

FORWARD
INSTITUTE

CREATING IMPACT:
CASE STUDIES



RESPONDING TO KNIFE CRIME

The Metropolitan Police & Tesco

At the height of the knife and violent youth crime issue in the UK, in May 2019, Ade Adelekan sought help from his Learning Partner on the Fellowship programme - Tom Mackintosh.

After finding out that knives sold over the counter in Tesco stores were being used in knife crime incidents on the streets, Ade asked Tom if Tesco could do something about the access to knives that youths had.

Tom took this problem to the Executive Committee and this conversation, which started from a simple text message from one Fellow to another, resulted in Tesco pulling over-the-counter knife sales in all of their stores nationwide (save from a handful of their superstores in which knives are now kept in a locked cabinet).



**ADE
ADELEKAN**

Commander for Public Order, Metropolitan Police



**TOM
MACKINTOSH**

Commercial Strategy & Trade Director, Tesco

CUTTING FOOD WASTE WITHIN HOSPITALITY

IHG

In 2015, Fellows Michael Walsh, Daisy Llewellyn and David Kellett started investigating the amount of food being thrown away by IHG (InterContinental Hotels Group) and decided to take action to reduce it. Michael Cockcroft continued the project in 2016 by running pilots in IHG managed hotels that addressed the problems at various stages of the food waste cycle.

These pilots included introducing sustainably produced food products, implementing AI technology to improve the variance between food purchasing and demand; and normalising the usage of services that 'rehome' excess food locally.

The pilots were well received by staff and helped to cut costs. In late 2019 50+ hotels in the EMEAA region implemented technology that had proven to reduce food waste and improve spending. Plans for rolling out to IHG's Americas and Greater China regions are underway in 2020.



**MICHAEL
COCKCROFT**

Senior Vice President &
Chief Financial Officer EMEAA



Michael Cockcroft during a morning walk on a residential in Manchester 2017.

"I've been able to challenge some myths and encourage others to make simple changes. I've worked with many people I wouldn't ordinarily talk to in my day job which has changed my perspective in many ways. This has allowed me to seize an opportunity from a cost and environmental point of view. It's been a lot of work but extremely rewarding on all fronts."

Michael Cockcroft

REACTING RESPONSIBLY TO THE CLIMATE CRISIS

easyJet

Amid the growing criticism of airline operations and flying during the global climate crisis, Fellows from easyJet started to address the issue of CO2 emissions from easyJet flights and the airline industry's lack of response to the growing criticism.

Simon Cox, a Fellow on the 2018 Fellowship programme lobbied for action on the issue. He galvanised those who had energy and a desire to solve the problem internally and led the RFP (request for proposal) process for the offsetting projects that were subsequently commissioned by easyJet.

In November 2019 easyJet publicly announced a number of offsetting measures that they would implement in order to become carbon neutral. Projects being implemented include those that tackle reforestation, renewables and improving community infrastructure.



**SIMON
COX**

Director - Procurement &
Airport Development

"Being a Forward Institute Fellow has been really useful - it has given me the authority to speak up about climate change and the backing to have brave conversations internally. Reflecting on the conversations we had about 'windows of opportunity' at our last residential at Sandhurst (in October 2019), I recognised that a window of opportunity was opening and that we needed to seize it. This energised me to keep pushing forward and contribute to the sense of urgency many of us internally had begun to feel. We had the realisation that we needed to act now. We're on a really exciting and rewarding journey. Rather than shying away from the problem, we are facing it head on."

Simon Cox

FEMALE CAREER PROGRESSION IN ECONOMICS

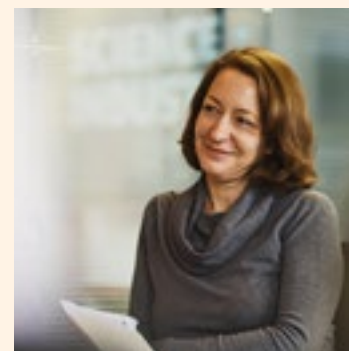
Bank of England

The number of men far outweighs the number of women in senior roles in many industries, and this is particularly acute within the field of Economics. Previously, this wasn't talked about in the industry, meaning very few interventions were in place.

Fellows Katharine Neiss and Laura Wallis wanted to make a difference in this area so have taken a number of actions to start conversations about gender balance at senior levels in the Bank of England and other institutions.

They organised the first conference to be held by the central banks on gender and career progression, to discuss the lack of gender diversity in Economics. Hosted with the European Central Bank and Federal Reserve, 142 delegates from a range of organisations attended. The conference was such a success that a second conference took place at the European Central Bank in October 2019.

The conversation about progression for female leaders at the Bank of England and other economic institutions continues to be normalised with significant strides made for awareness with new interventions now being implemented.



KATHARINE NEISS

Head of International Surveillance Division



LAURA WALLIS

Head of EU Withdrawal Unit

"We wanted to get people talking about gender discrimination in our industry. We were overwhelmed by the number of papers submitted for the first conference. There is a great appetite to explore the topic further so a second conference, focusing primarily on issues encountered by women in finance, economics, and the central banks went ahead."

Katharine Neiss & Laura Wallis

FOSTERING GREATER INCLUSION

Wellcome Trust

In most organisations there is a social gap between senior and junior members of staff. This can be especially notable for minority groups, who rarely see people like them at 'the top'.

Chris Bird and Chonnettia Jones, two Fellows from Wellcome Trust decided they wanted to bridge the gap between members of their Executive Leadership Team (ELT) and junior members of staff from minority groups, in order to foster greater inclusion and social cohesion.

They set up a reverse mentoring programme for those belonging to networks (such as the women's network, black & ethnic network, LGBTQ+ network) and the ELT. It ran in 2019, matching people from the two groups together. A lot of thought and careful consideration went into the design of the programme to ensure mentors (junior staff members) felt safe enough to be candid with senior members of staff.

Reported outcomes for those taking part included junior staff becoming more present and curious, a greater insight into the barriers faced by junior staff by the ELT, changed behaviours among the ELT including calling out negative behaviours and ELT members becoming role models for diversity networks.

A lasting change in the language and conversation around inclusion was also bolstered by a pre-programme and post-programme survey, and verbal testimonials which showed positive results. There are further cycles planned for 2020 due to the programme's efficacy.



**CHRIS
BIRD**

General Council &
Company Secretary



**CHONNETTIA
JONES**

Executive Director of
Insight & Analysis

“Practical things really make the difference when we're talking about responsible leadership. Interventions have real power – like the reverse mentoring programme we developed – which was something we did that enabled people to really connect at work.”

Chris Bird

EXAMPLES OF IMPACT IN OTHER ORGANISATIONS INCLUDE:

- ▶ Introduction of a 'Friendly Faces Network' - created to support mental wellbeing, offering signposting to services from mindfulness to full assistance, improving employee mental health.
- ▶ The creation and dissemination of 'Speaking Up' policies to tackle sexual harassment more openly.
- ▶ 'Reactivate the City programme' - Fellows from a number of partner organisations came together to boost job opportunities and investment in Barnsley.
- ▶ A Menopause Awareness campaign, educating men and women across the organisation about the effects of the menopause, informing and driving awareness of the challenges associated with it.
- ▶ A partnership between Barclays and Shelter that connected vulnerable Barclays customers to services at Shelter to reduce the chance or minimise the impact of mortgages going into default.
- ▶ The implementation of a new system that shares information between Jobcentres, enabling civil servants to identify and better tackle instances of modern slavery.



Paddy Ginn and Amanda Cassidy with Dave, a Big Issue vendor in Manchester, February 2020.

WHAT OUR FELLOWS SAY



CHRIS KELLY

Programme Director - Air,
UK & Europe, BAE Systems

"I pay more attention to issues in the world - issues such as the environment, health & wellbeing and diversity & inclusion. Before the programme, I thought they were someone else's problem to fix. Now, I feel a much greater sense of responsibility and I recognise that as a senior leader within a large corporation I have the influence to make a difference. It has been transformational."



DAVID FOLEY

Head of Decision Making - Department
for Work & Pensions, Civil Service.

"As stimulating as it has been supportive, the Fellowship programme has made me question whether I'm having the sort of impact I really want to have. It has done this through the cross sector background of the group, through thought provoking and conscience pricking residentials and through the use of real world examples. I've found it invigorating, challenging and good fun in equal measure. As a result of this provocation I have changed my work priorities and am gaining more traction in areas that had previously proved problematic."



KITTY ARIE

Global Campaigns & Advocacy Director,
Save the Children

"It was accidental that Ian, my colleague also on the programme in the same cohort, and I had complementary roles, but we hugely benefited from doing the programme together. The huge achievement of the Forward Institute was exactly this - bringing two people together who have been able to strategically influence and improve each other's success at work. We learned the same things at the same time and were able to collaborate effectively and achieve significantly better outcomes."

ABOUT THE INSTITUTE

The Forward Institute launched in 2015 to build a movement for responsible leadership. We work closely with leaders from many of the UK's most significant organisations. Our focus is on cross-sector learning, creating space for challenging conversations, and exploring the very real dilemmas leaders face. We know that innovation and moral leadership come from connection with other worlds, not staying in your own bubble.

Our work is guided by the lived experience of the senior leaders who advise us, as well as a faculty of many of the UK's leading thinkers.

We are a mission-driven, non-profit organisation. We were founded by a group of senior leaders and span out of the Boston Consulting Group. Our Board is Chaired by Sir Anthony Salz, our advisors include Sir Ian Cheshire (Chairman, Barclays UK) and General Sir Nick Carter (Chief of the Defence Staff) and we have a growing community of 350 Fellows in leadership roles across the private and public sectors committed to the public good.

We support organisations that aspire to be beacons of responsibility and purpose. We help them to build cultures and leadership teams that live their values, encourage new ideas, foster dissent and build strong networks.

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