

Our Strategic Purpose

It is now widely accepted that the workplace needs to become more diverse and inclusive and there is much more that the business community can do to **lead the change**.

We hope that by increasing the number of supportive senior business leaders **as change agents**, and by sharing best practice and **ideas which make a difference**, we can help accelerate the change we all want to see.

The core strands of our work will focus on:

- **Stakeholder engagement:** We will prioritise engaging with CEOs and other senior leaders from the UK's largest and most influential businesses, "**as change agents**" to "**Lead the Change**".
- **Diversity and inclusion:** We will focus on the culture changes required to business culture and promote **ideas which make a difference** to help accelerate the changes needed.
- **Skills development:** We will work with Business Schools and other delivery partners to identify skills and experience gaps specifically in relation to women. We will support effective sponsoring and develop ideas and materials to assist with enabling a better gender balance and inclusion in the executive pipeline.
- **Communications and guidance:** We will work closely with the UK Government to help promote policies which support a more diverse and inclusive working culture and will provide guidance and advice where necessary. We will also look to share, and learn from best practice from across the globe.

Terms of Reference

Leaders as Change Agents Board Objective

To improve gender balance and ethnic diversity at the top levels of business in the UK by building strong, strategic collaborations, identifying and engaging with senior business leaders (the majority of whom are men) as change agents, to make a meaningful and measurable difference.

- Actively support the work of the Hampton-Alexander Review to help ensure 33 per cent of executive level FTSE business leaders are women by the end of 2020.
- Actively support the recommendation of the Sir John Parker Review to increase the ethnic diversity of UK FTSE boards, namely that each FTSE 100 board should have at least one director of colour by 2021; and each FTSE 250 board should have at least one director of colour; by 2024.
- Advise Government on, and develop solutions for, increasing the diversity of the executive pipeline, including an increase in BAME and LGB&T candidates.
- Support business leaders to use leadership academies designed to improve the talent pipeline for C-Suite roles in the "500"[1], to help close the gender pay gap.

- Work with the Government Equalities Office to monitor gender pay gap reporting and other data sources to measure progress, publicise outputs and celebrate success.
- Develop specific proposals and incentives for business to engage men as carers and increase the take-up of shared parental leave.
- Design and deliver a media and social campaign across the UK, Canada and the US to promote “ideas that make a difference”.

Memorandum of Understanding

To do this the Board will:

- work closely with Department for Business, Energy and Industrial Strategy and the Government Equalities Office to help deliver the Government’s policy aims on fostering talent across the whole population and workforce in support of the Industrial Strategy and promoting equality;
- engage with CEOs and other senior leaders from the UK’s largest and most influential businesses (“the 500”) and public sector organisations; and,
- partner with a wider business alliance, including the Hampton-Alexander Review, the Parker Review, and other leading reviews and business initiatives.

Membership of the Leaders as Change Agents Board

Co-Chairs

The co-chairs should be influential business leaders with credibility and a strong track record of delivery on this agenda and will be appointed on the basis of willingness and capacity. In particular they will be responsible for:

- setting a clear vision for the Board;
 - demonstrating leadership in driving change;
 - appointing further members to the Board to help lead the LACA 22 programme;
 - creating a team of ambassadors, thought leaders and experts to provide the Board with specialist knowledge and input;
- working collaboratively with a range of businesses, and civil society organisations and the Government as required;
- overseeing the delivery of robust and timely Board outputs;
- convening four meetings every year; and,
- steering the work of the secretariat.

Roles and Responsibilities

Members should be well-respected and influential senior business leaders, who will:

- demonstrate commitment to the Leaders as Change Agents agenda with the ability to share best practice, showcase talent and influence others;
- be a visible advocate for diversity through a variety of media channels and drive the wider business conversation;
- be willing to implement innovative ideas and practices within their own businesses to drive culture change;

- advise government on the barriers to progression and strategies for success in balanced business leadership;
- support the delivery of the recommendations made by the Sir John Parker Review;
- support the delivery of the Hampton- Alexander Review targets by 2020;
- be an active sponsor of talented people within their own senior management teams and executive pipelines who may face barriers to meeting their full potential;
- implement interventions, such as access to leadership academies to open up C-Suite opportunities and leverage the initiative to maximise impact across organisations;
- support the effective implementation of pay reporting and the implementation of the recommendations in the Race at Work Charter; and,
- challenge stereotypes about male executives by championing the role of fathers and male carers in the workplace.

Members will be required to:

- commit to the Board for a three year term (2019-2022);
- commit to attend meetings four times a year;
- adhere to the terms of reference at all times;
- publicly convey the agreed Board messages when attending meetings and forums or speaking to the media on behalf of the Board;
- work collaboratively with other senior business leaders as appropriate;
- ensure the secretariat is aware of any public-facing activity relating to the Board and check protocol with the Chair(s) if required;
- fully contribute activities of the Board at all times in order to support and advance the Board's aims;
- adhere to the "Nolan Principles"[2], applying the seven principles of public life;

The Co-Chairs reserve the right to discontinue any Board member where there is evidence that an individual does not represent the aims of the Board.

Role of the Secretariat

Responsibilities for the secretariat function will primarily be undertaken by the agents of the Board (with government support as required, for agreed projects, communications and any Ministerial engagement and participation):

- producing the forward work programme in conjunction with the Co-Chairs;
- the production of meeting agenda and papers;
- the production of minutes;
- project support: and,
- support at Board events.

Budget

The Co-Chairs and members are unpaid.

[1] The 500: FTSE 350: top 70 professional services; top 30 legal firms, 50 top private businesses.

[2] The Nolan Principles: <https://www.gov.uk/government/publications/the-7-principles-of-public-life>