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# Our pay gap report 2023

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April 2024

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# Introduction

Diversity, Equity and Inclusion (DEI) continues to be a key pillar of our Powerhouse strategy. We aspire to be a firm where everyone feels their voice is heard and their contribution is valued, where we celebrate our different identities and backgrounds and where we provide the tools for everyone to reach their potential and thrive.

We approach DEI with the same discipline and rigour as any other business priority. We set goals, share them publicly and use data to measure impact; we seek to improve on a continuous basis and hold our leadership accountable. We know that transparency is important and, as in previous years, we will report more broadly than the mandatory reporting requirements by including ethnicity, disability, and social mobility as well as gender.

We acknowledge that building a sustainable pipeline of diverse talent runs the risk of temporarily widening some of our pay gaps and disappointingly we have seen that this year. However, we were encouraged by our 2023 Partner and Legal Director promotions, where 40% new Partners and Legal Directors were female, and 60% of promotions into equity were female. We are also making good progress towards the Leadership targets we set in 2021. Our firm's leadership population is currently 43% female and 8% UK Ethnic minority.

During 2023, we retained our number 1 UK Law firm ranking on the 2023 Social Mobility Index in recognition of the work we are doing to help remove barriers and open access to the legal sector for all. We also created a full time, dedicated Social Mobility team to help evolve our strategy and create further opportunities to maximise impact.

We have introduced mandatory DEI training across the firm on Conscious Inclusion and Anti-racism to build education, awareness and advocacy. Last year the firm's Partners and senior leaders completed 10 hours of DEI training and the programme has now been rolled out to the rest of the firm.

We were incredibly proud to launch our second REACH Mentoring programme with the aim of supporting, developing and building a future pipeline of next generation talented Black lawyers. The programme was a huge success with 75% participants securing a role with the firm and we have even bigger plans for 2024.

We have continued to offer our ground-breaking FAIRE (Fairer Access into Real Experience) work experience scheme, giving opportunities to those who would not otherwise be able to experience life in a law firm and we are planning to broaden our work to include younger age groups.

We continue to advance our disability inclusion strategy by launching a robust workplace adjustments policy, enhancing our training, and attaining Disability Confident Level 2 Employer accreditation.

Our Knowledge Transfer Partnership (KTP) with the University of Nottingham is in its second year and we have conducted internal audits of our appraisal and promotion processes to identify areas of opportunity to eliminate bias and underrepresentation. We have gained some fantastic insights from this partnership to help inform our strategy.

Creating systemic and societal change can be slow, but our commitment to reaching our diversity targets and using our influence to help create positive change within the legal sector remains unwavering.



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**01.**

# **Understanding the pay gap**



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# Understanding the pay gap

## What is pay gap reporting?

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Pay gap reporting shows the difference in the median and mean hourly pay between two groups (such as men and women) in the workforce regardless of role, seniority or geographical location.

Bonus gaps are also calculated in the same way but are based on the actual bonus received rather than the hourly equivalent.

Pay gap reporting can help to illustrate the representation of different groups, as shown in the quartiles, at the different levels of seniority in the firm.

A negative pay gap can also occur. For example, on [page 23](#) of this report we can observe a negative pay gap among our equity partners with a disclosed disability. The presence of a negative figure here tells us that the average equity partner with a disclosed disability earned more than the average equity partner without a disclosed disability.

## How is it different to equal pay?

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Equal pay is different to pay gap reporting. Equal pay ensures that a person of one sex does not receive less pay than a person of another sex for carrying out the same or a similar role.

Other discrimination legislation makes it unlawful to pay someone less because of their race, ethnic origin, disability or other protected characteristic.

## Who is included in the data?

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In addition to the government's requirement to publish the pay gap of all full pay relevant employees and contractors, we voluntarily include our salaried partners and self-employed LLP members.

Inclusion in our ethnicity, disability and socio-economic pay gap calculations is dependent on a voluntary declaration provided by each individual. 90% of our colleagues provided their declaration for us to use in this analysis.

We publish comparisons by including them in an overall firm pay gap and we also report on them as a separate cohort.



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# 02. Our gender pay gap

# Our gender pay gap

Difference in **hourly pay** between males and females

33.1%

2023 Median gender pay gap

Year	%
2019	29.7%
2020	24%
2021	22.3%
2022	24.3%
<b>2023</b>	<b>33.1%</b>

Difference in **bonus pay** between males and females

25.6%

2023 Median gender bonus pay gap

Year	%
2019	32%
2020	31.7%
2021	28.8%
2022	23.5%
<b>2023</b>	<b>25.6%</b>

30.8%

2023 Mean gender pay gap

Year	%
2019	19.5%
2020	19.9%
2021	24.2%
2022	25.7%
<b>2023</b>	<b>30.8%</b>

30.5%

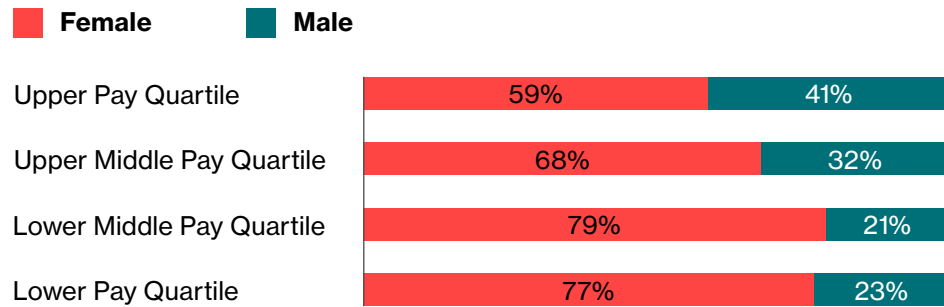
2023 Mean gender bonus pay gap

Year	%
2019	43.4%
2020	44%
2021	31.4%
2022	29.3%
<b>2023</b>	<b>30.5%</b>

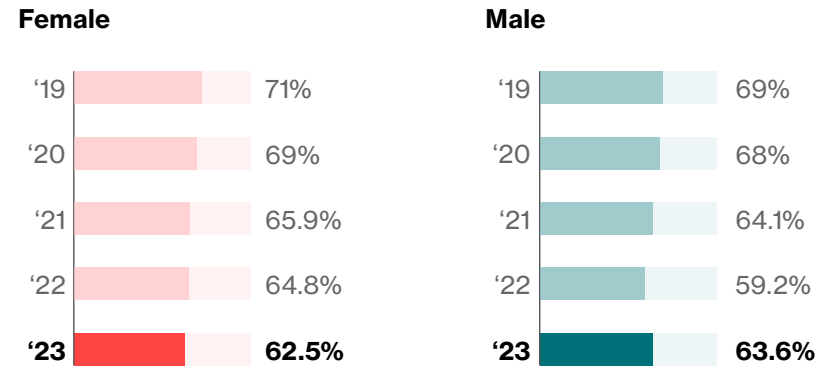
# Our gender pay gap

## Quartile representation

(Requirement only, no Salaried OR Equity Partners)



## Proportion receiving a bonus





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# Our gender pay gap

## Including Salaried Partners

Difference in **hourly pay** between males and females

23%

2023 Median gender pay gap

Year	%
2022	25%
2023	23%

Difference in **bonus pay** between males and females

32%

2023 Median gender bonus pay gap

Year	%
2022	28.5%
2023	32%

29.4%

2023 Mean gender pay gap

Year	%
2022	25.7%
2023	29.4%

30.8%

2023 Mean gender bonus pay gap

Year	%
2022	29%
2023	30.8%

# Our gender pay gap

## Including LLP Members and Salaried Partners (Overall Firm)

Difference in **hourly pay** between males and females

32.5%

2023 Median gender pay gap

Year	%
2019	35.8%
2020	31.6%
2021	25.9%
2022	30%
<b>2023</b>	<b>32.5%</b>

Difference in **bonus pay** between males and females

51.9%

2023 Median gender bonus pay gap

Year	%
2019	38.2%
2020	49.5%
2021	57.4%
2022	40.8%
<b>2023</b>	<b>51.9%</b>

42.7%

2023 Mean gender pay gap

Year	%
2019	57.8%
2020	42%
2021	42.8%
2022	39.5%
<b>2023</b>	<b>42.7%</b>

58.4%

2023 Mean gender bonus pay gap

Year	%
2019	69.8%
2020	69%
2021	64.7%
2022	59.1%
<b>2023</b>	<b>58.4%</b>

# Our gender pay gap

## LLP Members (Equity Partners Only)

Difference in **hourly pay** between males and females

15.2%

2023 Median gender pay gap

Year	%
2019	8.8%
2020	12.4%
2021	10%
2022	14%
<b>2023</b>	<b>15.2%</b>

Difference in **bonus pay** between males and females

11.1%

2023 Median gender bonus pay gap

Year	%
2019	25%
2020	16.7%
2021	15.3%
2022	20%
<b>2023</b>	<b>11.1%</b>

11%

2023 Mean gender pay gap

Year	%
2019	2.9%
2020	5.9%
2021	7.4%
2022	8.1%
<b>2023</b>	<b>11%</b>

18.6%

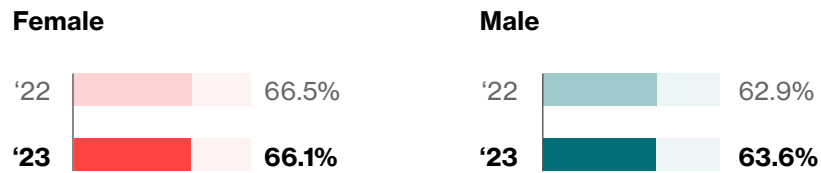
2023 Mean gender bonus pay gap

Year	%
2019	32.3%
2020	15.7%
2021	13.6%
2022	16.6%
<b>2023</b>	<b>18.6%</b>

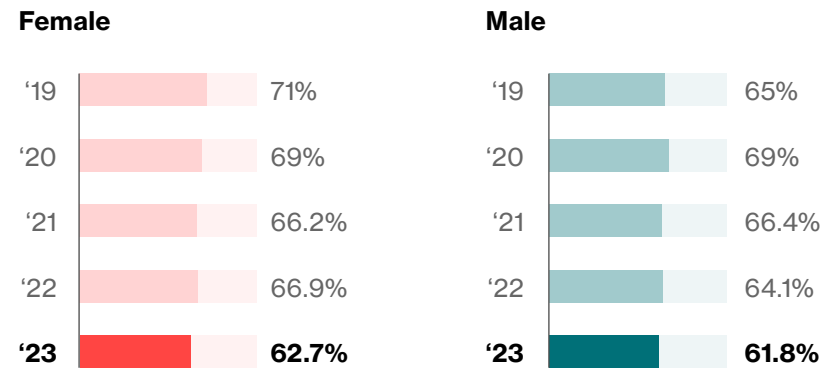
# Our gender pay gap

## Proportion receiving a bonus

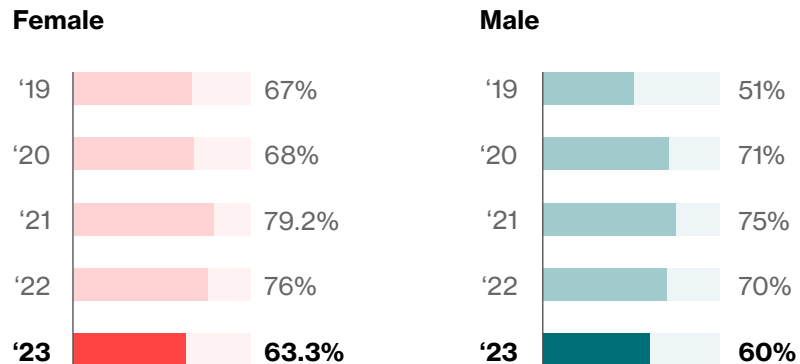
### Including Salaried Partners



### Overall Firm – Equity Partners included



### Equity Partners only







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**03.**

**Our ethnicity pay gap**

# Our ethnicity pay gap

Difference in **hourly pay** between White British and UK Ethnic Minorities

25.4%

2023 Median ethnicity pay gap

Year	%
2019	21.4%
2020	26.1%
2021	18.2%
2022	22%
<b>2023</b>	<b>25.4%</b>

Difference in **bonus pay** between White British and UK Ethnic Minorities

38.2%

2023 Median ethnicity bonus pay gap

Year	%
2019	23.7%
2020	36%
2021	21.6%
2022	26.6%
<b>2023</b>	<b>38.2%</b>

11.9%

2023 Mean ethnicity pay gap

Year	%
2019	18.7%
2020	23.1%
2021	19.3%
2022	17.5%
<b>2023</b>	<b>11.9%</b>

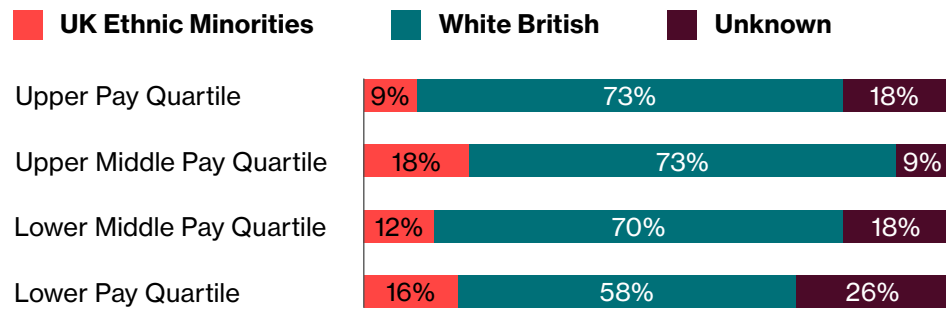
38.1%

2023 Mean ethnicity bonus pay gap

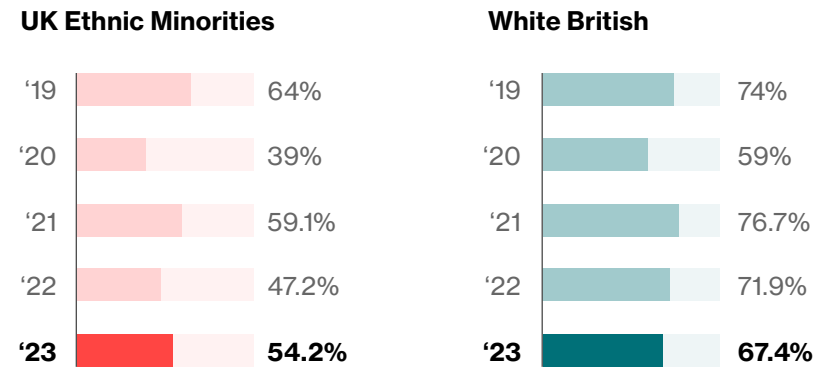
Year	%
2019	34.7%
2020	25.7%
2021	22.8%
2022	30.7%
<b>2023</b>	<b>38.1%</b>

# Our ethnicity pay gap

## Quartile representation



## Proportion receiving a bonus



# Our ethnicity pay gap

## Including Salaried Partners

Difference in **hourly pay** between White British and UK Ethnic Minorities

14.8%

2023 Median ethnicity pay gap

Year	%
2022	23.1%
2023	14.8%

Difference in **bonus pay** between White British and UK Ethnic Minorities

33.6%

2023 Median ethnicity bonus pay gap

Year	%
2022	30.6%
2023	33.6%

12.8%

2023 Mean ethnicity pay gap

Year	%
2022	18.3%
2023	12.8%

29.6%

2023 Mean ethnicity bonus pay gap

Year	%
2022	25.6%
2023	29.6%



# Our ethnicity pay gap

## Including LLP Members and Salaried Partners (Overall Firm)

Difference in **hourly pay** between White British and UK Ethnic Minorities

14.6%

2023 Median ethnicity pay gap

Year	%
2019	27.4%
2020	27.1%
2021	17.4%
2022	22.9%
<b>2023</b>	<b>14.6%</b>

Difference in **bonus pay** between White British and UK Ethnic Minorities

38.5%

2023 Median ethnicity bonus pay gap

Year	%
2019	33.5%
2020	27.3%
2021	33.1%
2022	31.1%
<b>2023</b>	<b>38.5%</b>

27.1%

2023 Mean ethnicity pay gap

Year	%
2019	52.7%
2020	36.2%
2021	37.3%
2022	32.2%
<b>2023</b>	<b>27.1%</b>

42.1%

2023 Mean ethnicity bonus pay gap

Year	%
2019	48.7%
2020	36.2%
2021	55%
2022	43.7%
<b>2023</b>	<b>42.1%</b>

# Our ethnicity pay gap

## LLP Members (Equity Partners Only)

Difference in **hourly pay** between White British and UK Ethnic Minorities

22.5%

2023 Median ethnicity pay gap

Year	%
2019	-2.1%
2020	-1%
2021	16.1%
2022	17%
<b>2023</b>	<b>22.5%</b>

Difference in **bonus pay** between White British and UK Ethnic Minorities

22.2%

2023 Median ethnicity bonus pay gap

Year	%
2019	12.5%
2020	33.3%
2021	0%
2022	0%
<b>2023</b>	<b>22.2%</b>

24.7%

2023 Mean ethnicity pay gap

Year	%
2019	22.2%
2020	4%
2021	19.2%
2022	27.2%
<b>2023</b>	<b>24.7%</b>

18.8%

2023 Mean ethnicity bonus pay gap

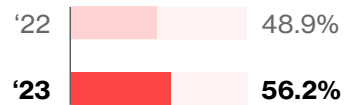
Year	%
2019	12.8%
2020	14.3%
2021	23.5%
2022	14.8%
<b>2023</b>	<b>18.8%</b>

# Our ethnicity pay gap

## Proportion receiving a bonus

### Including Salaried Partners

#### UK Ethnic Minorities

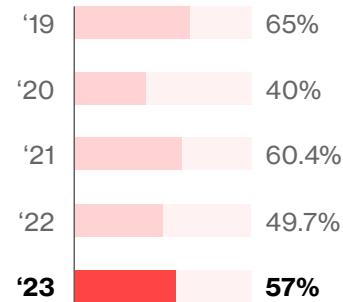


#### White British

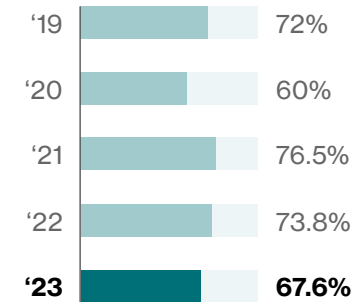


### Overall Firm – Equity Partners included

#### UK Ethnic Minorities

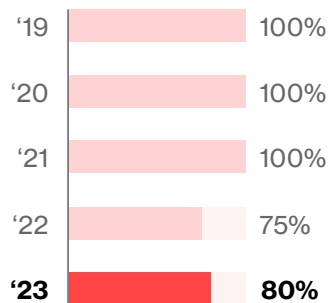


#### White British

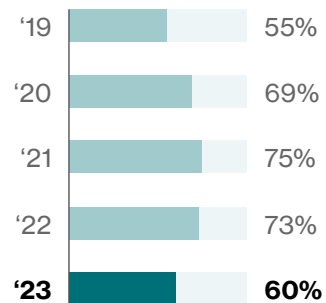


### Equity Partners only

#### UK Ethnic Minorities



#### White British







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# 04. Our disability pay gap

# Our disability pay gap

Difference in **hourly pay** between persons with and without a disclosed disability

28.6%

2023 Median disability pay gap

Year	%
2021	32.1%
2022	19.5%
<b>2023</b>	<b>28.6%</b>

Difference in **bonus pay** between persons with and without a disclosed disability

12.9%

2023 Median disability bonus pay gap

Year	%
2021	27.3%
2022	18.9%
<b>2023</b>	<b>12.9%</b>

14.5%

2023 Mean disability pay gap

Year	%
2021	23.9%
2022	24.7%
<b>2023</b>	<b>14.5%</b>

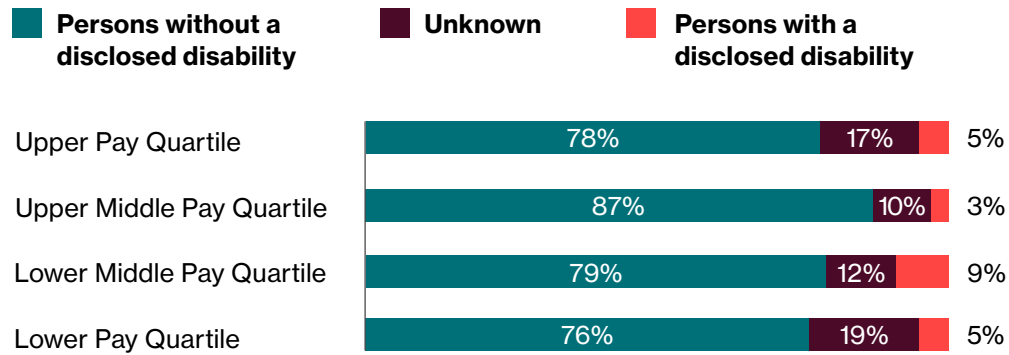
24.2%

2023 Mean disability bonus pay gap

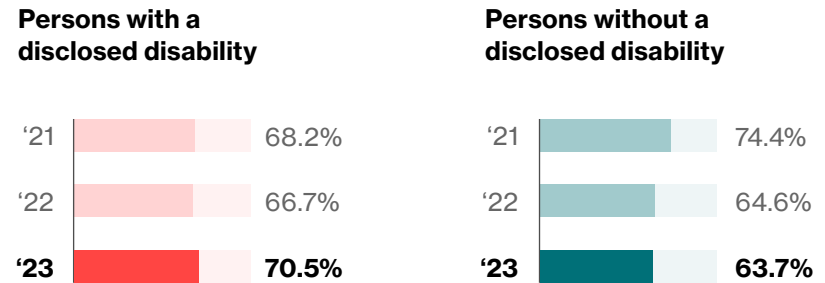
Year	%
2021	54.7%
2022	44.6%
<b>2023</b>	<b>24.2%</b>

# Our disability pay gap

## Quartile representation



## Proportion receiving a bonus





# Our disability pay gap

## Including Salaried Partners

Difference in **hourly pay** between persons with and without a disclosed disability

34.1%

2023 Median disability pay gap

Year	%
2022	28.2%
2023	34.1%

Difference in **bonus pay** between persons with and without a disclosed disability

21.1%

2023 Median disability bonus pay gap

Year	%
2022	24.1%
2023	21.1%

13.4%

2023 Mean disability pay gap

Year	%
2022	24.2%
2023	13.4%

30.8%

2023 Mean disability bonus pay gap

Year	%
2022	44.2%
2023	30.8%

# Our disability pay gap

## Including LLP Members and Salaried Partners (Overall Firm)

Difference in **hourly pay** between persons with and without a disclosed disability

38.4%

2023 Median disability pay gap

Year	%
2021	34.4%
2022	30.6%
<b>2023</b>	<b>38.4%</b>

Difference in **bonus pay** between persons with and without a disclosed disability

25.7%

2023 Median disability bonus pay gap

Year	%
2021	37.5%
2022	30.4%
<b>2023</b>	<b>25.7%</b>

20.9%

2023 Mean disability pay gap

Year	%
2021	32%
2022	28.7%
<b>2023</b>	<b>20.9%</b>

62.8%

2023 Mean disability bonus pay gap

Year	%
2021	73.7%
2022	65.1%
<b>2023</b>	<b>62.8%</b>

# Our disability pay gap

## LLP Members (Equity Partners Only)

Difference in **hourly pay** between persons with and without a disclosed disability

The presence of a **negative figure** here tells us that the average equity partner with a disclosed disability **earned more** than the average equity partner without a disclosed disability.

**-47.9%**

2023 Median disability pay gap

Year	%
2021	-28.9%
2022	-58.3%
<b>2023</b>	<b>-47.9%</b>

**-32.2%**

2023 Mean disability pay gap

Year	%
2021	-16.1%
2022	-32.8%
<b>2023</b>	<b>-32.2%</b>

Difference in **bonus pay** between persons with and without a disclosed disability

**0%\***

2023 Median disability bonus pay gap

Year	%
2021	50%
2022	50%
<b>2023</b>	<b>0%</b>

**0%\***

2023 Mean disability bonus pay gap

Year	%
2021	53%
2022	53.6%
<b>2023</b>	<b>0%</b>

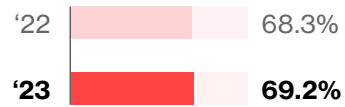
\* Insufficient data available on which to base a comparison.

# Our disability pay gap

## Proportion receiving a bonus

### Including Salaried Partners

Persons with a disclosed disability

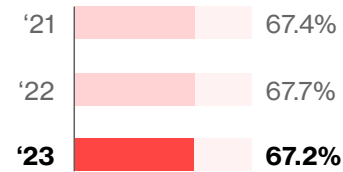


Persons without a disclosed disability

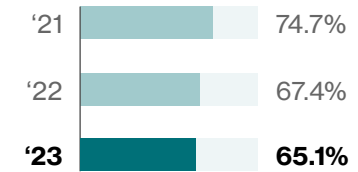


### Overall Firm – Equity Partners included

Persons with a disclosed disability

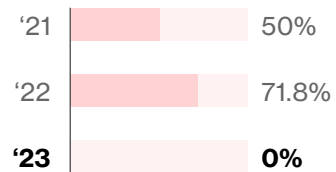


Persons without a disclosed disability

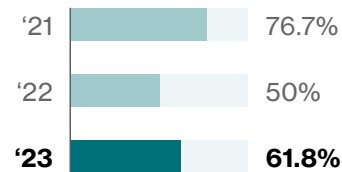


### Equity Partners only

Persons with a disclosed disability



Persons without a disclosed disability







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05.

**Our social mobility pay gap**



# Understanding the backgrounds

## Professional class\* (top)

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The “Professional” class includes parental occupations such as accountant, solicitor, scientist.

## Intermediate class\* (middle)

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The “Intermediate” class includes parental occupations such as secretary, restaurant manager, office manager.

## Working class\* (bottom)

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The “Working” class includes parental occupations such as farm worker, train driver, cleaner.

\* Employees may choose to answer the question “When you were aged 14 what was the occupation of the main earner in your household?” Responses are then grouped into the above three broad categories in accordance with the [National Statistics SocioEconomic Classification \(NS-SEC\)](#).



# Our social mobility pay gap

Difference in **hourly pay**:  
Professional vs Intermediate class  
(top to middle)

36.6%

Year	%
2022	29.8%
2023	36.6%

2023 Median  
social mobility  
pay gap

Difference in **hourly pay**:  
Professional vs Working class  
(top to bottom)

34.4%

Year	%
2022	42.5%
2023	34.4%

2023 Median  
social mobility  
pay gap

Difference in **hourly pay**:  
Intermediate vs Working class  
(middle to bottom)

-3.4%

Year	%
2022	9.5%
2023	-3.4%

2023 Median  
social mobility  
pay gap

The presence of a **negative figure** here tells us that the median "Working class" colleague **earned more** than the median "Intermediate" colleague.

4.8%

Year	%
2022	13.6%
2023	4.8%

2023 Mean social  
mobility pay gap

18.3%

Year	%
2022	28.8%
2023	18.3%

2023 Mean social  
mobility pay gap

14.1%

Year	%
2022	17.5%
2023	14.1%

2023 Mean social  
mobility pay gap

# Our social mobility bonus pay gap

Difference in **bonus pay**:  
Professional vs Intermediate class  
(top to middle)

34.1%

Year	%
2022	29.8%
2023	34.1%

2023 Median  
social mobility  
pay gap

Difference in **bonus pay**:  
Professional vs Working class  
(top to bottom)

24.7%

Year	%
2022	42.5%
2023	24.7%

2023 Median  
social mobility  
pay gap

Difference in **bonus pay**:  
Intermediate vs Working class  
(middle to bottom)

-14.3%

Year	%
2022	9.5%
2023	-14.3%

2023 Median  
social mobility  
pay gap

The presence of a **negative figure** here tells us that the average “Working class” colleague **received a larger bonus** than the average “Intermediate” colleague.

42.4%

Year	%
2022	13.6%
2023	42.4%

2023 Mean social  
mobility pay gap

33.4%

Year	%
2022	28.8%
2023	33.4%

2023 Mean social  
mobility pay gap

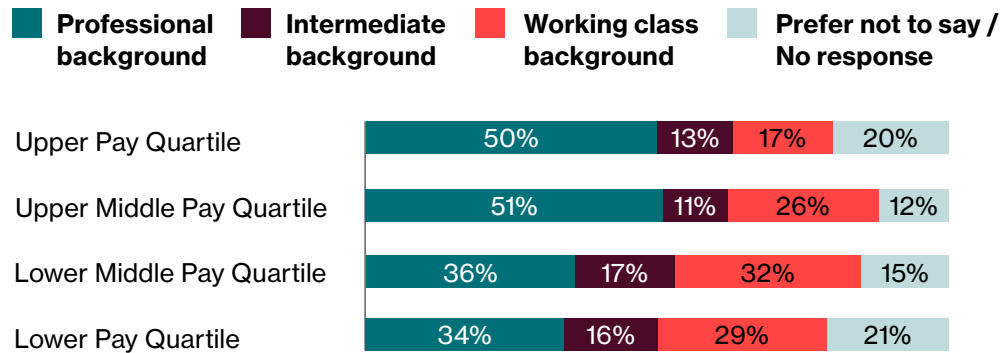
-15.8%

Year	%
2022	17.5%
2023	-15.8%

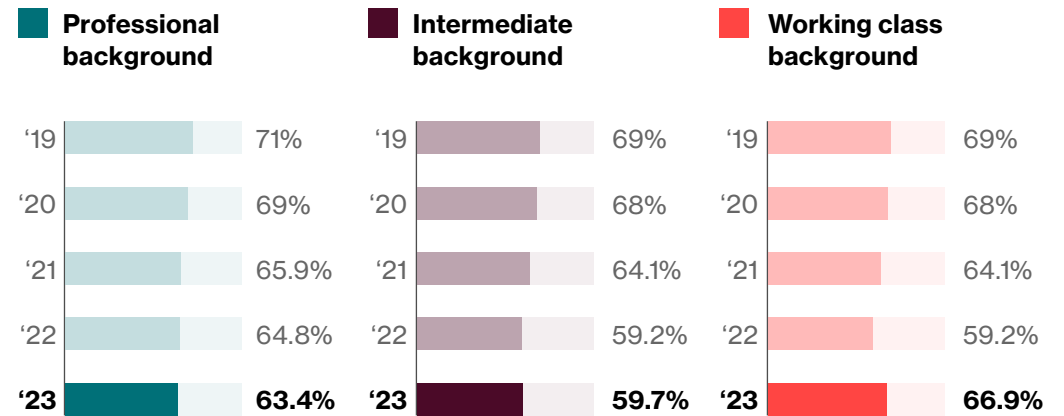
2023 Mean social  
mobility pay gap

# Our social mobility pay gap

## Quartile representation



## Proportion receiving a bonus



# Our social mobility pay gap

## Including LLP Members and Salaried Partners (Overall Firm)

Difference in **hourly pay**:  
Professional vs Intermediate class  
(top to middle)

26.8%

Year	%
2022	29.8%
2023	26.8%

2023 Median  
social mobility  
pay gap

Difference in **hourly pay**:  
Professional vs Working class  
(top to bottom)

28.8%

Year	%
2022	42.5%
2023	28.8%

2023 Median  
social mobility  
pay gap

Difference in **hourly pay**:  
Intermediate vs Working class  
(middle to bottom)

2.7%

Year	%
2022	9.5%
2023	2.7%

2023 Median  
social mobility  
pay gap

11.7%

Year	%
2022	13.6%
2023	11.7%

2023 Mean social  
mobility pay gap

25.8%

Year	%
2022	28.8%
2023	25.8%

2023 Mean social  
mobility pay gap

16%

Year	%
2022	17.5%
2023	16%

2023 Mean social  
mobility pay gap

# Our social mobility bonus pay gap

## Including LLP Members and Salaried Partners (Overall Firm)

Difference in **bonus pay**:  
Professional vs Intermediate class  
(top to middle)

46.1%

Year	%
2022	29.8%
2023	46.1%

2023 Median  
social mobility  
pay gap

Difference in **bonus pay**:  
Professional vs Working class  
(top to bottom)

43%

Year	%
2022	42.5%
2023	43%

2023 Median  
social mobility  
pay gap

Difference in **bonus pay**:  
Intermediate vs Working class  
(middle to bottom)

-5.6%

Year	%
2022	9.5%
2023	-5.6%

2023 Median  
social mobility  
pay gap

The presence of a **negative figure** here tells us that the average “Working class” colleague **received a larger bonus** than the average “Intermediate” colleague.

41.1%

Year	%
2022	13.6%
2023	41.1%

2023 Mean social  
mobility pay gap

35.5%

Year	%
2022	28.8%
2023	35.5%

2023 Mean social  
mobility pay gap

-9.5%

Year	%
2022	17.5%
2023	-9.5%

2023 Mean social  
mobility pay gap



# Our social mobility pay gap

## LLP Members (Equity Partners Only)

Difference in **hourly pay**:  
Professional vs Intermediate class  
(top to middle)

The presence of a **negative figure** here tells us that the average “Intermediate” colleague **earned more** than the average “Professional” colleague.

**-7.2%**

Year	%
2022	29.8%
2023	-7.2%

2023 Median  
social mobility  
pay gap

Difference in **hourly pay**:  
Professional vs Working class  
(top to bottom)

The presence of a **negative figure** here tells us that the median “Working Class” colleague also **earned more** than the median “Professional” colleague.

**-6.9%**

Year	%
2022	42.5%
2023	-6.9%

2023 Median  
social mobility  
pay gap

Difference in **hourly pay**:  
Intermediate vs Working class  
(middle to bottom)

**0.3%**

Year	%
2022	9.5%
2023	0.3%

2023 Median  
social mobility  
pay gap

**-8.9%**

Year	%
2022	13.6%
2023	-8.9%

2023 Mean social  
mobility pay gap

**7.6%**

Year	%
2022	28.8%
2023	7.6%

2023 Mean social  
mobility pay gap

**15.2%**

Year	%
2022	17.5%
2023	15.2%

2023 Mean social  
mobility pay gap

# Our social mobility bonus pay gap

## LLP Members (Equity Partners Only)

Difference in **bonus pay**:  
Professional vs Intermediate class  
(top to middle)

11.1%

Year	%
2022	29.8%
<b>2023</b>	<b>11.1%</b>

2023 Median  
social mobility  
pay gap

Difference in **bonus pay**:  
Professional vs Working class  
(top to bottom)

11.1%

Year	%
2022	42.5%
<b>2023</b>	<b>11.1%</b>

2023 Median  
social mobility  
pay gap

Difference in **bonus pay**:  
Intermediate vs Working class  
(middle to bottom)

0%

Year	%
2022	9.5%
<b>2023</b>	<b>0%</b>

2023 Median  
social mobility  
pay gap

1.4%

Year	%
2022	13.6%
<b>2023</b>	<b>1.4%</b>

2023 Mean social  
mobility pay gap

8.5%

Year	%
2022	28.8%
<b>2023</b>	<b>8.5%</b>

2023 Mean social  
mobility pay gap

7.3%

Year	%
2022	17.5%
<b>2023</b>	<b>7.3%</b>

2023 Mean social  
mobility pay gap

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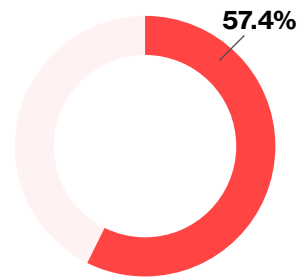
# Our social mobility pay gap

## Proportion receiving a bonus

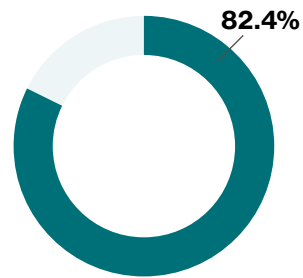
Overall Firm – Equity Partners included

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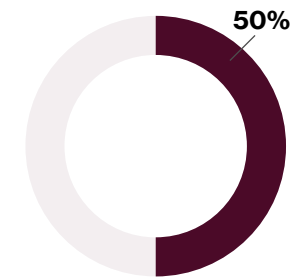
Professional



Working class



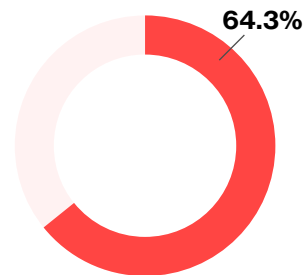
Intermediate



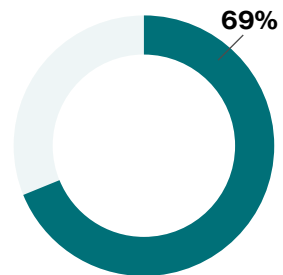
Equity Partners only

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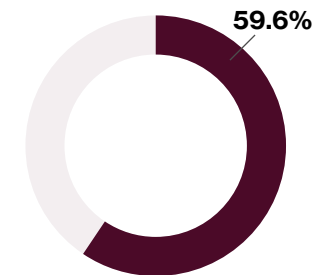
Professional



Working class



Intermediate





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# 06. Promoting diversity, equity and inclusion



# What we have done over the last year

- Rolled out mandatory **Diversity, Equity and Inclusion training** across the firm so that our people continue to build their awareness and advocacy around key DEI themes.
- Partnered with the University of Nottingham and Innovate UK on **D&I linguistics projects** and conducted internal audits of our appraisal and promotion process to identify areas of opportunity to eliminate bias and underrepresentation.
- Launched our second **REACH Mentoring Programme** for aspiring Black lawyers. 75% of participants secured a role with the firm.
- Maintained that all **promotion panels** are gender-balanced and where possible, have greater diversity from underrepresented groups.
- Advance our **disability inclusion strategy** by launching a robust workplace adjustments policy, established a British Sign Language community and training, and attained Disability Confident Level 2 (Employer) accreditation.
- Signed up to **The Halo Code** which explicitly protects employees who come to work with natural hair and protective hairstyles associated with their racial, ethnic, and cultural identities.
- Continued to evolve our **wellbeing strategy** to build a more mature approach to menstruation and menopause support, teaming up with specialists Olive Avocado.
- Continued our **“Courageous Conversations”** series which address some of society’s biggest challenges such as “Multi generations in the workplace”, “Calling out bias”, “Disability in the workplace” and “Mental Health”.
- Continued to deliver on our Social Mobility strategy by delivering our **FAIRE (Fairer Access into Real Experience) work experience programme** to 80 students and by creating a full time, dedicated Social Mobility team.





# What we are going to do

- Continue carrying out **equal pay audits** so that we can be confident that like for like roles are paid equally. We will use our broader data set which includes disability sexual orientation and ethnicity, so we achieve greater insight into pay equity.
- Adopt a new **governance structure and DEI strategy** to build on the great work done to date and deliver meaningful change.
- Update our **family policies** to ensure they continue to offer best in class support for working families in the light of societal changes.
- Continue our relationship with the **Business Disability Forum** and begin work towards a Disability Confident Level 3 Leader Accreditation.
- Continue to Improve our **onboarding experience**, so that all our people have complete transparency on how the career ladder works, on pay, reward and benefits and how promotions are awarded.
- Improve our **data architecture and reporting** so that we are better able to measure the impact of our people strategies and where necessary course correct.
- Embed **enhanced DEI priorities** into our role frameworks, performance objectives and appraisals.
- Evolve our anti-racism commitments, and launch our **Race and Ethnicity Plan** to ensure that we are recruiting, developing, progressing and retaining employees equitably.
- Expand our **social mobility strategy**, building on our outreach and attraction programmes, while at the same time applying these strategies to on-boarding, role progression and retention.
- Elevate **DEI role modelling** across the firm so that junior members of the workforce can see what different, successful career paths can look like.
- Launch our third **REACH mentoring programme**, increasing our population size by 25% and collaborating with clients to deliver a combined law-firm/in-house model.



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