

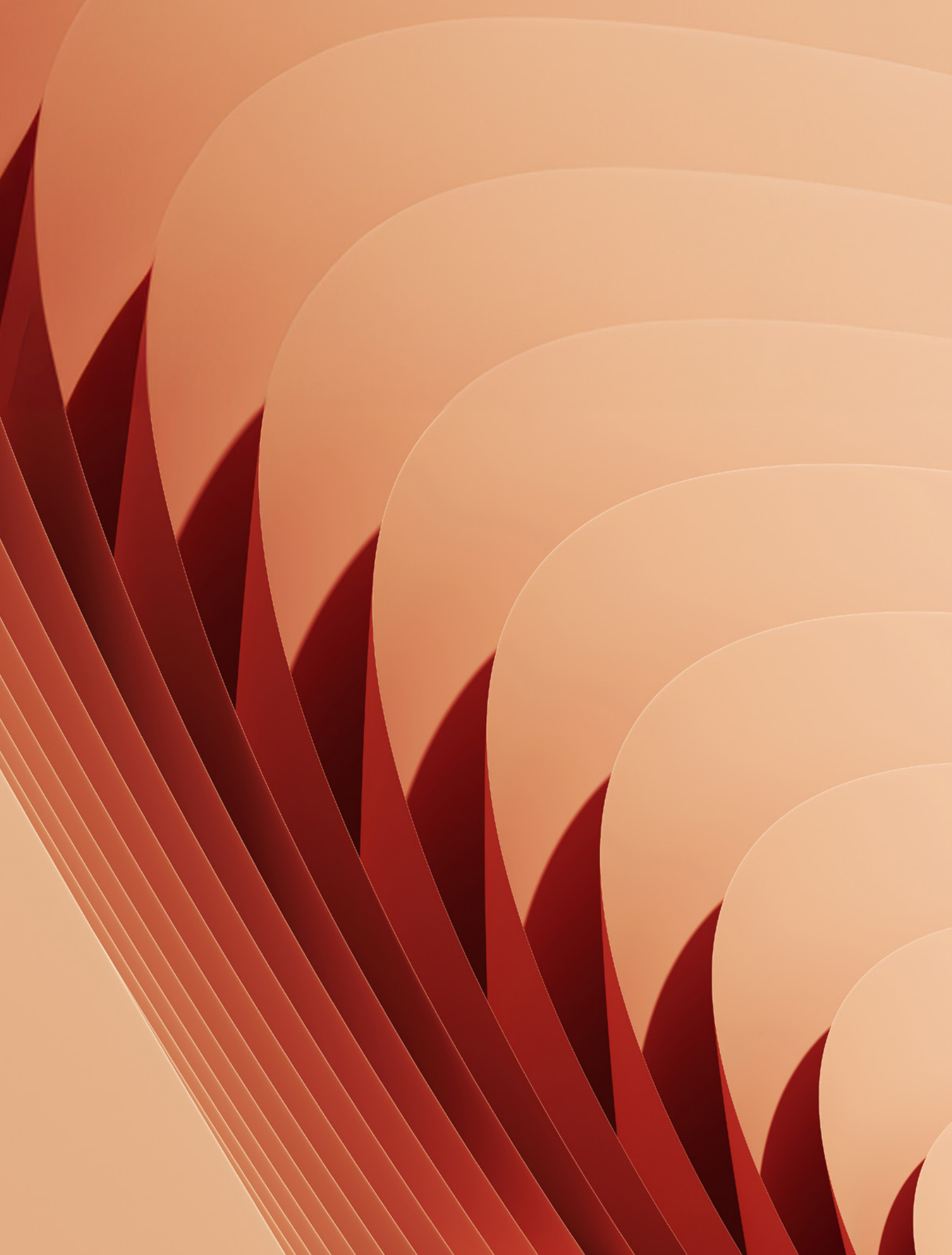
Ashurst

Outpacing change for a more equitable future

Inclusion, Diversity & Belonging
at Ashurst

2023 - 2027

Outpacing change





Our approach

Ashurst has a long history of market-leading progress on Inclusion, Diversity, and Belonging (IDB) and our new IDB strategy provides us with the foundations to continue to innovate and lead the legal profession.

In order to achieve our ambitious diversity targets (outlined on page 8), our strategy will ensure we continue to increase representation of diverse and marginalised groups at all levels across our firm. Increasing the diversity of our partnership remains a priority, as research demonstrates that increased diversity at the leadership level is key to creating a more inclusive culture.

To contribute to our distinctive Ashurst Experience and generate a community of belonging, our strategy focuses on building capability and collaborating inclusively. It will provide our people with the skills they need for a more equitable future, and the support systems to help them thrive.

This new strategy introduces an enhanced focus on our clients. Echoing the emphasis on clients in our 2027 firm strategy, our IDB strategy will deepen our client relationships by collaborating on issues we know matter to them.

We are outpacing change to create a more equitable future – join us.



Guiding principles

Ashurst's purpose is to create the extraordinary, with our people, our clients and our communities. Our strategy is guided by two principles, intersectionality and accessibility, which provide a pathway to create the extraordinary for everyone.



Accessibility as a minimum requirement

Ensuring everyone can participate in the strategy will be an essential component of its success.



Intersectionality by design

Our IDB strands have been a core part of how we have put IDB at the heart of everything we do. However, we know the focus on our strands has left some people feeling like IDB doesn't apply to them, while others have a higher burden of participation and effort if they fit in to more than one strand. This strategy focuses on systemic intersectional change, rather than prioritising progress for individual strands. Project teams and initiatives will consider intersectionality in their design as well as delivery.



Strategy pillars



Our people

Increasing representation of diverse communities across our global workforce



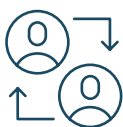
Capability

Building capability through learning, experience and the capacity to thrive



Collaboration

Encouraging inclusive collaboration in a psychologically safe environment centred on respect



Our clients

Partnering with our clients to solve complex people challenges for the betterment of the legal industry

Our strategy

	Our people	An inclusive experience
	Increasing representation	Building capability
Objectives	<ol style="list-style-type: none"> 1. Attract and recruit from a diverse talent pool, proactively engaging with talent from underrepresented communities and removing barriers to application 2. Develop and promote diverse talent with a focus on improved diversity across the firm, particularly in the partnership and at the leadership level 3. Develop systems to support diverse teams and network building, including sponsorship, coaching and knowledge sharing communities resulting in lower attrition 	<ol style="list-style-type: none"> 1. Increase our people's awareness of diverse experiences and perspectives and responsibility for our inclusive culture, with a focus on anti-racism, disability confidence and LGBTI+ inclusion 2. Support our people to develop collaborative skills, particularly unconscious bias awareness and inclusive leadership, that maximises diversity of thought, perspectives and experience 3. Recognise and reward leader behaviour that delivers impact and results in increased diversity, better team collaboration, greater inclusion and client engagement on IDB
Measures of success	<ol style="list-style-type: none"> 1. Achieve our 2026 IDB targets 2. Increase diversity in applicants and hired candidates 3. Improve attrition rate with a focus on underrepresented groups 4. All junior partners and partner candidates supported through a network system (either with a sponsor, mentor or coach) 	<ol style="list-style-type: none"> 1. IDB learning program participation above 70% of our people 2. IDB capability embedded in expectations frameworks
Deliverables	<ol style="list-style-type: none"> 1. IDB recruitment action plan, with a targeted recruitment focus where needed 2. IDB talent development and promotion action plan 	<ol style="list-style-type: none"> 1. Global IDB learning matrix 2. Global Wellbeing Strategy

Our clients

Inclusive collaboration

1. Create a psychologically safe, inclusive and distinctive environment that enables diverse perspectives to be shared to the benefit of our teams and clients, and embeds a sense of belonging
2. Continue to focus on a globally consistent understanding and practice of respect at Ashurst, focused on preventing harassment, bullying and discrimination
3. Deliver a Global Wellbeing Strategy to provide consistent, holistic, and practical wellbeing support that allows our people to work at their best

1. Increase in inclusion and psychological safety measures in our annual Engagement Survey
2. Increase knowledge of and use of EAP and psychological support services

1. Ashurst Experience campaigns
2. IDB onboarding roadmap
3. IDB contribution to Expectations Frameworks

Partnering for change

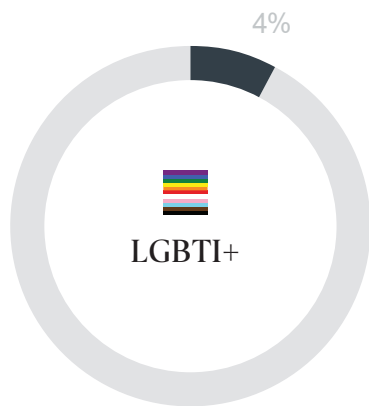
1. Demonstrate our commitment to increasing diversity on client teams and supplier diversity, by sharing meaningful data, as well as our policies or strategy, through regularly available updates
2. Build shared inclusion capability across our teams and client teams, working together to embed new behaviours and recognise effort
3. Develop bespoke collaborations with our strategic priority clients, focused on achieving goals that further integrate and strengthen the relationship by connecting at all levels throughout their business

1. Increased positive client feedback relating to our IDB progress
2. Improvement in externally regarded benchmarking indexes and awards
3. Increase in overall spend with diverse suppliers and increase in number of diverse suppliers

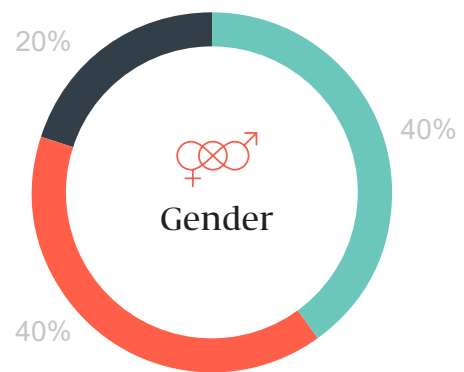
1. IDB Pitching Hub with data, resources and guidelines for clients
2. Commitment to enhancing supply chain diversity and implementing a responsible procurement strategy
3. Client learning roadmap
4. Guidelines for briefing, collaborating and evaluating inclusively
5. Client Relationship Partner (CRP) capability plan to support client teams with IDB and people issues

Our Inclusion, Diversity & Belonging Targets

Global goals to be reached by 2026



4% of LGBTI+ representation at the partnership and senior leader level



To have representation at senior leadership levels of 40% women, 40% men and 20% flexible (women, men or non-binary persons)*

UK goals to be reached by 2026



15% of partners and senior business services leaders to be ethnically diverse, of whom 6% will be Black



30% of legal staff and business services staff to be ethnically diverse, of whom 13% will be Black



At least 35% of trainees each year to be ethnically diverse, of whom 13% will be Black trainees



Supporting measures to achieve the targets:

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- Targeted support plan for all newly promoted and lateral partners
-
- Sponsorship, mentoring and coaching frameworks
-
- Support for partners going on and returning from parental or extended leave
-
- Increased leadership capability
-
- Succession planning and transparency for appointment of leadership roles
-
- Belonging fostered from induction and onboarding
-
- Division level reviews with Divisions Heads and HR Leads every six months to evaluate progress and agree actions for upcoming period
-
- Increased education and training to build awareness and drive cultural change
-
- Review of performance, reward and recognition frameworks, policies and practices
-
- Review of recruitment process to remove any barriers to entry
-



Enablers of change

Systems of support

Global IDB Steering Group

Inclusion, Diversity & Belonging Networks

Committed to Change Leader Forum

Partnerships with industry and peak bodies

Partnerships with community groups and charities

Equitable and transparent processes

Market-leading policies

Pay gap reporting

Target reporting with progress data reported to the Board and published in May each year

Accountability

Our Global Executive Team are responsible for Ashurst delivering on the strategy

The global IDB team are responsible for the development, implementation and evaluation of the strategy

Key leaders are accountable for progress and required to set individual IDB objectives annually

Everyone at Ashurst is responsible for contributing to and engaging with our inclusive culture



Glossary

Commonly used terms

Accessibility	Accessibility is the design of products and services so that they can be used by everyone. Accessibility may refer to making products and services available to people with disabilities. Universal design principles encourage accessibility to be prioritised to allow a product or service to be used by all people, regardless of ability or disability.
Belonging	Belonging is the feeling people experience when they are included at work and is the outcome of a diverse and inclusive culture.
Diversity	Diversity is about the representation of different groups of people in the workplace. It can refer to people's identity, background, experience or ways of thinking. We can only be diverse in a group, no one person is "diverse".
Equity	Equity is about treating all fairly but differs from equality as it doesn't mean treating all people the same. An equitable process or outcome is not necessarily the same for everyone as each person may have different needs or barriers to access an opportunity.
Inclusion	Inclusion refers to how people experience the workplace, and whether they can be their authentic self at work. Inclusion requires psychological safety and is the key to unlocking the potential of a diverse workforce.
Intersectionality	Intersectionality is a framework to understand how different aspects of an individual's identity can compound their social advantage or disadvantage, resulting in overlapping marginalization. The term was developed by Professor Kimberlé Crenshaw.
Psychological safety	Psychological safety refers to the belief that an individual will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes, and that their team is safe for interpersonal risk taking. The term was developed by Professor Amy Edmondson.

Ashurst