

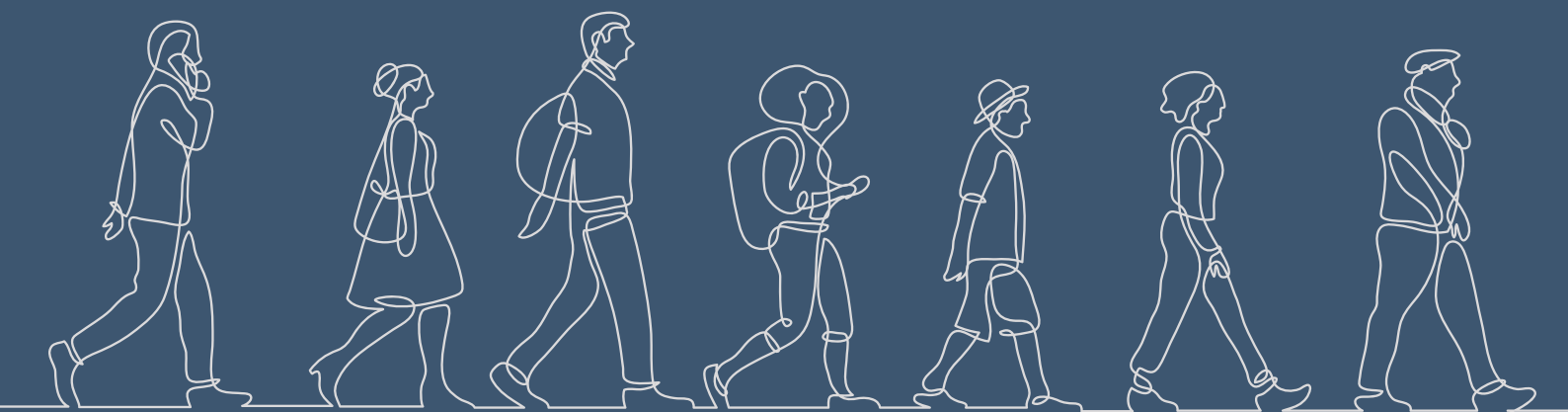
INCLUSION AT AG

The 2022 Report

a ADDLESHAW
g GODDARD

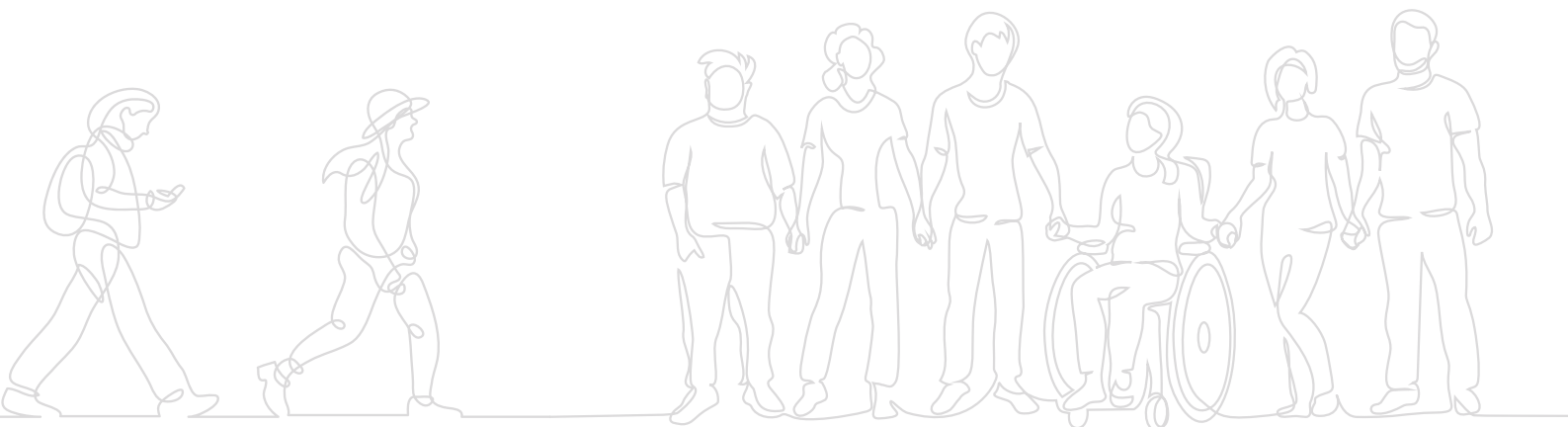
MORE IMAGINATION MORE IMPACT





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FOREWORD

OVER THE LAST 12 MONTHS WE HAVE KEPT DIVERSITY AND INCLUSION AT THE TOP OF OUR AGENDA. AS HYBRID WORKING HAS BECOME MUCH MORE NORMAL, WE HAVE WORKED HARD TO TRY TO ENSURE THAT, IRRESPECTIVE OF WORKING PATTERNS AND HABITS, EVERYONE HAS THE SAME OPPORTUNITIES AND POSITIVE EXPERIENCE OF WORKING AT THE FIRM.

As our business has grown, we have continued to listen to our people and use this understanding to develop our inclusion strategy further across all of our locations.

In February we ran for the second time our annual Inclusion Survey, allowing us to compare our results with the previous year. This showed improvements in the extent to which colleagues from diverse backgrounds, across all of our inclusion strands, felt a sense of belonging here at AG, which was great to see and testament to our commitment and investment in this area over the last few years. However, whilst our ongoing drive to be more inclusive as an organisation has delivered positive results, the results of our recent diversity audit show that we still have work to do in some areas, especially in terms of seeing greater representation of ethnically diverse colleagues within the business. There is more information on this later in the report.

Looking forward, we want to focus on three main areas:

- **people** – ensuring that we are attracting and retaining diverse talent within our business at all levels;
- **policies** – ensuring that we embed the right policies and tools (such as our carers' and transitioning policies) to empower colleagues to be their authentic selves and to flourish; and
- **processes** – ensuring that our processes around recruitment, promotion and engagement are continually reviewed and applied to ensure equality and fairness of opportunity so that our people can be the best they can be.

We hope that, by sharing this report, highlighting our investment and being transparent about our progress, we will inspire continued commitment and discussion about all of these issues with our colleagues, clients and wider networks.



JOHN JOYCE
Managing Partner



CHARLES PENNEY
Senior Partner

OUR FIRM

IN ORDER TO CREATE SUSTAINABLE CHANGE, WE HAVE MADE FURTHER INVESTMENTS IN OUR INCLUSION STRATEGY TO HELP BREAK DOWN ANY NON-INCLUSIVE CHALLENGES COLLEAGUES MAY BE FACING.

We grew our central inclusion team and welcomed Dr. Carolene Ayaka, ensuring we have expertise and lived experience across our priority inclusion areas.



MARY PETERSON
Head of Responsible
Business



CAROLENE AYAKA
Inclusion Manager



RICHARD FISK
Pro Bono and
Inclusion Manager



SONIA KUMAR
CSR and Inclusion
Coordinator



With greater diversity within our own team, we're able to have more authentic impact with our inclusion strategy and be more intersectional in our approach.

Richard Fisk and
Carolene Ayaka

MENTORING AND COACHING:

REVERSE MENTORING PROGRAMMES:

- In 2021 we launched our first reverse mentoring programme focussing on ethnicity inclusion. Building on the success of that, we have now rolled out similar programmes to all of our divisions and in 2022 we rolled out our first Board reverse mentoring programme. Our Business Services programme will be launched shortly.



The reverse mentoring sessions I have been having over the past 6 months have been hugely beneficial in helping me to better educate myself and to challenge some of the assumptions I held. The open and frank discussions I have had, have given me a better insight into how as a firm we can improve our culture further and become even more inclusive and diverse.



NIKI LAWSON
HR Director and
Exec. Diversity and
Inclusion Sponsor

NEURODIVERSITY:

- In December 2021 we partnered with Adjust Services to launch our neurodiversity programme to both raise awareness of neurodiversity and provide tools for colleagues to be the best they can be. As part of this programme, several awareness raising sessions were held covering topics including:
 - Neurodiversity Understood
 - Dyslexia Understood
 - Autism Understood
 - ADHD Understood



In addition to these awareness sessions we also ran bespoke training across our teams including HR, resourcing (both Early Careers and Lateral Recruitment), premises and line manager teams and incorporated neurodiverse specialist coaches within our wider coaching programmes.

The response to these sessions has been overwhelming with colleagues commenting:

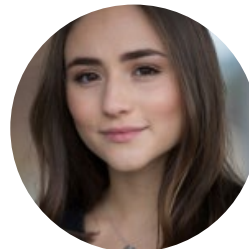
“Incredibly useful to understand more about reasonable adjustments, and importance of open, honest, two-way dialogue.”

“I am looking at my team’s behaviours in a whole new way - neurodiverse diagnosis or not.”

Both our Early Careers and Lateral Recruitment teams have committed to undertake end-to-end reviews of their recruitment processes.



Getting involved in our neurodiversity efforts has been incredibly rewarding. I have been able to both share my experiences of neurodiversity and learn from others’ stories too. The Ability Forum (our disability and carers’ network) has given me a sense of community and solidarity at AG and made it easier to bring my whole self to work.



CONSTANZA CECCHETTI
Trainee Solicitor



RAINBOW CONNECTION:

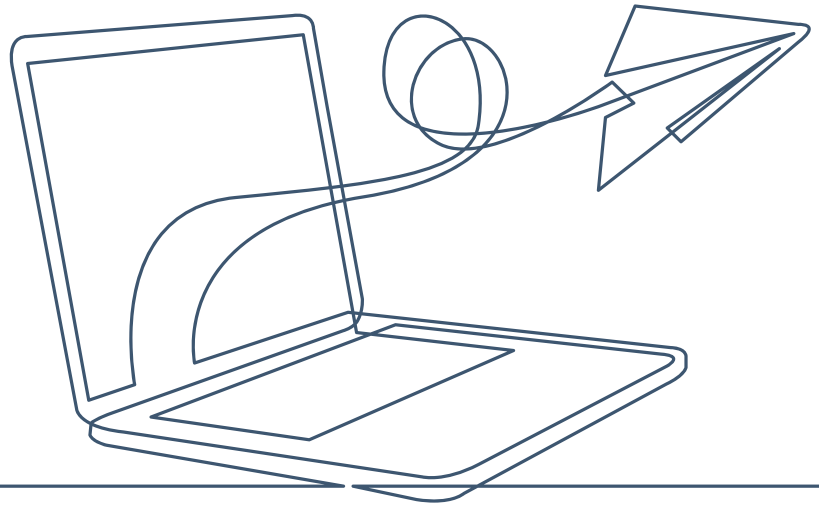
- Understanding some of the nuanced challenges that people within the LGBTQ+ community might face and the lack of senior role models, this year we launched the Rainbow Connection — our LGBTQ+ mentoring programme. This programme aims to create opportunities for LGBTQ+ colleagues to connect, share knowledge, build confidence and equip themselves to overcome obstacles they may face and empower our mentees to be their authentic selves in the workplace.



Launching the Rainbow Connection LGBTQ+ Mentoring Scheme for me was a highlight of the last year – providing a platform for colleagues to connect together across our offices to help mentor colleagues through their career and personal challenges will have a massive direct impact for those who get involved whether they are a mentee or mentor.



ROSS MCKENZIE
LGBTQ+
Inclusion Partner



POLICIES AND PROCESSES:

In order to make progress to becoming a truly inclusive employer, we also have to make changes to our policies and processes to ensure that our colleagues understand the firm's position in relation to specific topics and issues.

With this in mind, this year, our central inclusion team have worked in collaboration with our **HR team** and external consultants to launch **three new policies**, including our:

- **Transitioning policy**, which provides guidance and support for anyone transitioning within the business and those supporting people transitioning within their teams.
- **Carers' policy and passport**, which provides guidance for people with caring responsibilities, including emergency time off, together with a new passport document designed to help facilitate positive conversations about a person's caring responsibilities.
- **Workplace adjustment policy and passport**, which pulls from previous health and safety documents but consolidates our approach and provides a clear process map for how colleagues can request and obtain a workplace adjustment. With changes to language within this policy, we hope to break down barriers for people wishing to request an adjustment and the inclusion of an adjustments passport is designed to facilitate positive conversations.



A real highlight for me has been the openness people involved in the Ability Forum have brought to the meetings, to enable us to all learn from each other to ensure people can come to work as their authentic selves.

This year we have introduced a Carers' Policy, alongside a Workplace Adjustments Policy, both of which go a long way to ensuring that AG continues to support and champion disability inclusion in the workplace.



ELIZA COOPER
TST Team Leader and
Ability Forum Lead

IDENTITY TOOLS:

Expressing your identity or your allyship in the workplace can often be difficult and identifying subtle tools which colleagues are able to use can sometimes have the most impact. In response to colleagues' feedback through our annual inclusion survey and participation in our employee networks, this year we have developed the following:



Pronouns:

Optional inclusion of **pronouns on to email signatures** to allow colleagues to:

express their authentic gender identity

reduce the occurrence of misgendering

promote the use of pronouns as an ally

Correct name pronunciation:

Launching a **name pronunciation tool** within our internal phonebook to enable colleagues to record the correct pronunciation of their name to reduce mistakes being made.

Halo Code:

Acknowledging that Afro-textured hair is an important part of our Black employees' racial, ethnic, cultural, and religious identities, and requires specific styling for hair health and maintenance, this year we signed the **Halo Code**, which is dedicated to promoting inclusive attitudes and approaches within businesses around Afro-textured hair, and updated our dress code policy to reflect our commitment.

LGBT

Commitment Charter:

In June 2022 we signed the **LGBT Commitment Charter** in our Paris office. This charter starts the journey of visible LGBTQ+ inclusion in our Paris office, under which we commit to:

creating an inclusive environment for LGBTQ+ employees

ensuring equal rights and equal treatment for all employees regardless of their sexual orientation and gender identity

supporting employees who are victims of LGBTQ+ discrimination

measuring progress and sharing good practice to help promote LGBTQ+ inclusion within our communities

Work|Life CENTRAL

Worklife Central:

As part of our commitment to supporting wellbeing and work-life balance, this year, we became a member of WorkLife Central. WorkLife Central is an award-winning digital hub of expert-led content designed to support, inform and inspire professionals in their family life, work life and wellbeing. All AG employees now have access to these resources and can also share log in details with family and friends so that together, we can have more impact in addressing work-life balance.



This inclusion event in our Paris office was important to me for two reasons:

Firstly, we launched this event before becoming a large law firm in Paris, from my point of view, that's proof that diversity is a core value for us. It's not a communication plan drafted by a marketing department of a global group. It's our commitment.

Secondly, the most important point is to convince everybody that diversity is a collective engagement. It does not concern only LGBT members but the whole staff. I am deeply convinced that this is the key point for having a more inclusive workplace.



**FRANCOIS
ALAMBRET**

Employment Counsel

EARLY CAREERS RECRUITMENT:

One of the most significant ways in which we can improve the diversity of our business is through our recruitment practices and our **Early Careers Team** have worked hard over the last 12 months to help diversify our business at entry level.

ACTIVITY UNDERTAKEN

The latest trainee recruitment campaign has seen continued focus on diversity and inclusion with particular emphasis on ethnicity, social mobility and neurodiversity, with activities ranging from:

Becoming founding partners to the **Law Scot Foundation** – a social mobility initiative creating work experience and financial support for Scottish law students from less advantaged backgrounds

Carrying out an end-to-end review of our existing recruitment processes from a neurodiverse perspective, with support from industry experts, including neurodiversity training to all our **Early Career** assessors

Partnering with **Aspiring Solicitors** to deliver coaching workshops to candidates from less advantaged background ahead of work experience placement schemes to help level the playing field

Collaborating with **All About Law** to deliver Early Careers events for Black Heritage candidates

Widening our **Included programme** (our inclusive coaching and mentoring development programme for diverse trainees) building on the success of our previous programme

Extending our **Ethnicity Talent Law initiative** to more of our target universities to help attract and support ethnically diverse talent

Partnering with **Aspiring Solicitors** on their Culture Events programme where panellists shared personal stories of how they overcame barriers in their careers, to help empower the next generation of lawyers



THE RESULTS:

It is important to demonstrate the results of our efforts with tangible data, which we believe show positive movement towards diversifying our pipeline talent.

ETHNICITY

Placement Scheme

37%

of placement scheme applicants were ethnically diverse (an increase of 7% from 2021)

34%

of placement scheme offers were to ethnically diverse candidates (an increase of 9% from 2021)

30%

of training contract offers were made to ethnically diverse candidates (an increase of 12% from 2021)

Internal Trainee Recruitment Process

37%

of applicants were ethnically diverse

33%

of offers made were to ethnically diverse applicants (of which 60% were of Black heritage)



Following on from our progress we made in 2021, it's great to see the continued impact of the Firm's work at recruiting a diverse cohort of trainees, in particular, achieving and surpassing our ethnicity diversity target for both 2023 and 2024. For this next year whilst continuing our focus on recruiting a diverse range of talent across Early Careers, we will also be focussing on supporting our neurodiverse future talent.



FIONA POWELL
Early Careers
Senior Advisor

SOCIAL MOBILITY

In 2021, AG came 2nd in industry rankings for the percentage of offers made to candidates from less advantaged backgrounds.

Internal Trainee Recruitment Process



55%

of applicants had social mobility flags



40%

of training contract offers made to those with social mobility flags

In this context, “flags” mean indicators to show that a certain social mobility criteria has been met.

Placement Scheme

36%

of applications received were from candidates with social mobility flags (an **increase of 2%** from 2021)

42%

of placement scheme offers were made to candidates with social mobility flags (an **increase of 1%** from 2021)

41%

of training contract offers were made to candidates with social mobility flags (an **increase of 34%** from 2021)

The overall number of offers were made to candidates with 2+ social mobility flags has doubled in 2022.

Targets

The targets set for ethnicity in 2020 to be achieved by 2023 were:

15%

of our trainees to be ethnically diverse, of whom 20% identify as Black heritage. Our projection is that by:

September 2023,

20%

of our trainees will be ethnically diverse and 13% of those trainees will be of Black heritage and by:

September 2024,

25%

of our trainees will be ethnically diverse and 25% of those trainees will be of Black heritage.



It has always been a priority of mine to work at a firm which places diversity and inclusion at the top of the agenda. Understanding and celebrating differences between colleagues contributes to creating better allies in the workplace and leads to a happier, better-informed workforce. I hope that this, in turn, will attract a more diverse pool of candidates to join us at the firm.

Being involved as a “trainee inclusion champion” has given me a platform to champion diversity, and strive to be the best ally I can be.



KATHERINE NASH

Associate and Vine (London) lead (previously Trainee Inclusion Champion)

LATERAL HIRES:

In addition to focussing on pipeline talent, it is crucial that we remain focussed on diversifying the talent coming in to our business at all levels and in all roles.

ACTIVITY UNDERTAKEN

Rare Recruitment: Following on from the positive impact of the partnership of Rare Recruitment within the Early Careers processes we have now **integrated contextual recruitment** into our Transaction Services Team and Innovation and Legal Technology Graduate Scheme

Since its implementation (May 2022), **36% of our Transaction Services Team hires** and **39% of our applicants** for the Innovation and Legal Technology Graduate Scheme have had **at least one social mobility flag**

All of our resourcing team have **participated in unconscious bias training** and we have developed a **Recruitment Hub** internally with dedicated resources and training materials to reiterate the **importance of inclusive recruitment**, together with some top tips for interviewers

We are running a **pilot programme** within our Corporate and Commercial division introducing **standardised capability testing** to **increase fairness within the interview process** and **reduce the impact of bias** in the decision making process

Our Transaction Services Team and Innovation and Legal Technology team have **launched virtual month-long programmes** targeted at **talented diverse students** to **build their knowledge** of what it is like to be a paralegal or legal technologist

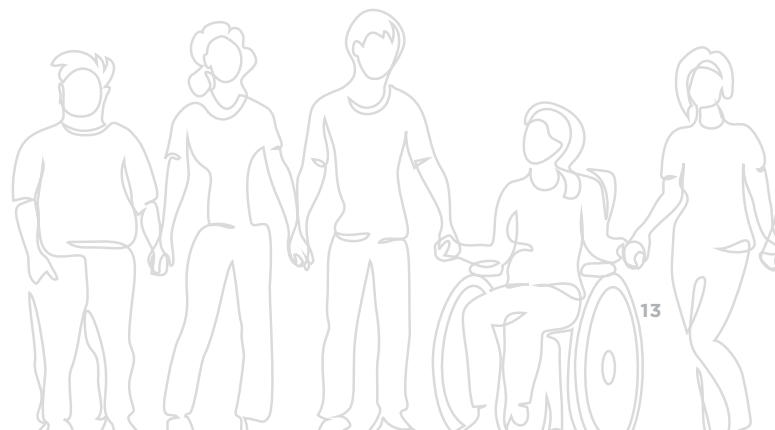
FUTURE PLANS

Introduction of a visible neurodiverse point of contact within the resourcing team for candidates to contact directly

Plans to work closely with **Rare City Lawyers** (a specialist recruiter focussed on matching ethnically diverse talent with jobs within the legal sector) and other diversity focussed networks to secure the best talent

Carry out an end-to-end review of our recruitment procedure from an **accessibility perspective** to remove barriers and reduce the impact of bias for disabled candidates

You'll see from our statistical analysis of our diversity data (on page 23) that we still have work to do when it comes to diversifying our business but we hope that by committing to these future plans and working with our employee networks to broaden our recruitment pool, we will become more diverse at all levels.



OUR NETWORKS

**OVER THE LAST 12 MONTHS
OUR PEOPLE NETWORKS
HAVE GROWN FROM
STRENGTH TO STRENGTH.**

Now with **over 460 members** across our firm, our four people networks, **AG Embrace** (race and ethnicity), **OpenAG** (LGBTQ+), **The Ability Forum** (disability and carers) and **The Vine** (gender balance), have worked hard to raise the voices of underrepresented colleagues and bring our inclusion strategy to life.

We marked **Black History Month** by celebrating the Black contributions made to British Society.



I have personally felt the impact of AG's diversity and inclusion networks in our workplace; they have encouraged and equipped me to be both a vocal and visible ally for colleagues.

I have had the opportunity to be involved in various intersectional initiatives that have been arranged with the firm's other employee networks. This focus on intersectionality has been fantastic and it is essential to remember that as individuals we often have more than one element of our background which is diverse.



ABBAS KHAN
Associate and AG Embrace (Leeds) lead



I've always been "out" at work and I put that partially down to my first boss being a proud, visible gay man. This visibility at a senior level was very reassuring to someone starting their career in law. Here at AG, I joined the OpenAG committee to ensure I pass on the reassurance and visibility that my first boss did to me, to provide a safe space for people of the LGBTQ+ community at work and to ensure people always feel confident to be themselves on their own terms as that's the way you'll get the best out of people.

Leading on this year's Leeds Pride celebrations (with amazing support from Harriet Clarke (Trainee Solicitor), Ellie Broughton (Trainee Solicitor) and Robin Vischer (Legal Support Assistant) was a very proud moment for me (excuse the pun!).



BETH RUDGE
Associate and OpenAG (Leeds) lead

To mark **International Men's Day** we heard from **Alex Holmes**, award-winning writer and wellbeing coach about the importance of mental health.



This year we launched **The Grapevine**, our bi-monthly gender balance newsletter where colleagues can share insight and resources to tackle gender inequality.



This firm, the incredible people in the Ability Forum and the work of the employee networks have given me the space to share my own experiences as an autistic woman.

It is clear that from the top down, there is a real culture of inclusion at AG and that changes are happening to open up the workplace for people of all abilities, to raise awareness that not everyone is the same, has the same abilities and how we can help everyone to be the best that they can be.



LAUREN SHORTMAN
Associate and Ability
Forum lead



For **Disability History Month** we ran our **purple sock campaign** to raise awareness of disabled entrepreneurs and raise money to support their endeavours.

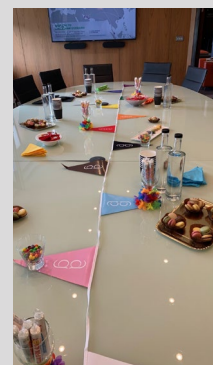
This year we joined the movement **#breakthebias** to mark **International Women's Day** to encourage people to challenge gender bias in the workplace.



To mark **LGBTQ+ History Month** we heard from **Femi Otitoju**, Inclusion Specialist, who talked about her lived experience of being a Black lesbian working on the Gay Switchboard in the 70s and 80s.



For the first time in three years we were able to celebrate **Pride** in person with colleagues, family, friends and clients.



“

There is that known phrase – “actions speak louder than words” and in the D&I space that phrase could not be more applicable.

That is why I am so pleased to be part of a firm which encourages the deeper understand of the words and why I am so proud of the work that the various AG Embrace teams across the firm are accomplishing. The AG Embrace Network has set out to ensure that the words “diversity and inclusion” are core to the culture of the firm, not just as words, but as key values which lead to tangible change.



NATASHA CHAHAL
Associate and
AG Embrace
(Manchester) lead

As part of **South Asian Heritage Month** we brought people together to celebrate cultural identity with food, music and conversation to help raise awareness.



“

I’m a firm believer in the fact that you can’t be what you can’t see. I think it’s crucially important that we create as diverse a firm and profession as we can. That diversity of people, experience, culture and thought can only be a benefit to us all no matter what field of law we practice in. It’s important for those in the profession who don’t fit what many view as the ‘traditional mould’ of a lawyer to speak up and be visible, to inspire others like them and forge the path for those to come.



LAURIE ANDERSON
Associate and OpenAG
(Scotland) lead

**THANK YOU TO ALL OF OUR
NETWORKS AND CONTRIBUTORS!**



OUR COMMUNITIES

AS PROFESSIONALS, WE ALL HAVE A LEVEL OF PRIVILEGE. WITH THIS PRIVILEGE COMES THE RESPONSIBILITY OF FINDING WAYS IN WHICH WE CAN SHARE IT WITH THOSE WHO HAVE LESS PRIVILEGE THAN US.

In January, we relaunched our school engagement programmes and partnered with schools across the UK that met our social mobility criteria to support students by providing career insights, skills based workshops and the opportunity to meet legal professionals from a range of backgrounds.

Our programmes included:

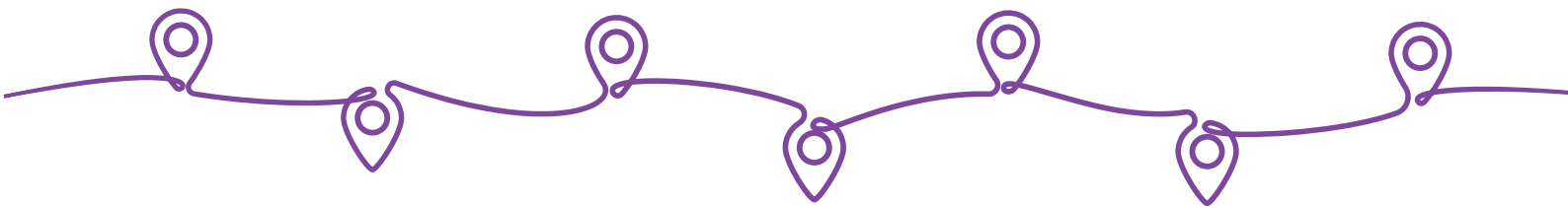
LEGAL ACCESS WEEK



As part of our PRIME commitment, each year we provide access to quality work experience for young people who might otherwise struggle to gain this opportunity through their own connections. This year we:

- expanded our **Legal Access Week programme** hosting work experience opportunities in October, February and August
- held our **first hybrid Legal Access Week** across our London, Leeds, Manchester and Edinburgh offices
- partnered with clients to give students insights from both in-house and private practice
- delivered workshops focusing on career insights, CV workshops and mock interviews, introductions to legal technology and discussions around the importance of diversity and inclusion in the legal profession - totalling **over 188 volunteering hours** from colleagues across the business





“

I got involved with Diversity and Inclusion because it brings out my morals and highlights who I am as a person. It helps me remind myself that I am a human and part of a wider community before being a lawyer. Legal access weeks, career fairs and employability sessions have given me that chance to hold the door open for others who are just like me – ethnically diverse or from a lower socioeconomic background.



DESIREE OBIOMA
Paralegal Apprentice

LEGAL ACCESS WEEK STUDENTS

88%

students satisfied
at least two social
mobility criteria

66%

ethnically diverse

25%

Black heritage

66%

female



“

Change happens because people take action. We can't abdicate responsibility. We can all make a difference. The Law Society programme has been a small step to start increasing awareness of routes into law for those who have not come across lawyers in their lives to date.



SOPHIE SKELTON
Managing Associate

SCHOOL ENGAGEMENT

In partnership with **UpSkillMe** we:

- partnered with **12 schools in England and Scotland**, all of which had strong social mobility credentials
- delivered **over 100 hours** of volunteering at our target schools providing students with the opportunity to meet a range of legal professionals and help them understand what opportunities there might be for them in the legal industry
- ran a **Law Society programme** at the Harris Academy Greenwich where we supported a diverse group of 16 students, delivering **13 sessions over six months** on career insight, confidence raising, leadership, communication and teamwork. Activities included:
 - conducting a mock trial
 - attending the Supreme Court
 - delivering a social media strategy pitch to a panel of lawyers in our London office



“

It was very **valuable** and I am very **grateful**. It helped me improve my **confidence** majorly which I didn't think could happen.

Student Participant

“

It was actually really exciting and I felt really motivated to go further on into my career. I felt really prepared and I felt that it **really boosted my confidence**.

Student Participant

PRO BONO WORK

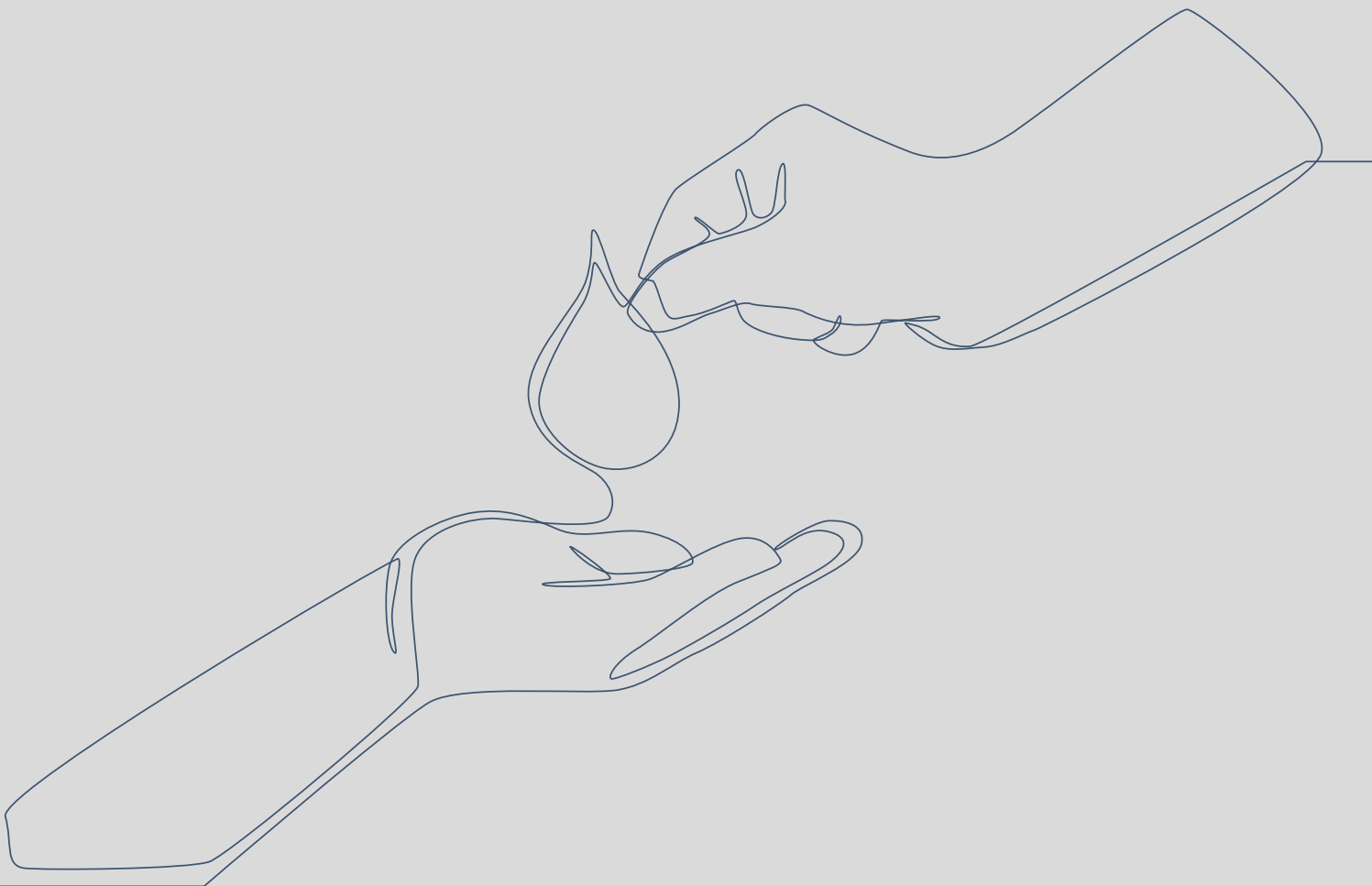
OUR PRO BONO TEAMS HAVE ALSO BEEN EXPLORING WAYS IN WHICH THEY CAN SUPPORT DIVERSE PEOPLE AND GROUPS WITHIN OUR COMMUNITIES IN NEED OF LEGAL ADVICE.

This year, we had a **19% increase** in our pro bono hours and some of the work included supporting:

- **Centre for Access to Football in Europe (CAFE):** colleagues from our German offices advised on German employment law matters for CAFE
- **Stonewall:** colleagues from our employment team have supported Stonewall in better understanding the statutory and regulatory landscape surrounding LGBTQ+ inclusion
- **Galop (a charity supporting LGBTQ+ people who have experienced violence and abuse):** our data protection team are currently advising Galop on setting up a new app to further support the LGBTQ+ community

We are also looking at ways in which we can use our legal expertise to support ethnically diverse start-ups within our local communities, providing free legal advice and support.

It is important that as legal professionals we use our knowledge and skills to support our communities, particularly those who are underrepresented and face discrimination and abuse in their daily lives.



“

In my personal life I have cared for and supported a number of my loved ones with a variety of disabilities, some of which have been ‘hidden’ disabilities, yet hugely affected their lives on a daily basis.

When we launched the Ability forum, I really wanted to develop my understanding around other disabilities but also play a part in driving change and improvements, ensuring that as an employer we are doing all we can to support colleagues.

Over the years, it has been really pleasing to see us do more and talk more about disability, as well as consider how we can be more inclusive and also celebrate the strengths and gifts that all our people bring to the firm. Looking ahead, I think we have a great opportunity to do more and it’s really important to me that we continue to see disability as a core pillar of our inclusion strategy.



KATHERINE RATHBONE
Head of HR

“



JOHN BYFIELD
Head of IT Operations
and Inclusion Advocate

In the aftermath of the murder of George Floyd, I realised that being angry but passive in the face of social injustices, was not actually making any tangible difference. Joining the AG Embrace network and other inclusion forums gave me an opportunity to listen, learn and in some small way, help to ensure AG is at the forefront of tackling race, ethnicity, and diversity issues in the workplace.

“

I believe that an inclusive workplace allows every member of the team to fully contribute with all their strengths. It’s important to me to help involve AG’s German offices in AG’s overall inclusion initiatives. There are so many issues that we can and should be dealing with now to improve the workplace of the future.



JANIK GOSSLER
Partner and Inclusion
Advocate (Germany)

OUR DIVERSITY DATA AND TARGETS

DATA IS ESSENTIAL FOR US TO IDENTIFY THE AREAS WITHIN OUR BUSINESS WHERE WE NEED TO EFFECT CHANGE AND PROVIDE FURTHER INVESTMENT.

We measure two things: the diversity of our business (i.e. the representation of different groups at AG) and the extent to which the culture of the firm is inclusive of people within those groups.

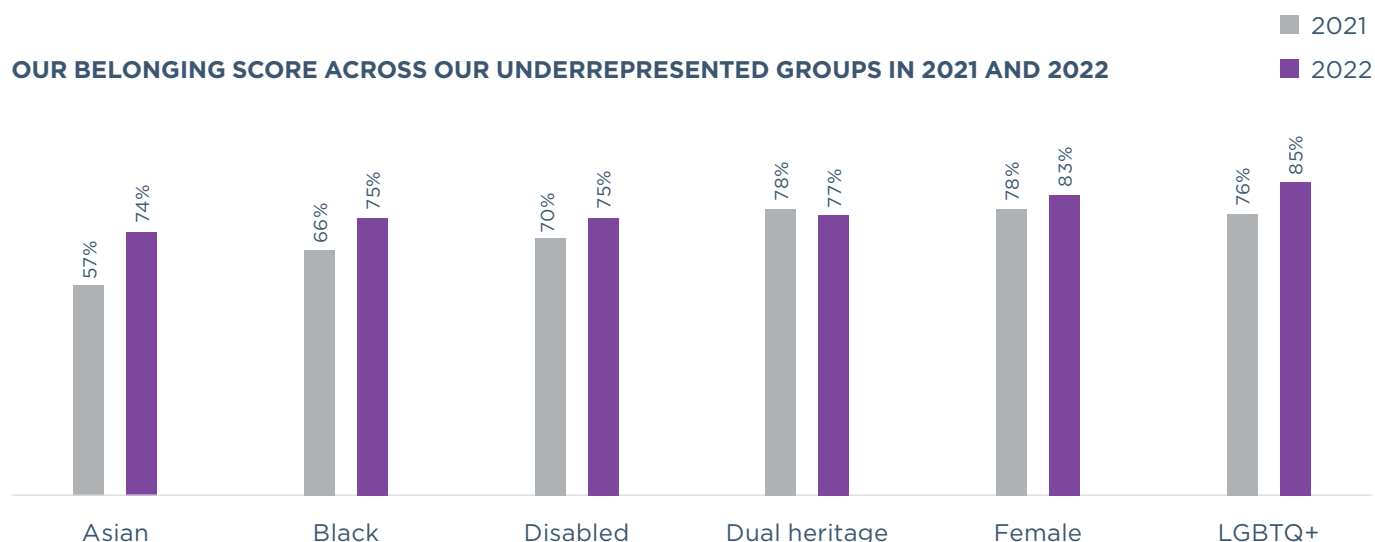
INCLUSION

Earlier in 2022 we ran our second annual inclusion survey, allowing us to compare the results with the previous year and test whether our culture is moving in the right direction. Pleasingly, the answer is **yes**, with colleagues' responses on their sense of belonging increasing to 84% (a **3% increase** from 2021).

The questions that create the belonging score are:

- I would recommend AG as a great place to work
- I can voice a contrary opinion without fear of negative consequences
- I am satisfied with how decisions are made in my immediate team
- I am satisfied with how decisions are made at AG
- I see myself still working at AG in 12 months' time

When we drilled down into the results we found that, across our underrepresented groups, we had also seen increases in people's sense of belonging, as shown in the graph below:



In one year we saw an **overall increase of 3%** in our Belonging score, and when looking at the results for our underrepresented groups there were some marked improvements compared to last year. However, there is still a disparity between the level of belonging felt by people in those groups, compared to the firmwide average, reinforcing that it is essential for us to continue to focus on creating and maintaining an inclusive culture in all of our teams.

REPRESENTATION

To help deliver on our strategy and establish accountability across the business, in 2020 we set 2023 diversity targets to drive greater representation in the areas of gender and ethnicity.

In the spring we ran annual our diversity audit and we now hold diversity data for 82% of our UK colleagues (a slight decrease of 6% from last year) allowing us to report against those targets.

ETHNICITY TARGETS (UK)

	2020	2021	2022	2023 TARGET
All	9	10	10.1	14
Partners	3	5	6.3	10
Equity Partners	4	4.5	6.5	8
Associates / MA / LD	9	9.5	9.3	14
Trainees	7	8	14.5	15
TST / Paralegal	13	19	19.1	20
Business Services	12	12.5	10.7	16
Secretarial Services	6	7	6.5	12

When we set our ethnicity targets we knew they were ambitious, and these figures are a reminder of that fact. Since 2020 we have made progress in terms of partners, and good progress in relation to trainees and paralegals. However, in other areas progress has been slow and having invested heavily in improving the inclusivity of our graduate recruitment processes we now want to apply the same level of scrutiny to **lateral hire and business services recruitment** (see page 13 for details).

GENDER TARGETS

	2020	2021	2022	2023 TARGET
Partners (firmwide)	28	27	30	32
Equity Partners (firmwide)	19	22.5	25	26
Partners (UK)	30	30	31	33
Equity Partners (UK)	20	23.5	27	26
Board Members (voting)	27	40	42	40
Exec Members	33	33	33	40
Business Services Heads	38	42	50	50
Divisional Exec members (ex BS)	29	32	36	39

Our gender data paints a more positive picture – we have met three of our targets and are closer to meeting the others, which is great news.

In both areas we will continue to pay attention to the targets we have set, to meet or exceed them wherever possible, and with a view to considering future changes where we think that will promote stronger progress for our overall strategy.

After careful consideration of best practice and stakeholder consultation, we did not set representation targets across our other priority areas (disability, LGBTQ+ and social mobility). Instead we measure progress through our inclusion survey. In terms of overall representation, **4% (an increase of 0.6% from 2021)** of our UK colleagues identify as having a disability, **3.8% (an increase of 0.4% from 2021)** of our colleagues identify as being part of the LGBTQ+ community and **37.5% (an increase of 0.5% from 2021)** of our colleagues were first generation university attendees.

Overall, our data suggests that inclusion across all our priority areas is improving at AG, and gender representation is also improving. There is still a lot more work to do before we can say the same of our ethnicity statistics, but it is good to know that the environment we are creating should help us attract, retain and progress more of our ethnically diverse talent than before.



I am pleased to see the improved accountability that clear targets and more thoughtful data gathering across the business has created. Whilst the positive results overall are encouraging, the data also gives us some clear focus areas where we can improve further – whether to meet our existing targets or strive for more.



MIKE HINCHLIFFE
Head of Private Equity
and Board Sponsor for
Diversity and Inclusion

OUR FUTURE PLANS

WE ARE PROUD OF THE PROGRESS WE ARE MAKING AND THE POSITIVE IMPACT IT IS HAVING ON THE LIVES OF OUR COLLEAGUES BUT WE ACKNOWLEDGE THAT, AS EVER, THERE IS MORE WORK TO BE DONE TO BECOME A TRULY DIVERSE AND INCLUSIVE BUSINESS.

Below are the next steps that we want to take across our 5 priority areas and some reflections from our Inclusion Partners who will oversee our efforts:

DISABILITY



SHORT TERM

- Promote our new carers' policy and revised work place adjustments policy and passports to new staff members.
- Build on the success of our recent campaigns so that we can have more impact during our 2022 Disability History Month campaign.
- Identify positive senior leader role models within our business who are disabled or have caring responsibilities to raise awareness and reduce stigma.



I put myself forward as a disability inclusion partner to be more vocal about my own hidden disability and try to show that, whilst there may be challenges, if you stick with it it's not a bar to success. We need to celebrate the different perspectives and resilience people with disabilities or caring responsibility bring to AG and the positive impact that has on our business.



MEDIUM TERM

- Affirm our commitment to disability inclusion by making additional changes to working practices so that we can work towards achieving "Leader" status within the Disability Confident Scheme.
- Explore ways in which we can support those returning to work from long term sick leave to empower them to be the best they can be.
- Identify and implement positive accessibility changes across our offices, particularly in relation to any office moves/openings.



ONGOING

- Celebrate the success of The Ability Forum (our disability and carers' network) and explore opportunities to work with our other employee networks to ensure our approach represents all identities and lived experiences.
- Partner with our clients and members of the Valuable 500 to help promote disability inclusion across different sectors and share learnings in a collaborative way.
- Continue to embed learning from our neurodiversity programme into the DNA of our business and ensure colleagues who identify as neurodivergent are supported.



FRANCES RICHARDSON
Disability Inclusion Partner

ETHNICITY



SHORT TERM

Finalise plans for Black History Month and continue to **embed cultural awareness** across celebrations for the next 12 months.

Now we have completed our UK roll out of compulsory race and ethnicity awareness sessions, we want to **monitor the impact of these sessions** and **identify further opportunities** to support colleagues with their **awareness of cultural barriers** in the workplace.

Continue to **establish relationships with universities** with a **strong ethnically diverse student population**.



MEDIUM TERM

Work closely with our resourcing team to **adapt and grow our strategy** for **change and improvement** throughout the recruitment lifecycle.

Develop the Stronger Together Network (a regional cross industry network **supporting peer to role model relationships** and encourage people from **ethnically diverse backgrounds** to be attracted to and retained in the professional services in Yorkshire) and look for opportunities to develop similar regional cross industry networks.

Further analyse data from our **inclusion survey, diversity audit and contextual feedback** from colleagues to **provide further investment in ethnically diverse colleagues**, especially those from the most underrepresented groups within our firm.



ONGOING

Continue to build our race and ethnicity network (AG Embrace) and work with our other employee networks to have **more impact** with our campaigns.

Work with clients and within the sector to **promote and effect positive changes** across the legal profession.

Establish a programme of thought leadership and ensure AG colleagues are **equipped to discuss the importance of race and ethnicity inclusion** at AG.



We have come a long way in a short space of time and there’s still a lot of work to do, but our continued progress is very pleasing to see.



HAROLD BRAKO
Ethnicity Inclusion Partner

GENDER



SHORT TERM

Build on the success of both the **Sponsorship to Equity Partner programme**, and the **Legal Director and Managing Associate female mentoring programme**, creating new cohorts for both schemes.

Mark 10 years of our female empowerment programme "Flourish" by **bringing together alumni** for an event to celebrate their success, and **refresh Flourish** to take it into its next decade.

Launch our **parental pods** for parents returning from parental leave to help share experiences and provide a space for mutual support.

Raise awareness of infertility as a workplace issue, including support for colleagues who are encountering challenges in forming their families and awareness for those working with those affected.



MEDIUM TERM

Explore ways in which we can **partner with our clients to drive cross-industry innovation** to **support gender balance initiatives** in a strategic way.

Building on the successful launch of our **parental support resources hub**, we want to **finalise our parental leave policies** and **launch further support programmes** for those parents returning to work.

Continue to develop The Grapevine (our gender newsletter) to ensure it is **representative of diverse females** across our business.

Work closely with our resourcing teams to **reduce the impact of gender bias** in determining who we hire, particularly in the lateral hire process.



ONGOING

Increase engagement with our other employee networks, particularly **AG Embrace** to improve representation across the firm.

Continue to identify and celebrate female role models across our business to **acknowledge their success and inspire others**.

Continue to celebrate commemorative dates across the year including **International Women's day** and **International Men's day**.

Continue to work on our approach to **supporting women going through the menopause** or those working with or supporting them.



“

Our current activity and planned priorities reflect our commitment to supporting women through their working lives - the early days of building confidence and careers, the middle years of struggling to balance home and work life, and then the prime of life when other challenges such as menopause and older parents, and the opportunities offered by wisdom and experience, come to the fore.

A strong focus for the next year will be intersectionality - educating ourselves in how ethnicity, culture, class, gender and other individual characteristics intersect, and how we can be better allies to our multi-faceted women.



JUSTINE DELROY
Gender Balance Partner

“

Gender equality in our workplace is not only the right thing to do, it is a business no-brainer. I am really keen to be involved in ensuring that this remains a priority for our business. And whilst a lot of really tangible progress has been made so far, a lot remains to be done to address the latent inequalities in our business as well as normalising conversations around Gender (Im)balance.

As the incoming male lead inclusion partner for Gender Balance I am really looking forward to working alongside Justine and our fantastic and committed inclusion team to ensure that we not only continue to see improvement in our objective measures but also to provide a focus to our approach to working parents and carers and the myriad challenges that role can have on our ability to not only do our jobs but to develop our careers.



GRAHAM CROSS
Gender Balance Partner

LGBTQ+



SHORT TERM

Promote the Rainbow Connection (our **LGBTQ+ mentoring programme**) amongst colleagues, particularly during induction programmes.

Look at ways in which we can **further support LGBTQ+ families and parents** through **awareness raising**, collaborating with other employee networks and ensuring that all people policies are **LGBTQ+ inclusive**.

Review the Stonewall Index to identify new areas of focus to ensure we are **supporting those across our LGBTQ+ community**.



MEDIUM TERM

Continue to identify **LGBTQ+ role models** from every part of our community (both internally and externally) and **celebrate their success** to help inspire others.

Build on the connections we have made with our clients through **our LGBTQ+ campaigns** to ensure that our approach has **more impact** across the legal sector.

Work with our **Early Careers team** to **build connections** within our target universities to **support LGBTQ+ students**.



ONGOING

Continue to raise awareness of **LGBTQ+ lived experiences** across our business and **provide further resource and support** to encourage more people to **become active allies**.

Continue to develop and diversify our **LGBTQ+ network (OpenAG)** and work with our other employee networks to have a **more intersectional approach** to campaigns and activities.

Review the support we provide our LGBTQ+ colleagues and guests across all our locations to ensure that all our colleagues and guests **feel a sense of belonging**.

Continue to identify **pro bono opportunities** to **support those in need** within the LGBTQ+ community.



I loved seeing our OpenAG network collaborate with other networks over the last year and giving the floor to often less heard voices in our community. Our “in conversation events” with Femi Otitoju and Mohsin Zaidi stood out for me in that respect. We need continue to look both inwards and outwards in showing our support, providing allyship and being a firm where everyone can be their true self.



JAN GRUTER
LGBTQ+ Inclusion Partner

SOCIAL MOBILITY

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10010
01100



SHORT TERM

Building on the success of our previous joint mentoring programme, launch a new programme and look at other ways in which we can work with clients to support law students from underprivileged backgrounds.

Partner with our clients to identify opportunities to support young people within their regions as part of the wider social value commitments they might have.

Build on the success of our Legal Access Week programmes to have more impact with the participants.

MEDIUM TERM

Create an alumni group for all of the students we have worked with on our Legal Access Week and mentoring programmes so that we can keep in touch with them, monitor the long term impact of our programmes and signpost them to further opportunities within the firm.

Develop relationships with sector organisations to explore more innovative and inclusive ways of developing student engagement within the 16-18 year old age bracket.

ONGOING

Develop our internal volunteer network of colleagues to support our schools programmes, mentoring opportunities and student outreach initiatives.

Continue to review our graduate and apprentice recruitment processes to help remove barriers to candidates and look at opportunities to partner with other sector initiatives and organisations to provide increased financial support, clothing and IT equipment to candidates from less privileged backgrounds.



I am delighted to have been appointed as one of the Inclusion Partners for Social Mobility. With a cost of living crisis impacting many families, the need for affordable routes of access into the legal profession is more important than ever. AG has supported and led a number of successful campaigns to help reduce barriers; however, we need to continue to find innovative ways to increase the level of access by taking ideas from our teams within AG and working with organisations who work closely with people in need of greater support.



DAVID BERRY
Social Mobility
Inclusion Partner

MORE IMAGINATION MORE IMPACT

addleshawgoddard.com

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