Diversity and Inclusion Progress Data 2023

We are committed to improving diverse representation and building our inclusive culture and continue to make progress towards our ambitious targets.



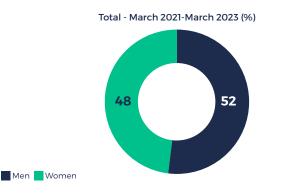
Global targets





Men Women Men/women/non-binary

We have set a global target that, by 2026, our new partners (internal promotions and lateral hires) will be at least 40% women and 40% men (with the remaining 20% men, women or non-binary).



To date, we have made strong progress and are on track to meet our goal, which represents a significant step forward from our historic annual average of 27% new women partners between 2016 and 2020.

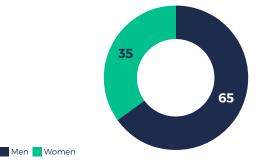
Gender balance: firm leadership*



Men Women Men/women/non-binary *Board, sub-committees, ExCo and MDs

Our goal is for our firmwide leaders to be ethnically diverse, and this group comprise at least 40% women and 40% men (20% men, women and non-binary) by the end of 2023.





We have maintained our gender diversity progress but still have work to do towards both goals and this continues to be a focus.

In setting our global targets, we aim to improve representation, particularly in leadership, across various dimensions of diversity. It is encouraging to see that, in a number of areas, we have maintained and built upon the progress we have already made. We will continue to review our efforts, and work towards ensuring lasting change.

Black associate population*



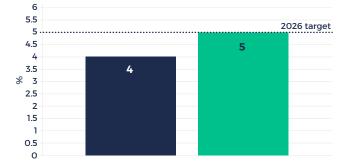
Annualised target growth (%) Actual growth (%)

*Numbers based on those who self-identify

We aimed to double the number of Black associates at the firm by 2026. We're proud to have achieved this target three years ahead of schedule and are focused on building on this progress with our recruitment and development efforts.

Partners identifying as LGBTQ+

2022-2023 (%)

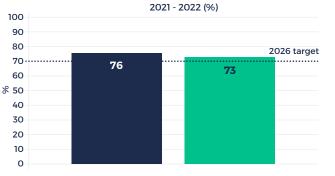


2022 2023

We set a target that at least 5% of our global partners identify as LCBTQ+ by 2026. Following our second global voluntary anonymised partner survey we are delighted to have reached our target three years early.

US targets

Diversity*: US summer associates



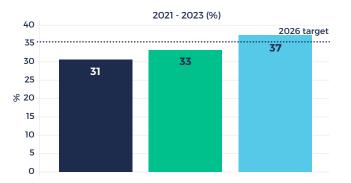
2021 2022

We set a target that by 2023, at least 70% of our summer associate intake in the US will be diverse. For the second year we have outperformed our target. We must maintain and build on this for future years.

*Includes women as well as racially/ethnically diverse, LCBTQ+ and disabled individuals \cdot We monitor representation in and across each of these groups

We have also seen encouraging and sustained progress towards our US targets, though we recognise there is more to do in other areas and are committed to meeting our long-term objectives.

Racial/ethnic diversity: US senior associates



2021 2022 2023

We have met our target to increase the representation of racially and ethnically diverse senior associates in our US practice to 35% by 2026. We have exceeded this target early and now need to review, maintain and build on this.

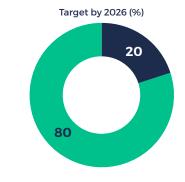
Racial/ethnic diversity: US snr. business services



2021 2022 2023

We set a target to increase the racial and ethnic diversity of our US senior business services teams to 30% by 2026. We have seen a regression in our representation percentage this year and are working with leaders across business services on this.

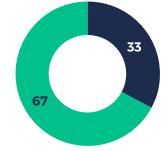
Racial/ethnic diversity: US new partners



Diverse Non-diverse

Our aim is for at least 20% of our new US partners between 2021 and 2026 to identify as racially/ethnically diverse.

Total - March 2021-March 2023 (%)



Diverse Non-diverse

We have exceeded this target thus far and need to continue advancing to ensure we meet our long term goal.

UK targets

Racial/ethnic diversity: UK trainee recruitment



Ethnic minority 📃 Black

In the UK we set a target that, from 2021, we would recruit at least 35% racially/ethnically diverse trainees, of whom at least 10% would be Black. Following excellent progress last year, we have once again achieved our goal.

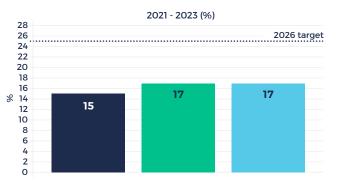
Against our UK targets, we continue to see progress and will strive to carry this momentum forward while focusing on those areas where we still have more to do.

In 2021 we committed to working to eliminate any retention gap between colleagues in different racial and ethnic groups across our UK legal and business services teams, including proportionate representation in offers to newly qualified (NQ) trainees.

To date, **we have met this target for our NQ offers** - in fact our offer and retention rates have been proportionate or higher for ethnic minority trainees (based on those who self-identify).

We continue to take action to support the retention of colleagues and have taken part in the Rare Race Fairness Commitment research for 2022 and will review the results to inform our focus going forward.

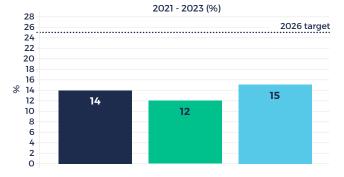
Racial/ethnic diversity: UK senior associates



2021 2022 2023

Our goal is to have 25% representation of racially/ethnically diverse senior associates in our UK practice by 2026. We have maintained our percentage representation this year but need to further our progress in the years ahead.

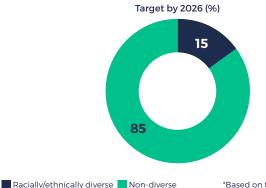
Racial/ethnic diversity: UK snr. business services



2021 2022 2023

We have a target to increase the representation of racially/ethnically diverse senior business services professionals in the UK to 25% by 2026. We have seen a positive increase in representation this year, but recognise there is still more to be done.

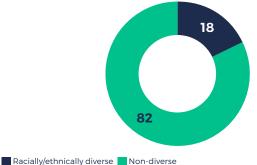
Racial/ethnic diversity*: UK new partners



*Based on those who self-identify

Our UK target is for new partners between 2021 and 2026 to include a minimum of 15% who identify as racially/ethnically diverse.

Total - March 2021-March 2023 (%)



Following good progress in 2022, we are on track to meet our target.

The future

Through various initiatives in the coming year, we will continue our efforts to advance diversity and inclusion at the firm. We will engage our leaders and colleagues in enhanced training on mental health and wellbeing in high-performance teams. Our use of HR technology continues to evolve, yielding enhanced data insights to inform our strategy. Collaborations with clients and external providers will also be leveraged, maximising our impact as we take further strides towards our shared goals. It is only through our collective effort that we can make a meaningful impact and create a more diverse and inclusive working environment.

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