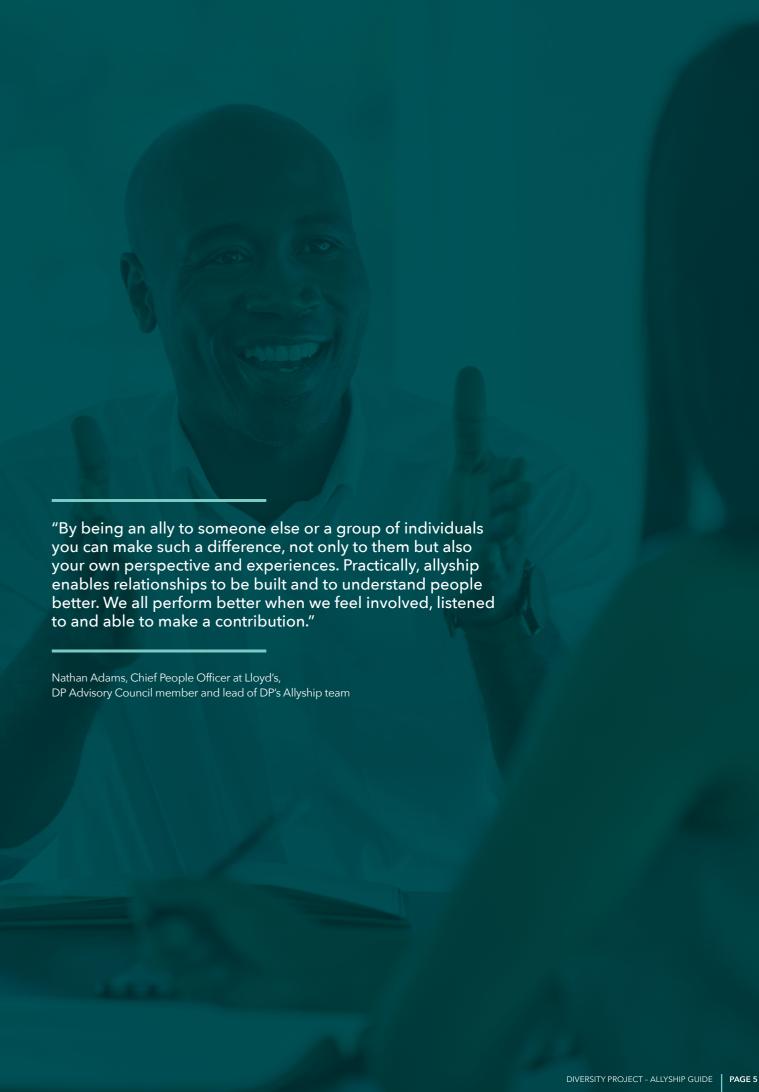
- · Lack of understanding of what allyship looks like.
- · Not knowing what others expect from an ally.
- How much time commitment it takes to be an ally some say that the industry doesn't provide time to do this during your day job.
- No framework around how to be an ally.
- Difference between being a passive vs. active ally.
- Not fully understanding how to help.



The Diversity Project chose to focus on allyship as one of our key themes in 2024 to help answer these questions. A team convened and spoke to member organisations to understand their approach to allyship. We asked them what they expect from allies and how they are allies to others.

The results have been fascinating as they have revealed many obvious, and some not too obvious ways in which we can all be allies. It doesn't matter what position you hold in a company, what level of seniority, or how much time you have. Being an ally doesn't require special skills. It is part of being a kind human being and a good colleague.

At the Diversity Project, we provide support to our member firms, providing a framework and ensuring that they have the tools to implement an allyship model in a structured way. We want to ensure that each individual in our community feels equipped and inspired to be allies to others.



This Diversity Project Allyship Guide has been developed to help member firms and individuals:

Section 1

The Pathway to Inclusive Impact

This section is aimed at firms understanding how to create a culture of allyship. It allows a firm to identify itself where they are on an allyship spectrum, and how to progress through four different stages from (1) Aspiration, where there is a desire to build an inclusivity programme, through (2) Momentum, where initiatives are in place, to (3) Performance, where creating

a culture of inclusion is core to the business, to **(4) Culture**, where inclusiveness is part of the firm's DNA.

This information can help firms assess how mature a firm is in terms of inclusivity, identify new ways to grow and embed in its programmes, whilst providing relevant Diversity Project resources to help firms along the way.

Section 2

Archetypes of Allyship

This section is based on the "Striving for More® Authentic Allyship Guide" developed by our partner organisation LGBT Great, which outlines different archetypes in which everyone can be an ally, and how we change the allyship role depending on specific circumstances. LGBT Great has created some amazing work. Their original guide is focused on the LGBTQ+ community, and with their

kind permission, the Diversity Project has expanded it to include other areas of diversity.

These archetypes help everyone assess how you turn up personally as an ally. We recognise that this looks different for everyone. We outline the traits and behaviours of each archetype, coupled with practical strategies.

Section 3

Resources

This contains a compilation of resources available to Diversity Project members which support their progress on allyship and culture.

A firm can take the approach to combine the different sections, first considering where they stand as a company across different areas, then finding how to support the areas that need the most progress through the archetypes and resources.

In addition, the Diversity Project has also published a Supplement which delves deeper into specific areas of diversity and shares how specific communities approach allyship with their own lens.



"Allyship is a concept which transcends 'DEI' - it's fundamentally about being a kind human being and supporting others. True collective allyship enables everyone to thrive. Hopefully, whatever your role and wherever you work, there will be something in this guide to inspire and help you contribute to and benefit from an improving workplace culture."

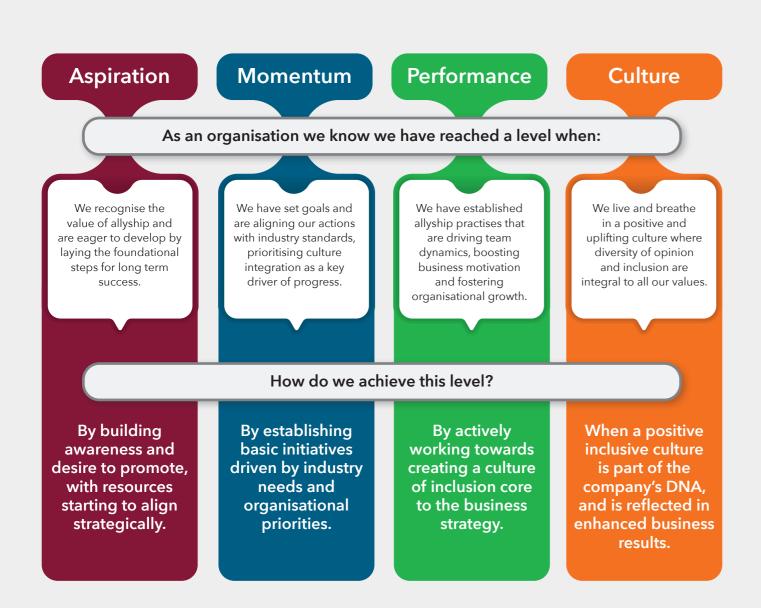
Baroness Helena Morrissey, Chair of the Diversity Project

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Section 1

THE PATHWAY TO INCLUSIVE IMPACT

Empowering Executive Sponsors to lead positive transformation.





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Aspiration

We recognise the value of allyship and are eager to develop by laying the foundational steps for long term success.



In this stage:

Organisations are beginning to recognise the value of Allyship and are inspired to take the first steps toward building an inclusive and supportive culture. This stage lays the foundation for meaningful change through strategic leadership and collaboration.

Key Success Parameters



awareness of key principles and regulatory

Resource alignment is being explored to support



nformal discussions and networks in place.

What Next...?

- Sponsors: Identify executive sponsors across the organisation to champion allyship initiatives.
- Planning: Develop a roadmap to success with leadership setting strategic direction.
- Messaging: Introduce the concept that a culture of inclusion maximises team performance and contributes to organisational success.
- Education: Develop and share basic introductory resources and workshops in order to inspire inclusive practices and shared understanding.
- Community Focus: Introduce the value of fostering belonging and collaboration, supported by visible advocacy from leaders.

Essential Diversity Project Resources:

- CEO Inclusive Culture Guide
- LGBT Great Striving for more[©] Authentic Allyship guide
- TAB flyer on allyship

Stage 2

Momentum

We have set goals and are aligning our actions with industry standards, prioritising culture integration as a key driver of progress.



In this stage:

Organisations take proactive steps to implement Allyship initiatives, aligning them with industry standards and diversity goals. With executive sponsors leading these efforts, your commitment to inclusivity is taking shape as you establish the structures needed to support a more inclusive workplace.

Key Success Parameters



Foundational initiatives are in progress, championed by leadership to create momentum.



Tangible goals and actions defined, aligned Tangible goals and actions with organisational strategy.



Efforts are aligned with organisational priorities and collaborative practices.

What Next...?

- Initiatives: Develop programmes that build inclusive and collaborative cultures, endorsed and prioritised by executive sponsors.
- Data Collection: To support the tracking of progress to ensure compliance with diversity goals, with leadership accountable for tracking and transparency.
- Evolution to Executive Sponsorship: Empower leadership through targeted sponsorship efforts.
- ERGs: Establish employee lead communities and safe spaces for specific areas to enhance collaboration and belonging, lead by leadership to ensure visibility and resources.

Essential Diversity Project Resources:

- Social Mobility Toolkit
- Race & Ethnicity:#embRACEyourCareer toolkit and videos
- Holding up the Mirror Report
- Safe Space

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Performance

We have established allyship practises that are driving team dynamics, boosting business motivation and fostering organisational growth.



In this stage:

Organisations harness authentic allyship as a powerful driver of performance and business innovation. By actively integrating inclusivity practices, executive sponsors lead the way in not just meeting goals but exceeding them by creating belonging, transforming team dynamics and driving business successes.

Key Success Parameters

- Integration into leadership goals, performance management, reward, and recognition, led by executive sponsors to drive accountability.
- Regular training across the business, with leadership setting the standard through visible participation.
 - Long term cultural shift sustained by the commitment of executive sponsors.

What Next...?

- Embed Firm Values: Integrate inclusive practices into firm-wide performance metrics and organisational priorities, with executive sponsors ensuring these values are aligned with strategic goals.
- Advance Skill Development: foster inclusive leadership through cultural and emotional intelligence talent programmes.
- **Leaders:** Executive sponsors champion inclusive practises to drive cultural transformation.

Firm's Own Resources

- Targeted training for leadership
- Advanced goal setting and performance assessments
- Reverse Mentoring

Stage 4

Culture

We live and breathe in a positive and uplifting culture where diversity of opinion and inclusion are integral to all our values.



In this stage:

Allyship and inclusive practices are woven into the fabric of your organisation, through commitment of executive sponsors. Every individual contributes to fostering an inclusive environment, and its leadership propels the organisation toward sustained success.

Key Success Parameters

- Inclusive values are Ingrained in organisational DNA, reflected in decision making and collaboration at every level.
- Embedded initiatives sustain continuous evolution as part of day-to-day activities and align with organisational goals.
- Advocacy and role modelling cascades throughout the organisation, fostering a culture of inclusive and collaboration.
- Inclusive practices are embedded as key metrics performance appraisals and recognised as vital to career progression.

What Next...?

- Total Organisational Alignment: Inclusive practices are in every facet of the organisation, fostering alignment with organisational goals and values.
- Role Models: Visible champions inspire action across all organisational levels, fostering belonging and driving positive cultural impact industry wide.
- Talent: Inclusive principles are adopted across the organisation, reflected in interactions, decision-making and formal recognition processes.
- **Cognition:** Reframe the way we talk about inclusion, ensuring all voices are valued and heard.

Firm's Own Resources

- Develop Case Studies
- Create continuous feedback loops and improvement mechanisms

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Section 2

ARCHETYPES OF ALLYSHIP

At the heart of the Diversity Project's mission is the commitment to fostering inclusive, equitable, and diverse workplaces that reflect the society we serve. Allyship is a crucial driver and each and every one of us can be allies in many different forms.

As referenced before, this section is based on the "Striving for More[®] Authentic Allyship Guide" developed by our partner organisation LGBT Great, which outlines different archetypes. It shows ways in which everyone can be an ally, and how we change the allyship role depending on specific circumstances.

These archetypes help everyone assess how you turn up personally as an ally. This section outlines the traits and behaviours of each archetype, coupled with practical allyship strategies, to help individuals understand and embody allyship in their own unique ways.

These archetypes are designed to:



Inspire Action

Offer actionable strategies tailored to different contexts and communities.



Celebrate **Strengths**

Encourage individuals to leverage their own strengths and characteristics in becoming effective allies.



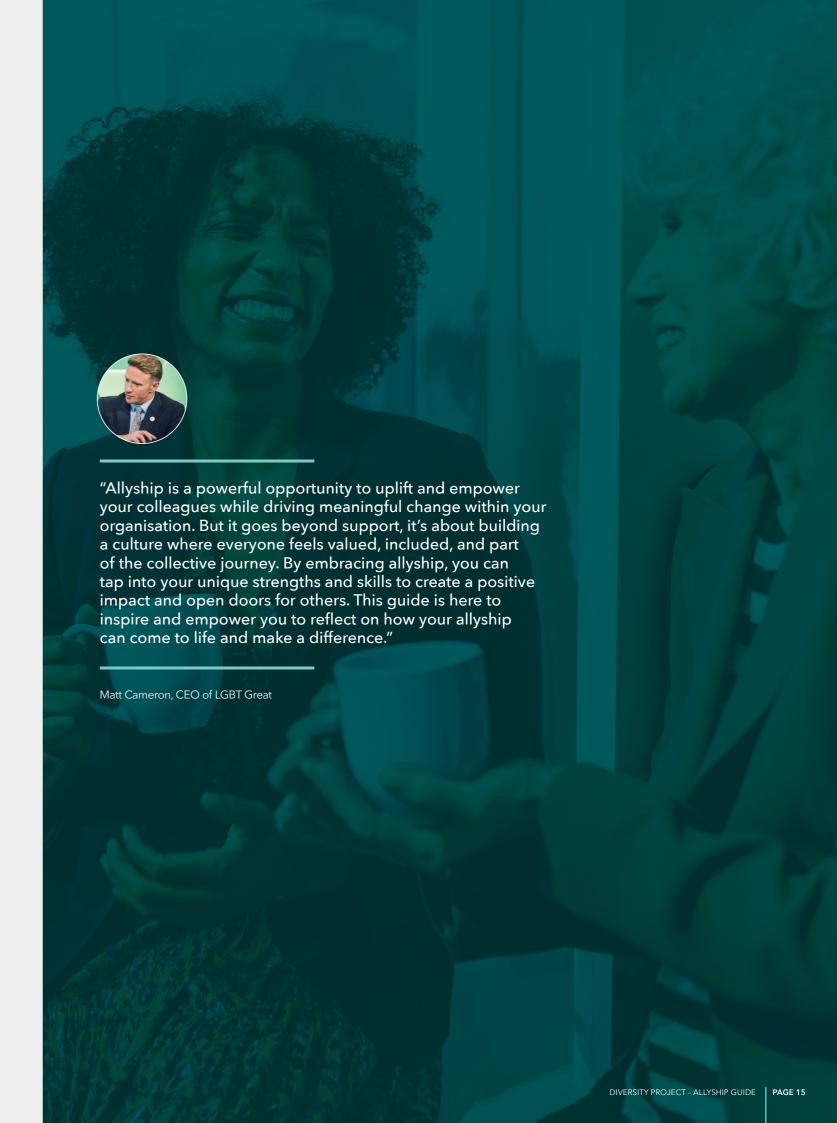
Drive Collaboration

Promote a culture of shared responsibility and teamwork to achieve meaningful progress in DEI.



Foster **Understanding**

Highlight diverse approaches to allyship, enabling individuals to contribute authentically and meaningfully.



THE ARCHETYPES

What type are you?



The Disruptor **Bold | Resilient | Provocative**

Challenges "group-think".



- Stands against harmful/ exclusionary language and rhetoric in meetings and work events and holds others into account.
- Calls out micro-aggressions and non-inclusive behaviours on a day-to-day basis.
- Actively suggests alternatives to perceived barriers and works with/ on behalf of the community to overcome them.

Allyship Strategies for Disruptors

- Acting as a spokesperson for others when raising concerns or requests for DEI initiatives. Raising awareness and challenging organisational structures that perpetuate inequities.
- Expanding recruitment efforts to capture a diverse range of candidates, including people from different socio-economic backgrounds, career returners, military veterans and people with disabilities, etc.
- Challenging the loss of flexibility which proportionately affects communities such as individuals with disabilities, neurodiverse individuals, working families, working carers, etc.

Allyship Strategies for Advocates

- Promoting a culture of collaboration that values everyone's contributions.
- Raising awareness of inequalities potentially existing in any community.
- Advocating for policies that ensure that the needs of others are accounted for in decision making.
- Providing equal opportunities for the underrepresented to "be seen".
- Using own platforms (in person and digital) to raise awareness of inequality in other communities.
- Engaging in acts of powerful solidarity.

The Mentor

Inspirational | Nurturing | Reliable





Fosters time-bound and formalised relationships, acknowledging reciprocal learning and sharing potential.

Allyship Strategies for Mentors

- Being engaged, available and willing to share own experiences.
- Being a "sounding board".
- Identifying opportunities for other colleagues and coaching them towards achieving them.
- Sharing own networks and opening doors, coaching when opportunities arise.
- Sharing lived experience and exchanging other colleagues reciprocally.
- Reviewing and providing support for DEI initiatives.



The Sponsor

Connected | Empowering | Ambitious









Allyship Strategies for Sponsors

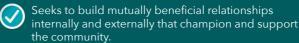
- Leveraging influence to create opportunities and secure resources for initiatives that benefit all communities.
- Ensuring work allocation is inclusive.
- Supporting initiatives that integrate and recognise the contribution of all employees.



The Amplifier

Influential | Enthusiastic | Proactive







Allyship Strategies for Amplifiers

- Pushing for inclusion of DEI initiatives into organisational policies, social media campaigns, and communications to increase external and internal visibility.
- Elevating perspectives of underrepresented voices during events and meetings, to democratise conversation, ensuring diverse perspectives are heard and valued.
- Sharing success stories and lived experiences to foster understanding and inspire change.



The Advocate

Passionate | Empathetic | Persuasive

- Speaks up for the community even when no one from that community is present, often assuming some form of risk.
- Is comfortable being uncomfortable and actively seeks to influence positive change.
- Champions underrepresented points of view at events, panels, meetings.
- Speaks up when inequities are identified, ensuring diverse perspectives are considered in decisions or
- Builds coalitions of allies to drive change on behalf of unrepresented groups.

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The Strategist

Analytical | Visionary | Pragmatic





- Seeks to understand the bigger picture, looks ahead at what is needed and ensures that required strategies to drive change are embedded in the firm's priorities.
- Actively works with the community to develop targeted & realistic plans of action.

Allyship Strategies for Strategists

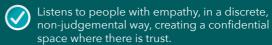
- Assisting with negotiations between ERGs looking to collaborate on events or initiatives.
- Maintaining communication channels between levels of seniority across a company, to keep people updated on DEI developments.
- Assisting with the creation of proposals/ project outlines for large-scale or longitudinal DEI strategies.
- Looking at promotion lines for people from lower SEB, different ethnicities, with disabilities or any disadvantaged background.



The Listener

Attentive | Open-Minded | Present





Invests time 1-1 to provide support in an open and unbiased fashion.

Allyship Strategies for Listeners

- Acknowledging when people in meetings/ conversations are being spoken over, vocally deferring to them.
- Getting involved in guidance/ mentorship/ support schemes for marginalised/underrepresented employees.
- Asking the opinions of colleagues whose lived experience may inform decision making and perspectives on social
- Taking the time to be curious and trying to understand other people's situations.



The Educator

Knowledgeable | Patient | Adaptable



Proactively shares knowledge with others, often tailoring delivery to different audiences.



Ensures the organisation has effective cultural awareness.

Allyship Strategies for Educators

- Arranging/ supporting internal training to disseminate DEI awareness.
- Sharing case studies, and success examples of what has worked well.
- Creating empathy through story-telling.
- Creating initiatives (e.g. internal newsletter) that make DEI knowledge accessible to all.
- Signposting resources available within an organisation.





The Organiser

Detail-Oriented | Efficient | Structured



Actively coordinates resources and creates new engagement opportunities with/on behalf of the



Empowers others by using technical skills to make something happen.

Allyship Strategies for Organisers

- Arranging town halls/ meetings to discuss ongoing DEI strategies and challenges.
- Supporting logistics of DEI events and procures prospective stakeholders.
- Procuring valuable resources (e.g. toolkits, guides, reports) for company-wide access.



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HOW TO GET GOING?

This guide aims to help you clarify the concept of allyship, many of the elements that active allyship entail, whilst in the process it has also spark some ideas on how you can be a strong ally to colleagues.

Whether at a corporate or individual level, each of us can find ways of developing effective allyship practices, taking into account the perspectives of those who have a different point of view, and creating a culture of true inclusion for all.

Get leaders and influencers on board

Explaining how small changes can make a big difference. What does this look like in your firm? Refer to your values to help weave this into the fabric of your firm, adapting this to make it culturally relevant and then showcasing your plans. Identify your champions and 'early adopters' to spread behaviour and act as your culture carriers.

Have a consistent definition and message

What does active allyship look like for your firm? What ways can you bring this to life? Are their particular groups you want to gear your allyship towards and how will you use your company values to support this?

Create some big goals but also celebrate small successes

Big and small actions can be impactful, such as finding examples of the allyship archetypes and sharing their stories. Show that allyship is everyone's responsibility and can be embedded into the everyday to make it part of company culture.

Share the different ways you can be an ally

You now have a clear definition of what this could look like for people, and expectations from different groups. What's relevant to your firm and how do you promote this and share expectations?

Assess the maturity of allyship at your organisation

Both at an individual and firm-wide level. Set practical, effective steps to move this forward, or consider existing initiatives which will move your culture further along. Show what best practices look like and use this model to help structure this.

Make it a safe environment

Assume that most people have good intent, and want to act thoughtfully. Often, people are afraid of saying the wrong thing - and may sometimes say the wrong thing. You need to have high levels of trust and connection; consider how you build this.

Set up safe spaces, allow people to ask questions. There will be times where we get things wrong and we need to be able to correct this, be gracious, rectify and move on.

Help your organisation define appropriate language

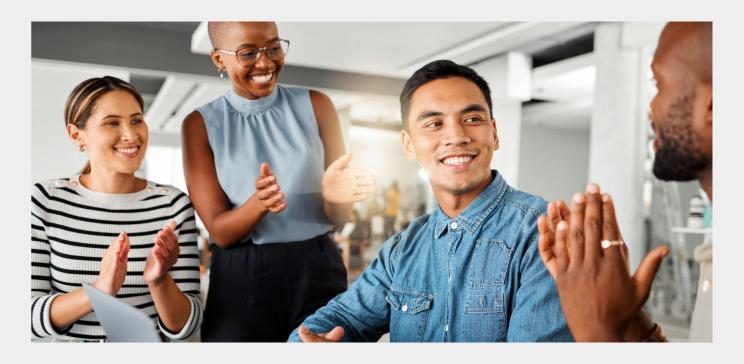
Break the disconnect between 'DEI professionals' language. Explain some key terminology and get your employee resource groups (where present) to support this, e.g. what language do members of the group want to promote?

Bring different groups together and recognise intersectionality

Demonstrate effective allyship by bringing people together across demographics, strengthening their ties and encouraging others to follow.

Identify allies that can share their stories

Make this relatable by creating short videos, recording a podcast, sending out a story postcard, running an event. Think about the different mediums you can use to communicate. Bring allies and champions together, to share how they are active and effective.



Give people the courage to ask questions

Teach people how to correct language.
Call out misinformed behaviour, perhaps
even providing prompts/scripts or an
FAQ document for staff.

Getting leaders to use language comfortably and talk about what they're doing is extremely powerful. Be bold and authentic, reiterating that these conversations are hard. Language around inclusivity and diversity changes rapidly.

Provide training on the allyship archetypes you want to see

What behaviours are coming up in staff surveys, anecdotally and what do you need more of? Organise facilitated sessions and guides to educate what active allyship looks like. Consider an allyship series which could cover things like inclusive training, workshops, debates and other tools and events.

Consider a global approach to allyship that works locally

Where this applies, be flexible and recognise that what works in one region or office may not work in another, and that's okay. Set a global strategy with local nuances. Refer to your values and set specific goals within regions as suitable. One size does not fit all and it's better to be values-based and focus on specific archetypes rather than a blanket approach.

Communicate progress

Celebrate the wins and role-model this to others to create a ripple effect across the business. Communication as a core part of company culture. If senior management demonstrate how to be an ally it becomes normalised and people learn this is valued.

Find ways to demonstrate allyship in action

Find new ways to do this. One organisation shared that they organised a debate with a broad range of people who would not normally get involved. This increased curiosity around the subject and also encouraged others to participate. There is always some way that people can support others; you just need to find where their passion lies.

Create activities / challenges

Share with your organisation and make it fun. Perhaps use a culturally relevant day to support this, such as inclusion week or something else you would usually celebrate, to help drive this home.

You can be a role model and an ally

Both require you to act with self-confidence and courage, demonstrating behaviours and actions that encourage others to do the same. It doesn't matter what age you are, or what stage of your career you are at; you can still be an advocate or a sponsor individually, even if you are early on in your journey as an organisation or have not yet got your senior team onboard. How we show up, for ourselves and others, matters.

Each of us can start by being an ally and use our influence to inspire others. Small deeds can lead to big changes.

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Section 3

RESOURCES

A compilation of resources available to Diversity Project members which support their allyship and culture progress.

For Firms - Pathway to inclusive impact

STAGE 1

CEO Inclusive Culture Guide

CEO Inclusive Culture Guide: Intro videos CEO Inclusive Culture Guide: Summary

CEO Inclusive Culture Guide Part 1: Deciding what steps to take

CEO Inclusive Culture Guide Part 2: Digging deeper - if you want to

CEO Inclusive Culture Guide Part 3: Recap and resources

CEO Inclusive Culture Guide: Resources

Building an inclusive culture checklist

Walking the talk checklist

Inclusive hiring process

Talent partners selection

Work samples

Structured interviews checklist

LGBT Great Striving for More - Authentic Allyship Guide

#talkaboutblack Allyship 📝

STAGE 2

Social Mobility Toolkit: Levelling the Playing Field

Race & Ethnicity: #embRACEyourcareer toolkit and videos 🗹

Holding up the mirror report

SafeSpace 🗾

RESOURCES LIST

Allyship in Practice Videos

IWD 2024 Panel - Allyship: What does good look like?

DP IMD 2024 Panel - Allyship is good for business

Male Allies Guide

Male Allyship in Menopause 📝

Male allyship - How men can become better allies to women

Gender Balance by Design



ALLYSHIP GUIDE

Each of us can start by being an ally and use our influence to inspire others.

Small deeds can lead to big changes.



www.diversityproject.com

#MaximiseTeamPerformance



