

INCLUSION AT AG

The 2020 Report



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DEVELOPING A MORE INCLUSIVE CULTURE IS NOT JUST GOOD FOR BUSINESS, IT'S THE RIGHT THING TO DO. I WANT EVERYONE IN THE BUSINESS TO FEEL THAT THEY CAN BE THEMSELVES, AND THAT THEY DON'T HAVE TO BE PART OF THE 'IN-CROWD' TO THRIVE HERE. TALENT COMES IN MANY FORMS...

Justine Delroy, Inclusion Partner



I AM COMMITTED TO ENSURING THE FIRM UNDERSTANDS THE NUANCES THAT IMPACT THE DIVERSITY OF THE LGBTQ+ COMMUNITY. OUR LEAP STRATEGY FOCUSSED ON LEADERSHIP, EDUCATION, ACTIVISM AND PRIDE GIVES US THE FRAMEWORK TO LEAP FORWARD AND OUR OPENAG NETWORK WILL HELP KEEP THE FIRM ACCOUNTABLE TO THIS FRAMEWORK AND HELP US FACE THE EVOLVING CHALLENGES HEAD ON.

Ross McKenzie, Inclusion Partner

FOREWORD

WELCOME TO THE FIRST OF WHAT WILL BECOME AN ANNUAL REPORT ON OUR INCLUSION ACTIVITY AND STRATEGY ACROSS ADDLESHAW GODDARD.

Inclusion to us means creating an environment where all the people within our organisation are able to be themselves and where our people are empowered to reach their full potential irrespective of their background or any personal characteristic.

The aim of the Inclusion Report is two-fold:

- to provide a snapshot of the makeup of our people
- to set out our inclusion plans and targets going forward.

2019 was an important year for AG as it saw a step change in our Inclusion Strategy, shifting the focus more clearly than before onto creating an inclusive culture throughout the business and putting some building blocks in place for us to achieve that. However that is only a start, and whilst it is encouraging to see some early progress from that strategy, there is more that we need to do.

In order to achieve this goal we know that we have to redouble our efforts and create greater accountability within the business. To this end, we have set ourselves ambitious targets and revamped our internal structure to ensure that a more business-focused approach is achieved. We have now formally appointed two partners to head up each of our key strands of inclusion (disability, ethnicity, gender, sexual orientation and social mobility) and Inclusion Advocates across our business to help promote inclusion within every corner of AG. We have also set strategic action plans and targets across these 5 key areas of inclusion.

We are challenging ourselves to become better and want to take steps together as a business to enable us to be the best that we can be. At both Board and Executive level this issue has never been more prominent in our business. We are determined to meet our aspirations and we expect everybody at AG to play their part.



JOHN JOYCE
Managing Partner



CHARLES PENNEY
Senior Partner

SECTION 1

OUR DIVERSITY DATA THE RESULTS

Data is essential for us to identify the areas within our business where we need to effect change and set targets.

In August this year we concluded our annual diversity audit across our UK business. We collected data for 82% of our UK colleagues, and here are the results. Our aim is that through campaigns over the coming years we can increase the data we hold, achieving data for at least 90% of our people by 2023.

Given the sensitivity of some of our data, different formats have been used for presenting our statistics. This is to ensure true anonymity in the results.

AGE

	16-24 %	25-34 %	35-44 %	45-54 %	55-64 %	65+ %
Partners	0	0	37	50	13	0
Solicitors	0	61	30	7	2	0
Trainees	22	78	0	0	0	0
Other Fee Earners (e.g. Paralegals, Legal Execs)	35	41	8	9	6	1
Role supporting a Fee Earner (e.g. PA)	8	22	29	29	11	1
Business Services (Manager)	0	13	44	35	8	0
Business Services (Support)	9	49	24	14	4	0
All	8	41	27	18	6	0

CARING RESPONSIBILITIES

(Primary carer for a child under 18)



	YES %	NO %	PREFER NOT TO SAY %	NON- DECLARED %
Partners	36	35	1	28
Solicitors	19	61	1	19
Trainees	1	78	0	21
Other Fee Earners (e.g. Paralegals, Legal Execs)	11	58	1	30
Role supporting a Fee Earner (e.g. PA)	30	50	0	20
Business Services (Manager)	42	45	1	12
Business Services (Support)	18	67	0	15
All	22	57	1	20

DISABILITY

(ALL ROLES)



2.7%

People that consider themselves
to have a disability

78.5%

People that do not consider
themselves to have a disability

1.0%

Prefer not to say

17.8%

Non-declared



ETHNICITY

	WHITE %	ETHNIC MINORITY %	PREFER NOT TO SAY %	NON- DECLARED %
Partners	74	3	1	22
Solicitors	73	9	1	17
Trainees	73	7	0	20
Other Fee Earners (e.g. Paralegals, Legal Execs)	57	13	1	29
Role supporting a Fee Earner (e.g. PA)	77	6	0	17
Business Services (Manager)	81	8	0	11
Business Services (Support)	72	12	0	16
All	72	9	1	18

GENDER



	FEMALE %	MALE %
Partners	30	70
Solicitors	57	43
Trainees	71	29
Other Fee Earners (e.g. Paralegals, Legal Execs)	71	29
Role supporting a Fee Earner (e.g. PA)	96	4
Business Services (Manager)	62	38
Business Services (Support)	57	43
All	61	39

RELIGION

(ALL ROLES)



35.2%

No religion

0.2%

Buddhist

33.9%

Christian

1.1%

Hindu

1.5%

Jewish

2.0%

Muslim

0.7%

Sikh

1.7%

Other

4.2%

Prefer not to say

19.5%

Non-declared

SEXUAL ORIENTATION



(ALL ROLES)

	%
Bisexual	1.0
Gay / Lesbian	2.2
Heterosexual / Straight	75.1
Other	0.2
Prefer not to say	1.9
Non-declared	19.6

SOCIAL MOBILITY

(First generation of immediate family to attend university)



	YES %	NO %	DID NOT ATTEND UNIVERSITY %	PREFER NOT TO SAY %	NON- DECLARED %
Partners	28	22	0	1	49
Solicitors	24	33	0	1	42
Trainees	6	9	0	1	84
Other Fee Earners (e.g. Paralegals, Legal Execs)	13	14	11	1	62
Role supporting a Fee Earner (e.g. PA)	7	16	34	3	40
Business Services (Manager)	27	33	11	1	28
Business Services (Support)	16	53	14	2	52
All	19	23	9	1	48

(Type of school attended)	UK STATE (Selective on academic /faith/other grounds) %	UK STATE (non- selective) %	UK INDEPENDENT /PRIVATE %	ATTENDED SCHOOL OUTSIDE THE UK %	PNTS %	NON- DECLARED %
Partners	10	33	27	2	2	26
Solicitors	14	39	22	4	2	19
Trainees	10	43	14	10	2	21
Other Fee Earners (e.g. Paralegals, Legal Execs)	12	43	8	5	2	30
Role supporting a Fee Earner (e.g. PA)	12	55	1	5	5	22
Business Services (Manager)	16	48	11	9	2	14
Business Services (Support)	10	56	6	7	1	20
All	12	44	15	5	2	22

SECTION 2

TARGETS

The business case for an inclusive and diverse business is clear. Research shows us that inclusion leads to increased engagement and wellbeing amongst staff, increased profitability, increased creativity, stronger governance and better problem solving abilities to name just a few. The reality is that employees with a diverse background naturally bring different perspectives, ideas and experiences which ultimately help to create a more resilient, effective and efficient business.

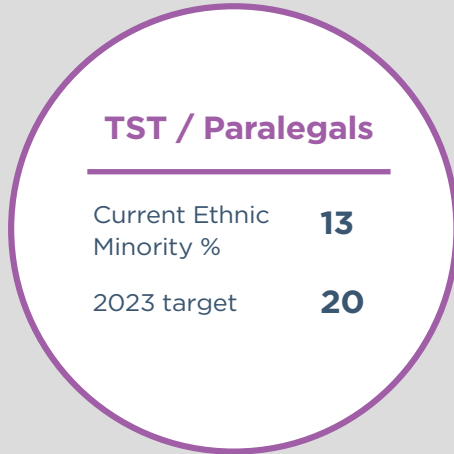
Our aspiration is that our inclusion strategy will give us the ideas, experience and authenticity to drive cultural change not only within AG, but also alongside our clients and within the legal sector more broadly.

To help us deliver on our strategy and establish accountability, targets are an important tool, and following consultation with the Board, our executive teams, office and business services heads and the Inclusion Partners, we have set both ethnicity and gender targets within various areas of our business. The tables which follow show these Board-approved targets against our current data.

In our other priority areas, e.g. Disability, LGBTQ+ and Social Mobility, our progress will be measured through inclusion engagement surveys focussing on colleague experience that will be conducted through the year.

ETHNICITY

(UK ONLY)



*To help address the underrepresentation of Black people within our ethnic minority population, our aim is that 20% of our partners from an ethnic minority are Black.

**Our aim is that 20% of our trainees from an ethnic minority background are Black.

GENDER



	CURRENT FEMALE %	2023 TARGET
Partners (firmwide)	28	32
Equity partners (firmwide)	19	26
Partners (UK only)	30	33
Equity partners (UK only)	20	26
Board members (voting)	27	40
Exec Members	33	40
Business Services Heads	38	50
Divisional Exec members (ex BS)	29	39

Divisions	Corporate & Commercial		Finance & Projects		Litigation		Real Estate		International	
	CURRENT %	2023 TARGET	CURRENT %	2023 TARGET	CURRENT %	2023 TARGET	CURRENT %	2023 TARGET	CURRENT %	2023 TARGET
Partners	23	29	28	30	46	50	33	35	13	20
Equity Partners	22	25	9	20	40	50	20	25	4	20
Divisional Exec Members	17	34	33	34	40	50	20	40	N/A	N/A

SECTION 3

HOW ARE WE GOING TO ACHIEVE THESE TARGETS?

Our targets are ambitious and to achieve them we have to set ourselves challenging objectives across our 5 key areas of inclusion. In each area we have categorised these into short, medium and long term objectives.

DISABILITY INCLUSION

We want to build an environment where disability inclusion becomes part of our DNA and where people living with a disability or caring for others with a disability feel supported and empowered to reach their full potential.

This summer we joined the Valuable 500 and pledged to make changes within our business to raise awareness and educate our colleagues, our clients and our suppliers on the issues that people with a disability or those caring for people with a disability face so that we can help remove these challenges in the workplace.



SHORT TERM

Review and assess current partnerships and policies across the business to ensure that our people have the best support possible

Form a disability support network across the business to help drive our disability strategy, raise awareness and educate our stakeholders



MEDIUM TERM

Review Disability Confident criteria and strive to make strategic changes to enable us to be accredited with “Employer” status from a Disability Confident perspective

Improve our recruitment policies and recruitment accessibility programme for people with a disability

Identify and celebrate role models within our business and champion allies within this area



LONG TERM

Reduce stigma around the discussion of disabilities and raise awareness

Improve current working practices to empower people with disabilities and, in particular, strive to ensure that any colleague who acquires a disability during their time with us is supported to continue in their role

Explore and engage in client partnership opportunities across our business to support inclusion diversity outside of our organisation, including with other Valuable 500 signatories

ETHNICITY INCLUSION

We are taking a proactive approach to diversifying our workforce and raising our profile within the Black, Asian and Minority Ethnic community, but we know we have further work to do in this very important strand of inclusion.

This summer we established a new ethnicity network, AG Fusion, with regional networks, chairs and co-chairs to ensure that our staff have a platform to talk about and engage the business on issues of race and ethnicity. We have already seen a great deal of passion and enthusiasm from our AG Fusion team and we are excited to see where they will take us.

Our ultimate ambition is to foster an environment where all of our staff feel like they belong here at AG irrespective of their ethnicity, and where our current talent feels supported and included within our business.



SHORT TERM

Create a cultural calendar of events to raise awareness of and help educate others about religious and cultural events that are important to our staff

Celebrate key dates, milestones and people – e.g. Black History Month

Partner with The University of Leeds to create a programme of events to help support students from an ethnically diverse background enter the legal profession and to further roll out a similar programme to other universities across the country

Review our recruitment processes (both graduate recruitment and lateral hires) to ensure that unconscious bias does not play a part in these processes



MEDIUM TERM

Organise a suite of events both internally and with clients to help raise awareness of and champion issues relating to race and ethnicity

Review our current event and sponsorship programmes to ensure ethnic diversity is promoted and supported at all levels

Establish reciprocal mentoring programmes across the business

Work with RARE recruitment to adapt and grow our strategy for change and improvement



LONG TERM

Establish a programme of thought leadership and extend and renew our unconscious bias training at all levels across the business

Establish relationships with universities with a strong ethnically diverse student population

Work with clients and within the sector to promote and effect positive changes across the legal industry

GENDER BALANCE

Gender equality is not just a women's issue, it is a business issue and putting it on our agenda also makes for a sound business strategy. McKinsey's latest report "*Diversity wins: How inclusion matters*" finds that corporations that embrace gender diversity on their executive teams were more competitive and 25 percent more likely to have above average profitability than companies in the fourth quartile, up from 21 percent in 2017 and 15 percent in 2014.

For nearly 10 years we have been running Flourish – our award winning development programme aimed at supporting the bright female talent within our business and our client organisations. Flourish is centred on empowering women to progress in their career, and a number of our Flourish alumni have since become partners here at AG. Notwithstanding the success of Flourish, we know we can be doing more to support our female talent to reach their full potential.



SHORT TERM

Build on the success of our female partner sponsorship programme and extend this support to our talented female MAs and LDs to help women on the path to partnership

Break down taboos and introduce policies designed to ensure women going through the menopause, or those working with or supporting women going through the menopause, have the necessary training and education

Develop an Associate programme focussed on supporting our junior women and providing them with the tools to progress their career

MEDIUM TERM

Partner with our clients to share successes and challenges faced so that we can learn from each other and benefit from the innovative ideas that the best businesses are developing in relation to gender balance

Identify and celebrate female role models across our business to acknowledge their success and inspire others

Review and evaluate our client allocation, work allocation and promotion processes within all of our teams to ensure that any gender bias is stamped out

Provide mental health support to all genders across our business

LONG TERM

Review our parental leave policies and promoting equality amongst both men and women who have caring responsibilities

Review option to support returners to law and help them to overcome any challenges that they might face

Review our recruitment processes to ensure gender bias does not play any role in determining who we hire

LGBTQ+ INCLUSION

LGBTQ+ Inclusion brings its own unique challenges but we want to foster an environment where, irrespective of external pressures, people can be their authentic selves from the moment that they step through our doors.

We are proud of the hard work that our LGBTQ+ network (OpenAG) has done and the initiatives that have been run over recent years to support our LGBTQ+ colleagues but we recognise that there is much more to do to ensure true equality for our LGBTQ+ colleagues and clients.

Our strategic plans are centred on 4 main pillars:

- Leadership
- Education
- Activism
- Pride

We want to become and be recognised as an employer of choice for inclusion and leaders within the legal sector for our LGBTQ+ approach. We also want to authentically use our platform to engage with clients, colleagues and the communities in which we operate to improve LGBTQ+ inclusion.



SHORT TERM

Review our Stonewall membership and ensure that we have the correct support for our business through our partnerships

Allocate key OpenAG positions and ensure that proper recognition is given to those helping to further our strategy

Create a calendar of events throughout the year to mark key dates, milestones and celebrations

MEDIUM TERM

Review the support the business provides LGBTQ+ international secondees

Create a mentoring programme for LGBTQ+ people within our business to ensure that they can reach their full potential

Provide education and training on LGBTQ+ issues to the wider business and help raise awareness with clients and colleagues about the challenges and issues LGBTQ+ people face

Conduct a colleague survey to better understand the further support our colleagues need

Review our Trans and non-binary support throughout the business and establish a Trans and non-binary policy

LONG TERM

Ensure positive case studies are promoted and celebrated through successful communication campaigns

Progress inclusive leadership and unconscious bias training

Work with our clients and colleagues to influence and engage through innovative events and initiatives

SOCIAL MOBILITY

Social mobility is the ease with which people can fulfil their potential, regardless of their social or educational background. We believe that no one should be prevented from fulfilling their potential because of where they are born, the school they went to or what their parents do. There is increasing evidence to suggest that the legal profession is becoming more exclusive and elitist and we want to combat this. At AG, we recognise the need to welcome and inspire and retain those from a variety of backgrounds by:

- fostering an inclusive culture and measuring our impact
- providing inspiration and support through outreach programmes, recruitment and career development processes
- working with our clients and in our Sectors to promote opportunity for all

Our ground breaking apprenticeship programme is a great example of how we can create a more diverse workforce by challenging the recruitment norms and welcoming people from different backgrounds. The apprentice programme was launched in 2013 and since then we have recruited 21 solicitor and paralegal apprentices that work across our business, with more to join in 2021.

01001
10010
01100



SHORT TERM

Review how we capture and monitor our data to ensure that it is fit for purpose and identify areas for improvement

Establish an internal network of volunteers to provide peer support and survey those volunteers to ensure we are capturing as many ideas and experiences as possible

Review our graduate recruitment process including introducing contextual recruitment and reviewing our preferred universities to help remove certain barriers and ensure that our recruitment pipeline is as diverse and strong as it can be

MEDIUM TERM

Identify opportunities to collaborate with clients to run outreach and mentoring projects with impact and to empower our people and teams to engage with their clients on social mobility

Review our engagement with external bodies and other organisations to ensure we are sharing our experience and learning from best practice

Using our volunteer network, identify opportunities for internal mentoring and support and review effectiveness of these to promote the retention of diverse talent

Review and enhance our programmes with schools and universities to ensure that we have strong outreach programmes in the communities in which we operate

LONG TERM

Find new ways of gathering effective data including questions addressing work allocation, retention and long term career progression

Share our positive learnings and examples of success to inspire others

SECTION 4

INCREASING DIVERSITY IN OUR RECRUITMENT

One of the key areas of focus for our business is not only nurturing the exceptional talent that we already have but also bringing the best people into our business to ensure sustainable growth and development. Diversifying our trainee and pipeline talent is a key area of priority for us.

Our Recruitment and Graduate Recruitment Teams have been working with our Inclusion Team to ensure that not only are we attracting the best and most diverse talent out there but that we are taking steps to remove any barriers people face in our application processes.

Unfortunately, the fruits of their labour will not be realised overnight as our graduate recruitment processes secure graduates up to two years in advance of them starting with us, and our other recruitment activity is driven by current business needs, but we are confident that the changes we are making now will help us achieve our goals and build a more inclusive future.



RARE RECRUITMENT

We have now officially partnered with RARE Recruitment – considered the market leader in diverse graduate recruitment.

With the support of RARE we are replacing the historic application recruitment process with the introduction of contextual recruitment whereby the recruitment system looks at the context and background in which students have received their grades.

The system considers key factors such as time in care, eligibility for free school meals, postcode, excessive work during term time and registered carer status, and uses data from all schools in the UK to compare the applicant's grades to the grades in their school in their year.

Using these tools will allow us to identify candidates that have overachieved in their school or have overachieved in the face of adversity or hardship – rather than a simply looking at the grades in a vacuum.

We are confident that contextual recruitment will give us a more rounded picture, allowing us to identify the best talent.



REMOVAL OF A-LEVEL CRITERIA

We recognise that academic performance (particularly at A-level) is not necessarily a key determinant of ability or potential.

To this end we have now removed our minimum A-level requirement to allow a more diverse pool of candidates to apply for training contracts at AG.



STAMPING OUT UNCONSCIOUS BIAS

We all carry with us a degree of unconscious bias but we are determined to reduce and remove this to the greatest extent possible. Our Graduate Recruitment Team are introducing:

- blind recruitment at the application recruitment stage - to ensure that a person's personal details do not create bias
- replacement of video interviews with voice interviews – to ensure that those who are either not comfortable on video or simply do not have the facilities to participate in a professional video call are not excluded from our interview process
- unconscious bias training to be introduced at each stage of the recruitment and interview process to ensure that the people making decisions make the right decisions, and we select the best people for the role based solely on ability and potential



DIVERSITY FOCUSSED LAW FAIRS / EVENTS / PROGRAMMES

The recruitment process starts way before an application is made; it starts with our presence and our reputation within the graduate recruitment market. We want to make sure that we have the attention of graduates and that the most talented and diverse graduates are applying to AG.

The Graduate Recruitment Team have revised their approach to graduate engagement, with greater emphasis on attendance at law fairs and events that have a particular focus on diversity and inclusion.

They are also looking at collaborating with universities in a different way, to ensure that our message reaches a more diverse pool of candidates. Projects are already in place with the Bright Network (career-oriented network of university students and graduates) and the University of Leeds.

We hope that with your help and support we can engage in this way with other universities, to reach and attract the best talent for our business.

SECTION 5

THE INCLUSION TEAM

WHO WILL BE RESPONSIBLE FOR DRIVING CHANGE?

To ensure that we can achieve the inclusion targets that we have set out, the Board recognised the need to build a team across the business to deliver our strategy. The team charged with driving inclusion at Addleshaw Goddard include:

INCLUSION SPONSORS

Our Inclusion Sponsors are charged with engaging the Board and Executive Team and ensuring that inclusion is always on the agenda in all of our strategic decisions, and sponsoring our strategy across the business.

BOARD SPONSOR



MIKE HINCHLIFFE

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THE LEGAL SECTOR'S CONTINUED SUCCESS DEPENDS ON THE PEOPLE WE ATTRACT, THEIR TALENT, AMBITION, CREATIVITY AND DRIVE. LAW FIRMS MUST STEP UP THEIR EFFORTS TO SEEK OUT AND SUPPORT TALENTED INDIVIDUALS WITH THE POTENTIAL TO HELP THEIR FIRMS THRIVE - REGARDLESS OF COLOUR, BACKGROUND, BELIEFS AND SOCIAL CIRCUMSTANCE.

Harold Brako, Inclusion Partner

INCLUSION PARTNERS

Our Inclusion Partners are responsible for engaging the business, setting the inclusion strategy and spearheading our efforts in each of their respective areas of inclusion.

DISABILITY



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ETHNICITY



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SOCIAL MOBILITY



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INCLUSION ADVOCATES

Our Inclusion Advocates are our local inclusion champions across our various divisions, directorates and non-UK offices, to garner support for and engagement with our inclusion strategy, and ensure inclusion is factored into our key operational decisions.



JOHN BYFIELD
IT



ROGER BYRNE
GCC



JANICE CASTEL
Research and Knowledge
Services



SIMON CATTO
Litigation



BETH COLLETT
Finance and Projects



ASTER CRAWSHAW
Corporate and Commercial



HELGE HEINRICH
Germany



SIMBA MAKWEMBERE
Group Finance



KAREN MARSON
PA and Secretarial Services



SARAH MORTON
The Transactional Services
Team



MARY PETERSON
HR



JAMES REYNOLDS
Real Estate



REBECCA RYAN
Business Development



ANDREW YANG
Asia

CENTRAL DIVERSITY AND INCLUSION TEAM

Our central Inclusion Team are here to facilitate, coordinate, manage and drive forward our inclusion strategy.



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IN ADDITION TO THESE FORMAL APPOINTMENTS, EVERYONE WITHIN OUR BUSINESS IS CHARGED WITH DRIVING CHANGE TO CREATE A MORE INCLUSIVE AND DIVERSE WORKPLACE HERE AT ADDLESHAW GODDARD.

We need the support of all our people to make these changes, to share ideas and stories, to help educate one another and to reach out to our clients and third parties so that we may collaborate with them.

We all have a part to play, whether joining one of our networks, getting involved with one of our projects or simply being an active ally to one another.

If you would like to get involved, please contact anyone in our Inclusion Team.

INCLUSION IS ABOUT BRINGING EVERYONE TO THE DISCUSSION.



DIVERSITY IS SOMETHING I HAVE ALWAYS FELT PARTICULARLY PASSIONATE ABOUT AND IT'S SOMETHING I AM ALWAYS VERY CONSCIOUS ABOUT IN MY ROLE AS A GRAD PARTNER. ON A PERSONAL LEVEL, DISABILITY PARTICULARLY RESONATES FOR ME, COPING WITH LONG-TERM CHRONIC ILLNESS MYSELF AND ALSO HAVING AN AUTISTIC CHILD. I AM EXCITED ABOUT THIS NEW APPROACH AND THE OPPORTUNITIES FOR MAKING A REAL DIFFERENCE IN THE CONTEXT OF DISABILITY - BOTH FOR INDIVIDUALS COPING WITH DISABILITY OR CARING FOR OTHERS WITH DISABILITIES AND FOR AG IN MAKING SURE WE ATTRACT THE BEST CALIBRE CANDIDATES AND FACILITATE THE ABILITY FOR EVERYONE TO ACHIEVE THEIR TRUE POTENTIAL.

Michael Hunter, Inclusion Partner

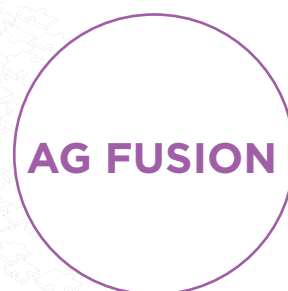


I'D SAY THAT I WANTED TO BE AN INCLUSION PARTNER AS I THINK IT'S A CENTRAL ISSUE FOR OUR BUSINESS AND THE FUTURE OF OUR PROFESSION AND I WAS EXCITED TO BE PART OF CREATING AG'S STRATEGY ON D&I. IN SUCH A COMPETITIVE MARKET, WITH VARIOUS BARRIERS TO PROGRESSION FOR THOSE FROM LESS AFFLUENT BACKGROUNDS, WE NEED TO FIND NEW WAYS TO SUPPORT AND ENCOURAGE THOSE WITH POTENTIAL TO FIND THEIR PATH TO SUCCESS IN THE LAW. WE MUST ENSURE THAT WE CELEBRATE OUR DIVERSITY AND HELP PEOPLE FEEL LIKE THEY BELONG AT AG AND CAN SEE THEIR FUTURE HERE.

Anna Heaton, Inclusion Partner



NETWORKS/PROJECT PARTNERSHIPS



PROBLEMS. POSSIBILITIES.
COMPLEXITY. CLARITY.
OBSTACLES. OPPORTUNITIES.
THE DIFFERENCE IS IMAGINATION.

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