

INCLUSION AT AG



THE 2023 REPORT

**ADDLESHAW
GODDARD**

MORE IMAGINATION **MORE IMPACT**

FOREWORD

Over the last 12 months we've grown significantly as a business - we've opened in new locations, recruited heavily, and continued to invest in our Diversity, Equity and Inclusion (DEI) programme to underpin that growth and our development.

DEI remains at the heart of our business, and we're pleased to share this, our 2023 report, with you. This will be the last standalone Inclusion Report we will produce. In future, we will be consolidating our inclusion reporting with our wider Responsible Business reporting, bringing together all the aspects of that programme. More on that to follow. In the meantime, we felt it important to reflect and share some of our DEI highlights from the last 12 months and communicate where we have landed in relation to our gender and ethnicity targets.

Some great work has been happening over this period, and our thanks go to everyone who has supported (and in some cases led) the various initiatives which are driving our culture forward. We'd also like to thank all of our clients with whom we've partnered on many of our programmes, particularly on both social mobility and disability inclusion, to have greater impact.

A more detailed analysis is given below, but we also wanted to reflect on our performance against our gender and ethnicity targets:

- from a gender perspective, we've made some great progress across the firm with more senior positions than ever being filled by women. This is testament to continued and sustained investment which we've been working on for over a decade and which we will continue to focus on over the coming years; and
- from an ethnicity perspective, again, we are both pleased and encouraged to see the progress across our TST and trainee communities - a real testament to the efforts of our Early Careers team. Our performance at more senior levels remains a challenge but we hope that through continued investment in this area and applying the learnings from parts of the business where we have had more success, we'll see greater ethnic diversity at all levels of our business.

We're both committed to continued growth within this vitally important area of our business and look forward to sharing further details of plans across our Responsible Business programme in the months to come.

Best,

John & Aster



JOHN JOYCE
Managing Partner



ASTER CRAWSHAW
Senior Partner

OUR 2022/23 HIGHLIGHTS:

We've done a lot this year but below are **some highlights:**



Reverse Mentoring:

This initiative has become a big part of our ethnicity inclusion conversations at AG, creating more time to discuss challenges and encouraging allyship. As well as the opportunity to share lived experience and build networks. This year we rolled this programme out to the Board and our Business Services teams, having already completed at least one programme in each of our divisions.



Parental Pods:

Last year we launched our new Parental Pods programme to support people returning from parental leave. The programme includes a mixture of mentoring, coaching and sharing lived experience of parenthood; together with helpful resources to empower and inform colleagues. Since the launch, we've had over 100 participants on the programme, with more signed up to join. By creating these communities and resources we hope to break down barriers and provide colleagues with the tools they need to be successful working parents.



Neurodiversity Celebration Week:

Following our 2022 neurodiversity awareness campaign, Addleshaw Goddard became founding members of a new neurodiversity network (the Legal Neurodiversity Network) which now has over 40 legal organisations in its membership. As the network grows, we hope to not only create a community for people to connect and share experiences, but to also create greater inclusion for neurodiverse talent across the sector.



Legal Access Week:

Our Legal Access Week programmes provide an opportunity for socially mobile sixth form, college and university students to learn more about the legal sector and the different pathways to access the profession. This year, as part of our summer programme, we hosted nearly 50 students across four office locations (London, Leeds, Manchester and Edinburgh) and partnered with a key client in each location who offered the students a day in their offices. This was the first time we had partnered with clients on such a large scale and the feedback from all involved has been resoundingly positive.



Recognition:

In the past 12 months we have again been listed within the Times Top 50 Employers for Gender Balance; we've also been listed as a Top 75 Employer in the Social Mobility Index for the second time in a row; and our D&I initiatives have helped secure additional work from some of our key clients.



CELEBRATIONS:

One important aspect of DEI is creating the opportunity for colleagues to come together and celebrate both their similarities and differences.

Some campaign highlights include:



Both **International Women's Day (IWD)** and **International Men's Day (IMD)** which provided a platform to partner with charities that support women (for IWD) and to share the thoughts of some of our male colleagues across the global business about IMD and men's mental health.



Our **Pride** campaign this year featured a satellite art exhibition of queer art in Manchester from the Whitworth Gallery; colleagues from across the firm commissioned a new piece of artwork to highlight different lived experiences from the LGBTQ+ perspective. We also hosted a webinar open to all colleagues and clients, with inclusion activist and charity founder, Dani St James, who shared her insights on trans inclusion.



We continue to celebrate **South Asian Heritage Month** during August with a host of brilliant events across our offices that showcased the broad tapestry of South Asian culture ranging from poetry, bhangra music, Yoga, Asian bridal dress and, of course, wonderful cuisine.



We marked **Black History Month** this year through a variety of activity, sharing colleagues' narratives on what it means to be Black and why this month is important to them, launching screen savers featuring important figures from Black communities and hosting office events for colleagues to try African and Caribbean cuisine.



Disability History Month presented the opportunity to partner on the Hidden Disability Sunflower Scheme to raise awareness and start conversations around hidden disabilities, whether from a personal lived experience perspective or as an active ally. A highlight was a webinar with comedian Amy Vreeke who reflected on her experience of living with endometriosis.



A FEW WORDS FROM OUR INCLUSION PARTNERS...

“Disability inclusion is incredibly complex, but it’s been great working with clients and colleagues to progress our programme. We’re excited by the work currently being undertaken to find a new innovative approach to delivering workplace adjustments to ensure that all of our colleagues have the tools they need to succeed.

This year we were particularly pleased with the work done to increase neurodiversity inclusion at the firm and we’re proud that AG became a founding member of the Legal Neurodiversity Network, an inter law firm network connecting neurodiverse talent and promoting neurodiversity inclusion across the sector.”

**Frances Richardson and Michael Hunter,
Disability Inclusion Partners**



“For me, this year has seen us take significant steps forward in making our future talent pipeline more inclusive and diverse.

I was privileged to host the first ‘Ethnicity Talent Law’ event in Leeds where we invited ethnically diverse students to hear about the application process, pick up some tips, and meet AG colleagues. I’m now excited to see this being extended to London later this year. This programme really resonated with me, having previously been an ethnically diverse student myself and having faced the challenge of establishing myself in spaces where I didn’t see others like me.”

**Shakeel Dad,
Ethnicity Inclusion Partner**



“With the economic challenges that many communities are facing, social mobility inclusion has never been more important and, later this year, we’re looking forward to welcoming our first cohort of students on our new Legal Explorer Programme - a year-long programme which will offer participants monthly workshops, a laptop, a mentor, and a week of hands-on work experience.

Looking back, two of our highlights this year include the launch of our new business services apprentice scheme; and the growth of our summer work experience programme which for the first time saw us collaborate with clients in each location.”

**David Berry and Anna Heaton,
Social Mobility Inclusion Partners**



A FEW WORDS FROM OUR INCLUSION PARTNERS...

“As one of AG’s LGBTQ+ Inclusion Partners, along with Ross McKenzie, it’s been great to see the growth of our LGBTQ+ network (OpenAG) and the role the network has continued to play to bring our LGBTQ+ community and allies together to share lived experiences and create a forum for discussion.



I was really pleased this year to see how well attended (and fun) the Pride activities and celebrations were across many of our offices. They served as a reminder that whilst there is still much to be done in our space to advance and protect hard won freedoms, we also have an engaged and supportive community here at AG.”

Jan Gruter,
LGBTQ+ Inclusion Partner

“Having been an Inclusion Partner for just over a year and being a man with a focus on gender balance within AG, I feel privileged to be part of the work that we are doing to enhance gender parity both internally and externally.



The fact that we have partnered with the charity Women4Women International to fund places for women in war-torn countries to attend their own training and development programmes is a fantastic new addition to Flourish, our female development programme which continues to be an exciting endeavour, even over a decade after it was launched.”

Graham Cross,
Gender Balance Inclusion Partner



OUR DIVERSITY TARGETS

In 2020, we repositioned our inclusion strategy and set ourselves some ambitious targets to drive greater representation in the areas of gender and ethnicity which we hoped to achieve by 2023. In our other focus areas (LGBTQ+, Disability and Social Mobility) we felt that representational targets were not an appropriate measure due to some of the non-visible elements of these characteristics; instead, we use other tools, such as our internal inclusion survey to measure impact.

Our diversity targets have been underpinned by a range of activity, including changes to our early careers' recruitment and lateral hire processes; the introduction of more coaching, mentoring and sponsorship opportunities across the firm; the development of our ethnicity network (AG Embrace) and our gender balance network (The Vine); reverse mentoring initiatives across the divisions and directorates; and the further development of our flagship gender balance initiative, Flourish.

In March this year, we ran our annual diversity audit and collected 84% of diversity data from our UK colleagues (a slight increase from the previous year of 82%), but in the coming years we'd like to increase that figure so that we can better understand the makeup of our business and how best we can support and empower all of our colleagues.

It is now time to report against our targets, which ran to the end of the 22/23 financial year and explain what comes next.

Ethnicity Targets (UK)

	2020 %	2021 %	2022 %	2023 %	2023 Target %
All	9	10	10.1	10.3	14
Partners	3	5	6.3	6.9	10
Equity Partners	4	4.5	6.5	7.6	8
Associates / MA/ LD	9	9.5	9.3	10.1	14
All Trainees	7	8	14.5	15.6*	15
TST / Paralegals	13	19	19.1	20.4	20
Business Services	12	12.5	10.7	10.9	16
Secretarial Services	6	7	6.5	5.2	12

*our trainee statistic is reflective of our position in September 2023 to account for our trainee recruitment cycle

The picture for ethnic diversity is mixed – we know that the impact of our actions will take time to take effect, so it is encouraging to see some improvements in a relatively short period.

OUR DIVERSITY TARGETS

Across seven of our eight measures we have seen improvements from our starting point in 2020. In both our trainee and TST communities we have surpassed our target, which is excellent news and testament to some of the changes we have made to our recruitment processes in these areas including:

- the removal of A-level requirements
- the introduction of contextual recruitment
- the replacement of video interviews with voice interviews; and
- engaging on more diverse platforms and programmes to reach more students than ever before.

Our hope is that with greater diversity at the junior end of our business and continued investment in the development of our diverse talent, we can create resilient talent pipelines for more senior roles.

Although we have not met our 2023 partner targets, it is encouraging to see that since we set our targets, we have more than doubled the proportion of ethnically diverse partners and have nearly achieved our equity partner target.

We acknowledge that we have to remain resolute in our efforts to improve ethnic representation in our business, not only within our fee earning community but also across our business and secretarial services population so that we are more reflective of the communities in which we operate.

Gender Targets (UK and firmwide)

	2020	2021	2022	2023	2023 Target
Partners (firmwide)	28	27	30	31	32
Equity Partners (firmwide)	19	22.5	25	24	26
Partners (UK)	30	30	31	32.5	33
Equity Partners (UK)	20	23.5	27	27	26
Board Members (voting)	27	40	42	45*	40
Exec Members	33	33	33	36	40
Business Services Heads	38	42	50	50	50
Divisional Exec Members (ex BS)	29	32	36	39	39

*our Board Member statistic is reflective of the Board position as of May 2023 to account for our election timings

The picture for gender diversity is positive. The interventions we have put in place appear to be working as across all eight measures we have improved on our starting position. We met or exceeded four of our targets and were within 1% of meeting another two.

WHAT'S NEXT?

DEI is not an action to tick off the 'To Do' list, but rather a lens through which we can look to attract the best talent and empower our colleagues to be the best they can be.

We'll be working hard to ensure that we continue to weave DEI into the DNA of our business but here are just a few examples of things to come:

- working with our leadership to set our 2027 gender and ethnicity targets to help drive engagement and accountability;
- launching our new Legal Explorers Programme to help socially mobile students develop a greater understanding of the legal sector;
- creating a new learning programme for colleagues to support them on their inclusion journey; and
- continuing to grow both our internal and external inclusion networks so that together we can have greater impact across the legal sector.



KEY CONTACTS

For further information please contact the team.



MARY PETERSON
Head of Responsible Business
Mary.Peterson
@addleshawgoddard.com



RICHARD FISK
**Senior Pro Bono
& Inclusion Manager**
Richard.Fisk@
addleshawgoddard.com



CAROLENE AYAKA
Inclusion Manager
Carolene.Ayaka@
addleshawgoddard.com

MORE IMAGINATION MORE IMPACT

addleshawgoddard.com

© Addleshaw Goddard LLP. This document is for general information only and is correct as at the publication date. It is not legal advice, and Addleshaw Goddard assumes no duty of care or liability to any party in respect of its content. Addleshaw Goddard is an international legal practice carried on by Addleshaw Goddard LLP and its affiliated undertakings - please refer to the Legal Notices section of our website for country-specific regulatory information.

For further information, including about how we process your personal data, please consult our website www.addleshawgoddard.com or www.aglaw.com.