



DAC BEACHCROFT

EQUITY, DIVERSITY AND INCLUSION

REPORT 2023



ABOUT THIS REPORT

This report, based on diversity data from colleagues in the UK & Ireland, summarises the data as at July 2023 and outlines the key elements of our Equity, Diversity and Inclusion (EDI) Strategy FY21 - FY25. Analysing the composition of our workforce in this way helps to inform our people strategies so that we make sure that people from all backgrounds and with the widest possible range of experiences bring their views and knowledge to our business. We want to attract and retain talent from the breadth of society, in a modern business reflective of the world today, and to understand if we are meeting our targets and objectives.

Who provided data for the report?

2093

colleagues provided data for the report

2775

colleagues working in the UK and Ireland

75.42%

of UK and Ireland colleagues at DAC Beachcroft input their diversity data

Curiosity and listening - at the heart of equity and inclusion

"The continued growth of our business, in a way that best allows our colleagues and clients to succeed, requires each of us to continue to grow and develop ourselves through listening to and learning from others. Respectful curiosity and genuine, open-minded listening allow us to step a little closer towards standing in a colleague's shoes, gaining a deeper understanding of their experience, perspective and feelings. It helps us learn about and comprehend barriers, shape what we need to do to tackle those barriers, and find ways to support a colleague that will most effectively pave their way to success - in line with their abilities, aspirations and the choices available to them."

"This is at the heart of equity: an understanding and appreciation that a one-size-fits-all approach will not deliver equality of opportunity to all our colleagues. Listening is crucial. It helps us evolve personally and collectively as we navigate the complex and changing world in which we live and work. There is a risk that we listen to the loudest voices more often, so it is our responsibility, to each other and to this business, to find and listen to the quiet voices in the room as well. Each of us has a part to play in that."

Virginia Clegg, Senior Partner

INCLUSION AND BELONGING MATTER

We know from our recent engagement surveys that our colleagues regard DACB as inclusive and diverse but there are still areas where we can continue to make further improvements. Data is always a good place to start; the more data we have, the better we can focus our efforts and continue delivering on our commitment to offer all our colleagues a life that works, irrespective of their backgrounds, disabilities, life choices, how they identify, or their caring responsibilities. Our ways of working have changed dramatically in recent years and our flexible approach to work removes obstacles for many colleagues, meaning that we are more inclusive in various ways.

But we have also been reminded, by increased remote working and our engagement survey data in 2022 and 2023, that we all need and value a sense of belonging. Inclusion and belonging go hand in hand and how people feel when they work at DACB is key to helping give them a life that works. We all want to be and feel included, valued and respected as part of something, to know that our contribution matters and our challenge is encouraged. We need to feel supported by our colleagues and able to support others and be their allies. This is why belonging is a business priority for us.

David Pollitt, Managing Partner & Executive Sponsor for Inclusion and Innovation



OUR COMMITMENT TO EQUITY, DIVERSITY AND INCLUSION - WHAT WE STAND FOR

Some groups in society are underrepresented in businesses like ours either at all or at senior levels. Inequality of opportunity arises in complex ways - some people have a head start whilst others need additional support to get to the same starting point. To accelerate equality of opportunity we will:

- drive inclusion across the board, beyond the protected characteristics
- hold ourselves to account and measure the business outcomes of strategy
- not have quotas, tokenism nor will we lower the bar to hit self-imposed targets
- continue to educate ourselves about bias and preference
- seek out different perspectives and different ways of thinking - "cognitive diversity"
- take decisions based solely on merit
- seek to understand and challenge anomalies and remove unwanted barriers



TARGET BUSINESS OUTCOMES OF OUR EDI STRATEGY

Access to wider talent pool

- Reach experienced lawyers considering a return to the law through our returners programme "Reconnect"
- Encourage more applications from disabled candidates
- Continue outreach work to candidates through Aspiring Solicitors, Social Mobility Foundation and Black Solicitors Network
- Advertise willingness to "talk flexible working"

Broader client engagement

- Connect with clients/contacts through colleague networks
- Identify potential for collaboration; co-hosting events; sharing good practice
- Enable all colleagues to talk to clients about our approach to EDI


Enhanced employer brand

- Support brand by gaining external recognition:
 - Retain Working Families Top 30, work towards Top 10
 - Gain Disability Confident Leader status
 - Achieve Stonewall Top 100 Employer
- Improve awareness of and access to information about rights, benefits and support available
- Promote "A Life That Works" and DACBeYou



Conscious
inclusion

- Raise awareness of microaggressions, bias and preference
- Raise awareness of behaviour/language that excludes and disengages
- Encourage and empower colleagues to have open and honest conversations
- Help colleagues to understand how to be a supportive ally and upstander



Enhanced
colleague
wellbeing

- Provide more channels for colleagues to share experiences and learn from others
- Enable colleagues to be their true selves at work
- Develop line managers who respect, recognise and support colleagues as individuals

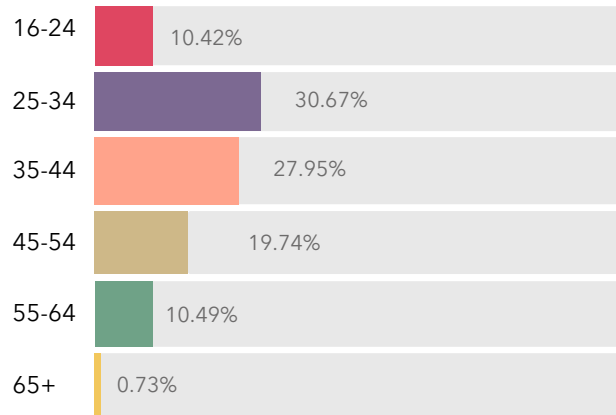


Increased
innovation
and creativity

- Encourage challenge and inclusive thinking
- Help enable line managers to create safe space for idea generation
- Embed coaching style conversations to encourage creative thinking

RESPONSES BY CATEGORY

Age



Sexual orientation

Which of the following best describes your sexual orientation?

Bisexual	2.33%
Gay or Lesbian	2.66%
Straight or Heterosexual	91.20%
Other sexual orientation	0.48%
Prefer not to say	3.33%

Gender identity

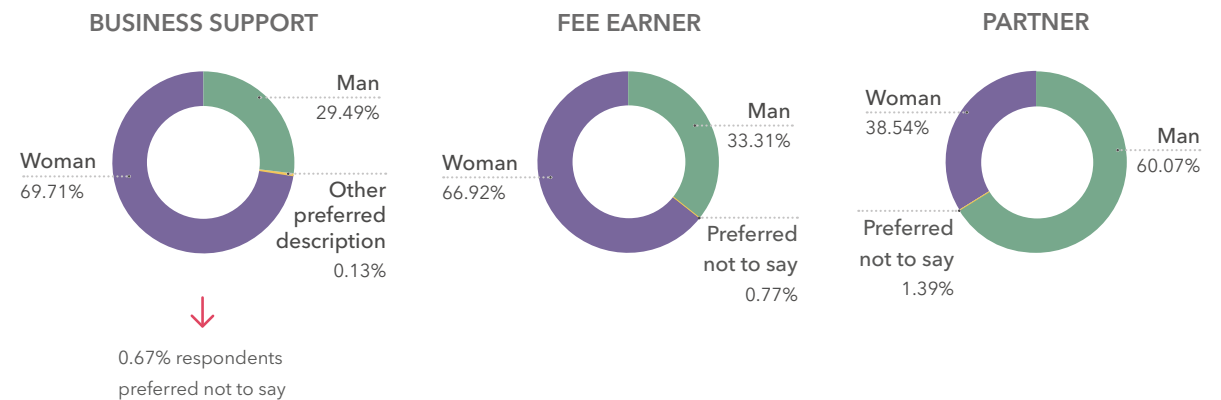
Is your gender identity different from your registered sex at birth?

	2021	2023
No	97.15%	97.03%
Yes	1.67%	1.29%
Prefer not to say	1.18%	1.68%

What is your sex?

Male	36.83%
Other preferred description	0.04%
Female	64.31%
Prefer not to say	0.82%

Gender identification by job role:



Race / Ethnicity

Ethnicity	All respondents	Business support	Fee earner	Partner
African	1.21%	1.18%	1.41%	0.32%
Any other Asian background	0.85%	0.47%	1.09%	0.64%
Any other Black background	0.15%	0.24%	0.13%	0.00%
Any other ethnic group	0.22%	0.35%	0.19%	0.00%
Any other Mixed/Multiple background	0.74%	0.59%	0.77%	0.96%
Any other White background	9.39%	11.76%	7.97%	9.94%
Arab	0.11%	0.00%	0.19%	0.00%
Bangladeshi	0.63%	0.59%	0.77%	0.00%
British/English/Welsh/Northern Irish/Scottish	67.02%	67.53%	64.89%	76.28%
Caribbean	0.99%	1.76%	0.64%	0.64%
Chinese	0.88%	0.47%	1.29%	0.00%
Indian	4.34%	3.88%	5.34%	0.64%
Irish	4.05%	2.94%	4.12%	6.73%
Pakistani	2.80%	1.76%	3.86%	0.32%
Prefer not to say	4.60%	4.47%	4.95%	3.21%
White and Asian	0.85%	1.18%	0.84%	0.00%
White and Black African	0.59%	0.12%	0.96%	0.00%
White and Black Caribbean	0.55%	0.71%	0.58%	0.00%

Ethnicity group	All respondents		Business support		Fee earner		Partner	
	2021	2023	2021	2023	2021	2023	2021	2023
Asian / Asian British	6.82%	8.72%	3.36%	6.71%	9.85%	11.25%	6.82%	1.60%
Black / Black British	2.17%	2.36%	2.55%	3.18%	2.20%	2.19%	2.17%	0.96%
Mixed / multiple ethnic groups	2.17%	2.76%	2.09%	2.59%	2.41%	3.15%	2.17%	1.28%
Other ethnic group	0.97%	1.10%	0.81%	0.82%	1.28%	1.48%	0.97%	0.00%
White	82.17%	80.46%	86.67%	82.24%	77.39%	76.98%	82.17%	92.95%
Not Stated / Prefer not to say	5.70%	4.60%	4.52%	4.47%	6.87%	4.95%	5.70%	3.21%

Health and disabilities

Do you consider yourself to have a disability according to the definition in the Equality Act 2010?

	2021	2023
No	94.31%	92.77%
Not Known	3.60%	2.50%
Yes	2.09%	4.73%

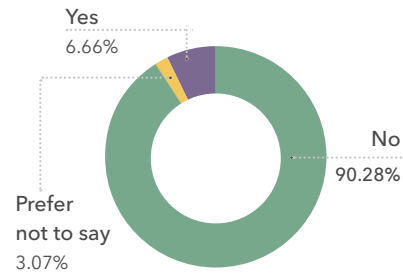
Are your daily activities limited by a long-term (12 months or more) health problem or disability?

No	89.73%
Yes, limited a little	6.29%
Yes, limited a lot	0.86%
Prefer not to say	3.12%

Caring responsibilities

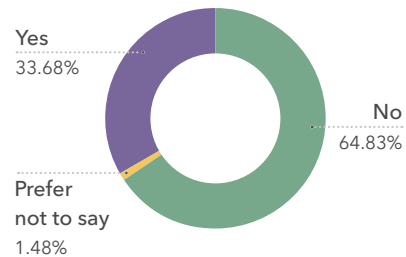
Do you look after/care for someone with long term physical or mental ill health caused by disability or age?

No	90.28%
Yes, 1-19 hours a week	4.79%
Yes, 20-49 hours a week	0.48%
Yes, 50 or more hours a week	1.39%
Prefer not to say	3.07%



Are you a primary carer for a child or children under 18?

No	64.83%
Yes	33.68%
Prefer not to say	1.48%



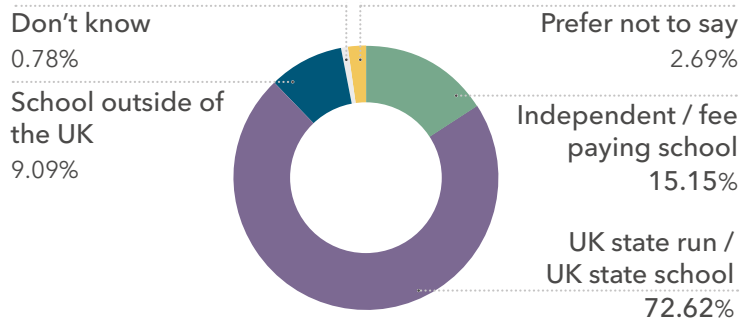
Religion / belief

Religion / belief	% of respondents
Buddhist	0.81%
Christian	40.51%
Hindu	1.43%
Jewish	0.57%
Muslim	3.43%
Sikh	1.57%
Any other religion or belief	1.52%
No religion or belief / athiest	45.03%
Prefer not to say	5.14%

Social mobility

Which type of school did you attend for the most time between the ages 11 and 16?

School type	% of respondents
Attended school outside the UK	9.09%
Independent fee paying school	12.07%
Independent fee paying school (>90% bursary covered)	3.08%
State-run or state-funded school (non-selective)	58.36%
State-run or state-funded school (selective on academic/faith/other grounds)	13.93%
Don't know	0.78%
Prefer not to say	2.69%



Did either of your parents attend university and gain a degree (BA/BSc or equivalent) by the time you were 18?

Qualification	All respondents	Business support	Fee earner	Partner
Yes - one or both of my parents attended university	35.05%	24.92%	41.00%	40.22%
No - neither of my parents attended university	57.54%	64.92%	53.30%	53.26%
Prefer not to say	4.90%	5.57%	4.10%	6.52%
Don't know/not sure	2.51%	4.59%	1.59%	0.00%

Respondents who have been in social care in the UK or elsewhere:

No	96.65%
Yes	0.96%
Prefer not to say	2.39%

Was your family eligible for free school meals or income support?

Both	4.55%
Don't know	11.10%
Free school meals	5.55%
Income support	1.67%
Neither	73.73%
Prefer not to say	3.40%

What was the occupation of your main household earner when you were about 14?

Occupation	All respondents
Clerical and intermediate occupations	4.92%
Long term unemployed	2.31%
Modern professional and traditional professional	32.90%
Routine/semi-routine manual and service occupations	12.59%
Senior/middle/junior managers or administrators	13.83%
Small business owners who employed less than 25 people	7.48%
Technical and craft occupations	7.73%
Other	11.40%
Prefer not to say	6.85%

Have you attended University (to study a BA or BSc course or higher)?

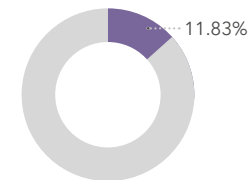
Qualification	All respondents	Business support	Fee earner	Partner
No	22.36%	48.05%	11.57%	1.81%
Prefer not to say	1.86%	2.89%	1.25%	1.81%
Yes	75.78%	49.06%	87.19%	96.38%

Respondents who attended a Russell Group University:

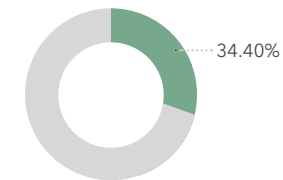
	2021	2023
Other / non Russell Group	45.90%	46.06%
Russell Group University	30.46%	29.72%
No University	21.87%	22.36%
Prefer not to say	1.77%	1.86%

University attended by job role:

BUSINESS SUPPORT

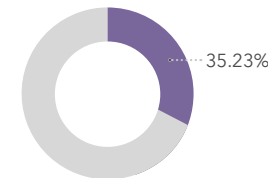


Attended a Russell Group University



Attended a non-Russell Group University

FEE EARNER

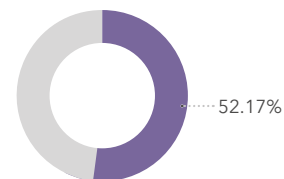


Attended a Russell Group University

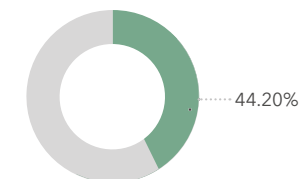


Attended a non-Russell Group University

PARTNER



Attended a Russell Group University



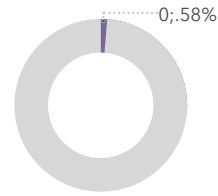
Attended a non-Russell Group University

Respondents who attended Oxbridge:

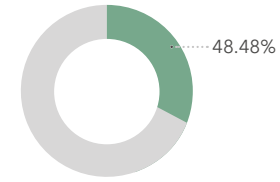
Other / non Oxbridge	72.77%
Oxbridge	3.01%
No university	22.36%
Prefer not to say	1.86%

University attended by job role:

BUSINESS SUPPORT

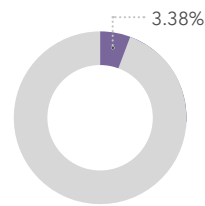


Attended Oxbridge

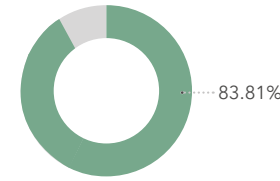


Attended a non-Oxbridge university

FEE EARNER

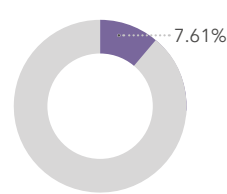


Attended Oxbridge

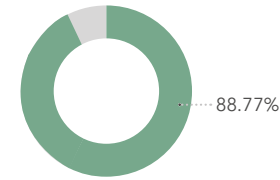


Attended a non-Oxbridge university

PARTNER



Attended Oxbridge



Attended a non-Oxbridge university

KEY DEVELOPMENTS & PRIORITIES

Executive & Board Sponsors

Members of DACB's senior leadership team sponsor and lead on the following aspects of our EDI strategy:

David Pollitt, Managing Partner - Executive Sponsor for Inclusion and Innovation

Helen Faulkner, Head of Insurance - Executive Sponsor for Social Mobility

Andy Keith, Chief Operating Officer & **Ruth Winterbottom**, Partner and Group Board Member - Executive & Group Board Sponsors for Disability & Neurodiversity

Craig Dickson, CEO, Claims Solutions Group & **Khurram Shamsee**, Partner and Group Board member - Executive & Group Board Sponsors for Racial Inclusion

Cheryl Radford, Practice Director & **Virginia Clegg**, Senior Partner, Chair of Group Board - Executive & Group Board Sponsors for Gender Equality

David Aird, IT Director - LGBT+ Executive Sponsor



DACB Networks Chairs

New leaders of our colleague diversity networks were appointed in 2023 to continue the years of excellent work by their predecessors:



Access, our racial equality network, is now co-chaired by



Ann Isaacs, Partner



Seema Kalidas, Partner



Spectrum, our LGBT+ network, is now co-chaired by



Mathew McGee, Partner



Amanda Hilton,
Chartered Legal Executive



Women +, our network for gender equality, is now co-chaired by



Georgina Rowley, Partner



Rebecca Richter,
Head of Business Development

Disability & Neurodiversity

In 2022 we established a network of volunteer Accessibility Champions across the business, each with a personal interest in or lived experience of disability. The purpose of this network is to open up another line of communication and support for our colleagues, in addition to a line manager or a member of the HR team, and to help DACB to be more disability inclusive by offering ideas, feedback and challenge and by helping to implement disability smart practices. The volunteers collectively offer initial assistance, an empathetic ear, sometimes shared experiences and can signpost towards further support, where appropriate. The champions are supported by the Employee Relations team and the Accessibility Task Force who help to identify and implement solutions and adjustments.

With support from organisations such as Purple Space, Lexxic and Business Disability Forum, we have raised awareness of our support for colleagues with disabilities, with the aim that more colleagues feel able to share the fact of their disability or neurodivergence, offer challenge and advice to the business and seek support if needed. In this context, it is noted that 4.73% of respondents currently identify as disabled, compared with 2.03% in 2021, against our target of 5% by 2025.

Social Mobility Partnerships & Racial Inclusion outreach

We work hard to attract and recruit colleagues from all socio-economic backgrounds, to address underrepresentation. To this end, we continue to work with diversity partners, Aspiring Solicitors and support the work of the Social Mobility Foundation (SMF) by hosting SMF workshops that form part of their Aspiring Professionals Programme. We engage in outreach work, with a number of schools and colleges and non-Russell Group universities, which includes reciprocal and reverse mentoring, together with support for less traditional routes into the law, including solicitor apprentices. Our Springboard Scheme ringfences 10% of our trainee assessment centres for candidates who come to us via one of these partnerships, or via the Black Solicitors Network.

The diversity statistics from our 2022/23 recruitment campaign for trainee solicitors to join our business in 2025 illustrate the positive impact of this approach. Of the offers made, 22% went to members of Aspiring Solicitors and, of those accepted:



67% attended UK state secondary schools (selective and non-selective)



39% are the first generation to attend university



22% are from ethnic minority groups



39% attended non-Russell Group universities



17% identified as disabled

Inclusion Matters Workshop

We have designed, produced and piloted a workshop, "Inclusion Matters", to illustrate the impact of language and behaviours on colleagues and the effect on culture, inclusion and belonging. The three DACB scenarios, set and filmed in our offices, prompt group discussions about issues relating to gender identity, sexual orientation, mental health and racial microaggression, through which colleagues can share personal experiences and learn from peers' lived experiences. The workshops, designed for cross-cluster attendance, will be delivered in each location throughout FY24.

Race Action Plans

To complement initiatives to increase the racial diversity of candidates applying for jobs at DACB, we will put in place during FY24 and FY25 location-focussed plans across the business to help support the retention and progression of colleagues from under-represented ethnic minority groups. These plans will be based on the views, observations and ideas of ethnic minority colleagues, with the support of Access (our racial inclusion network) and will take account of regional demographics.

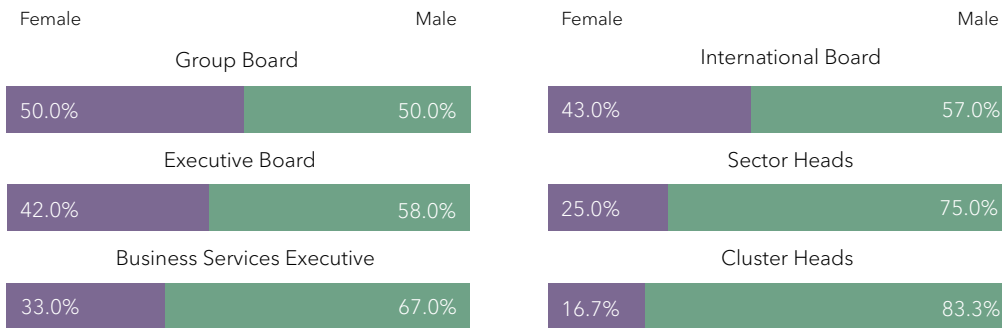


Gender Equality

We strive for greater gender balance throughout our business and, in particular, within our senior leadership and within the membership. Across DACB globally, including members, 37.98% of the partnership is female. In UK & Ireland, we see a more balanced pipeline, with 44.74 % female salaried partners.

We have set ourselves a target of 40% of our senior leadership team being female by 2025, up from 33% in November 2021. As at July 2023, 35% of the senior leadership team is female, including women in the roles of Senior Partner, Chief Finance Officer and Head of Insurance.

Composition of Senior Leadership Groups



In support of this 40% target and the wider gender aspects of our EDI strategy, we conducted round table discussions with female salaried partners in late 2022. In particular, the discussions have informed the ongoing planning around leadership development, such as mentoring, coaching and optional development workshops, that recognises and builds on gender-related tendencies and trends.

Through Reconnect, our returners programme, we encourage and support the return to the law of lawyers who have taken extended careers breaks, including time out to raise a family, which disproportionately impacts women.

Working Families - Top 30 Employer

As the issues around gender are complex and multifaceted, so is our response, part of which is aimed at addressing any unintended barriers associated with parenting responsibilities. In 2022, for the third consecutive year, we gained a Top 30 Working Families Employer place for our flexible support of colleagues with parental caring responsibilities, including our flexible working approach, Flex Forward, and our support for working dads, through our enhanced Shared Parental Leave policy.



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