

# Trowers Includes

Inclusion, diversity and equality strategy 2022-2027

Responsible business | *Empowering sustainable growth*





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## Trowers Includes – through instinctive inclusion

### Vision and approach

Our ambition is to create a diverse, inclusive environment in which everyone has equal opportunity and which more accurately reflects the modern society in which we live and work.



**Inclusion** – we will create a safe and open environment in which all colleagues feel heard, respected and supported in an environment where we hold each other accountable at all times.



**Diversity** – we will put in place mechanisms to increase the variety of colleagues, ideas and experiences within our business.



**Equality** – we will strive for equity, not just equality, by ensuring the fair treatment, access, equality of opportunity, development and advancement for everyone while also attempting to identify and remove the barriers that may prevent some groups from fully participating or which might put them at a disadvantage.

We cannot realise the benefits of diversity and inclusion without a persistent focus on the above.

As well as setting a number of overarching goals, we have also set seven key “inclusion, diversity and equality priorities” to help achieve our vision. Underpinning each of these priorities is a set of initiatives that we will pursue. More detail about those priorities is set out later in this document.

Everyone, whether they are from a currently underrepresented group or not, has a role to play in creating a more inclusive culture. Whilst we cannot expect all of our colleagues to be diversity and inclusion activists, we expect all colleagues to be active and play a part in the delivery of this strategy.

### Strategic goals

Diversity and inclusion has run through the heart of our business for as long as we can remember. For many years we have considered our diversity, and our culture more broadly, a key part of what makes us Trowers.

We know from our data that we already sit within the top quartile in numerous diversity categories when benchmarked against our legal peers. However, this is not enough for us. We want to achieve even greater diversity across our business to better reflect the cities and jurisdictions in which we operate, not just our professional peers. This is our overarching goal.

We want to be an employer that can attract the most diverse workforce and most diverse range of talent. Ultimately we want to stand out as an employer of choice – as an employer known for its diverse and inclusive environment.

Through this strategy we are committing to achieving more diverse representation across all levels of our business and to tracking our progress based on the results of published data. We will benchmark our data so we are transparent in areas where we are doing well and open about areas where progress may not have been achieved and in which we need to put more focus on to improve. It is only through transparency that we can truly hold ourselves accountable and we will not shy away from publishing data even where we have not met the targets that we have set for ourselves.



### Enabling goals





The following enabling goals will help us to embed diversity and inclusion into our DNA and all of our thought processes. To that end, we are focused on delivering:

- Senior and executive leaders that drive and lead change in behaviours, processes, systems and approaches that enable diversity and embed inclusive practises across the business;
- Reporting, business planning, and decision-making approaches that have a diversity and inclusion lens built-in to ensure Trowers makes fair and informed business decisions and delivers inclusive and impactful programmes;
- A learning culture and approach where diversity and inclusion principles, knowledge and skills are integral.

These enabling goals are intended to ensure our people have the tools, knowledge, systems, culture and collective confidence needed in order to promote diversity and actively embed inclusion in their work.

### Inclusion, diversity and equality priorities

Our enabling goals lay the foundation of our strategy, while our inclusion, diversity and equality priorities are intended to deliver organisational change. These priorities are centred around seven key themes:

-  Senior leadership, ownership and accountability
-  Allyship and intersectionality
-  Awareness and engagement
-  Policies and procurement



Recruitment, retention and personal development



Data and evidence driven approach



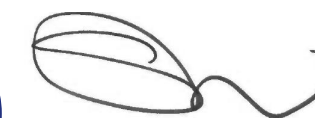
Innovation – The Future of Work

Specific actions and initiatives under each of these themes have been set and will be kept continually under review. The seven priorities, together with the action initiatives, are intended to allow us to achieve the targets we have set for ourselves below.

### Governance

This strategy is owned by the Strategic Board and reviewed twice annually. Our Diversity and Inclusion Committee report to the Strategic Board twice annually, and the Board is responsible for monitoring progress against the plans set out in this strategy, identifying yearly success criteria, areas of focus, and for agreeing significant changes or additions to the planned objectives over a five-year cycle.

We will also report to the entire firm on our progress against this strategy each year.



Sharron Webster, Partner and Head of Diversity and Inclusion



# Where are we?

Armed with much more data, we now have a clearer picture of our make-up and how this matches up with society at large.



## Representing society

As already stated, our ultimate goal is to be better representative of the jurisdictions in which we operate. However, we recognise that we have a way to go to be fully representative.

In some areas we are already ahead of the curve so we will aim to maintain that position. In other areas, we have more work to do and so we have set objectives in recognition of this. We will continue to set and review our objectives to ensure that in time we do meet our ultimate goal.

For the next five-year period to which this strategy relates, we have set targets to tackle underrepresentation in the key areas revealed by our data.

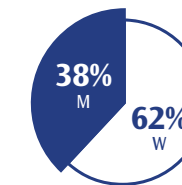
Whilst our current targets are focused on the areas where there is most notable underrepresentation, we remain committed to addressing underrepresentation across all other areas too.

A person's identity consists of multiple cross cutting characteristics (intersectionality) and so we will develop our approach to understanding this and tackling cross cutting diversity and inclusion issues.

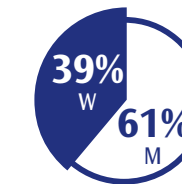
## End to end experience

Whilst hiring goals and the targets that we have set for ourselves in this strategy may boost diversity numbers, this does not automatically create an inclusive culture. We will focus as much on the employee experience as on recruitment pipelines because that experience continues far beyond people joining the firm initially. To retain and nurture talent, it will be critical for us to take an honest look at the end-to-end employee experience, with an eye toward creating conditions that promote inclusion on a daily basis and designing ways to measure the impact. We will build mechanisms into our strategic objectives to help monitor and capture relevant experience data.

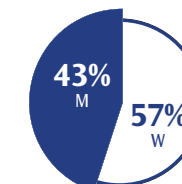
## Key facts and figures



*Split of women and men across our firm.*



*Split of women and men across our partnership.*



*Split of women and men across senior business services roles*



*Across the whole partnership our mean gender pay gap is 1.1% in favour of women.*



*In 2022, of our 10 promoted partners 50% were men and 50% were women. 40% were from an ethnic minority background.*



*Black, Asian and minority ethnic representation*

\*2011 Census data.



*In 2021, 46% of trainees were from an ethnic minority background.*



### Our targets in context

We are really proud to have a culture that is widely seen as diverse and highly inclusive. But our new diversity and inclusion strategy, built on more robust data and backed by clear targets, is recognition that we can do so much more.

For the first time, we have set ourselves measurable targets to focus our efforts and drive change in areas across the business with the greatest underrepresentation of minority groups.

Over the course of our five-year strategy, these targets will be kept under review by our Strategic Board together with our Head of Diversity and Inclusion to make sure they continue to address our main diversity and inclusion challenges. Other targets may be added should new challenges emerge.

*“Setting targets is not just about numbers it is about accessing talent. There is a huge opportunity for the firm to expand the breadth of the talent pool that we currently draw from, but only if we can find ways to better reach different minority groups and unlock the talent and potential that we know exists.”*



Julian Jarrett, Associate and Deputy Head of Diversity and Inclusion – London

### What our data tells us

Over the last few years in particular we have invested heavily in data capture systems and processes. Armed with much more data, we now have a clearer picture of our progress and how we match up with society at large.

In some areas, we are in a strong position, and in other areas, we would like to strengthen our current position. We want to be as diverse and inclusive as possible at all levels across our business and ensure that everyone regardless of background or life experience has equality of opportunity. Our investment in data capture allows us to better understand, monitor and address issues relating to diversity across our business.

We have set a target in relation to data which is to further improve internal response rates so that our data driven approach can be supported by fuller data sets.

### Data capture

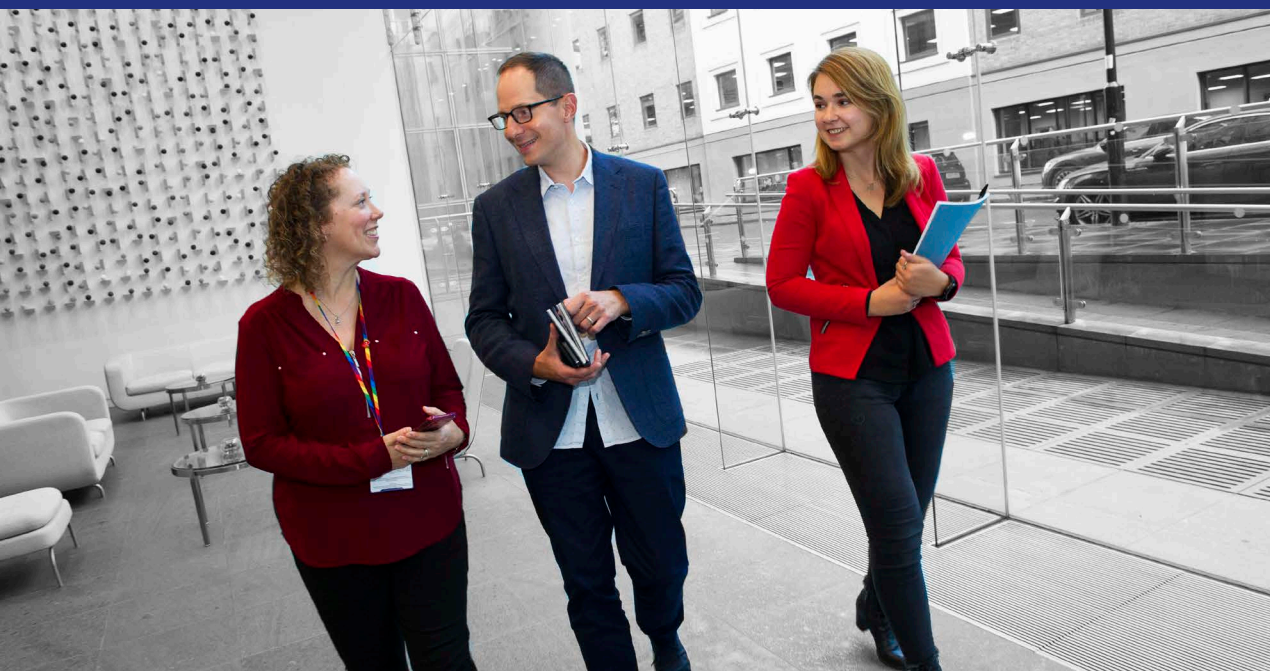
In recent years, we have invested heavily in data capture systems and processes to improve our reporting and data exploration. Working with Pirical we have been able to look more closely at headcount, recruitment, attrition, promotion and reward than ever before. This has helped us to identify areas of underrepresentation and any potential biases, better informing us on where we need to take action.





# Where do we want to be?


We have set ourselves measurable targets to focus our efforts and drive change in areas across the business with the greatest underrepresentation of minority groups.



## Gender

Some 62% of our people are women, including 55% of fee earners and 71% of business services.<sup>1</sup> This is something that we are proud of.

However, when we start to look at our more senior roles in the business, female representation tapers off. This is particularly true among the fee earning population. Taking that into account, our target here is focused on female representation within our partnership.

 *We will increase the proportion of female partners by 3% by 2026 taking us from 39% at the end of 2021 to 42% by the end of 2026.*

Whilst this strategy will be reviewed year on year, these targets have been set with a broader time frame in mind. Indeed, we have already started to consider our initial gender related target for the subsequent five-year period from the end of 2026 to the end of 2031. In this period, we are proposing to increase the proportion of female partners by a further 2%, taking us to 44% by the end of 2031.

## Ethnicity

Some 23% of colleagues across the firm are from ethnic minority backgrounds, including 18% of colleagues across our four UK offices. This compares with 13% across the UK population as a whole.

Further, 4% of colleagues across our UK offices are from the black ethnic group, compared to 3.5% across the UK population as a whole. All of this is really positive.

Looking at the partnership, 15% of all partners and 13% of UK partners are from ethnic minority backgrounds. Only 1% of our partners are from the black ethnic group, both firmwide and in the UK.

Representation is higher amongst colleagues in business services, where 24% of colleagues firmwide and 17% of colleagues in the UK are from an ethnic minority background. 5% of colleagues across business services are from the black ethnic group, both firmwide and in the UK.

Again, however, this tapers off at a more senior level – where representation of colleagues from a minority ethnic background drops to 13% among senior business services firmwide and 10% in the UK. Likewise, representation of the black ethnic group drops to 2% among senior business services colleagues firmwide and 1% among colleagues in the UK.

Taking that into account, our ultimate target here is focused on increasing representation in the partnership, in particular black colleagues who are the most underrepresented. However, we have to recognise that our main source of achieving that is through our own internal pipelines, in particular graduate recruitment, because we have a greater degree of control over that than lateral recruitment.

 *We will increase representation of black colleagues across our UK fee-earning population by no less than 3% by 2026, taking us from 3% representation at the end of 2021 to 6% representation in 2026.*

 *We will increase representation of black colleagues across our UK business services by no less than 2% by 2026, taking us from 5% representation at the end of 2021 to 7% by 2026.*

As with our gender target, while our ethnicity targets initially run until 2026, we have already started to consider our ethnicity targets for the subsequent five-year period too. Between 2026 and 2031, we are proposing to increase the proportion of black colleagues across our UK fee-earning population by a further 3%, taking us to 9% representation by 2031. We are also proposing a further 2% increase in the representation of black colleagues across our UK business services, taking us to 9% representation by 2031.

<sup>1</sup> Business services includes business services, PAs, TAs, paralegals and PSLs.

## Socio-economic diversity


We want to recruit from the widest and most diverse pool of talent, and we have always played a lead role in promoting social mobility.

However, barriers to entry to our profession remain stubbornly high, with young people from middle-class backgrounds not only four times more likely to become lawyers than people from working class backgrounds, but also likely to earn more as their careers proceed.

What our figures do show is that 12% of those who have disclosed information are privately educated, versus 7% across the UK. Across our partnership, 28% are privately educated.

We see a key avenue to increasing the number of colleagues that we have in the business who come from a lower socio-economic background as being in graduate recruitment as that is where we have most control.

We have set ourselves the following targets on social-economic diversity:

 *Update systems for collecting data and improve disclosure to help us better measure socio-economic diversity within the next 6 months.*

 *Set representation targets over the next 12 months.*


## Contextualised recruitment


We are now using contextualised recruitment in our graduate programme to make sure we are seeing a more diverse range of talent. This really useful technology, hosted by Rare Recruitment, allows us to assess candidates' achievements against a range of socio-economic factors and indicators of relative disadvantage relating to different postcodes, schools and universities. Already, it is helping us get a much better picture of peoples' ability and potential and has already resulted in a much broader diversity of backgrounds amongst new graduate recruits.




## LGBTQ+

Based on our data, we estimate that LGBTQ+ representation within the firm stands at some 4% firmwide and 5% across UK offices, compared with 6% across the UK. However, response rates on sexuality disclosure are much lower among junior colleagues, notably trainees. We need to understand this better, since we have a thriving LGBTQ+ and Allies network and many out and proud role models across the firm, including in our partnership.

 *We will increase disclosure of sexual orientation in the UK to at least 80% over the next 12 months.*

 *If from that data we believe representation targets are required, then we will do that within 6 months of us achieving the disclosure target above.*

 *We will put systems in place to capture more diverse gender identity data over the next 12 months.*

## Disability




As with socio-economic and LGBTQ+ we need to gain a better understanding of disability across the firm and we can only do this with greater data disclosure.

Currently, disability is the area where we have the lowest rate of disclosure. As such, we have set ourselves the following target:







 *Improve disclosure of disability data.*

## Summary of our targets

### Representation targets

-  Increase representation of female partners across the partnership from 39% to 42% by 2026.
-  Increase representation of black fee-earners across our UK offices from 3% to no less than 6% by 2026.
-  Increase representation of black colleagues in business services roles across our UK offices from 5% to no less than 7% by 2026.

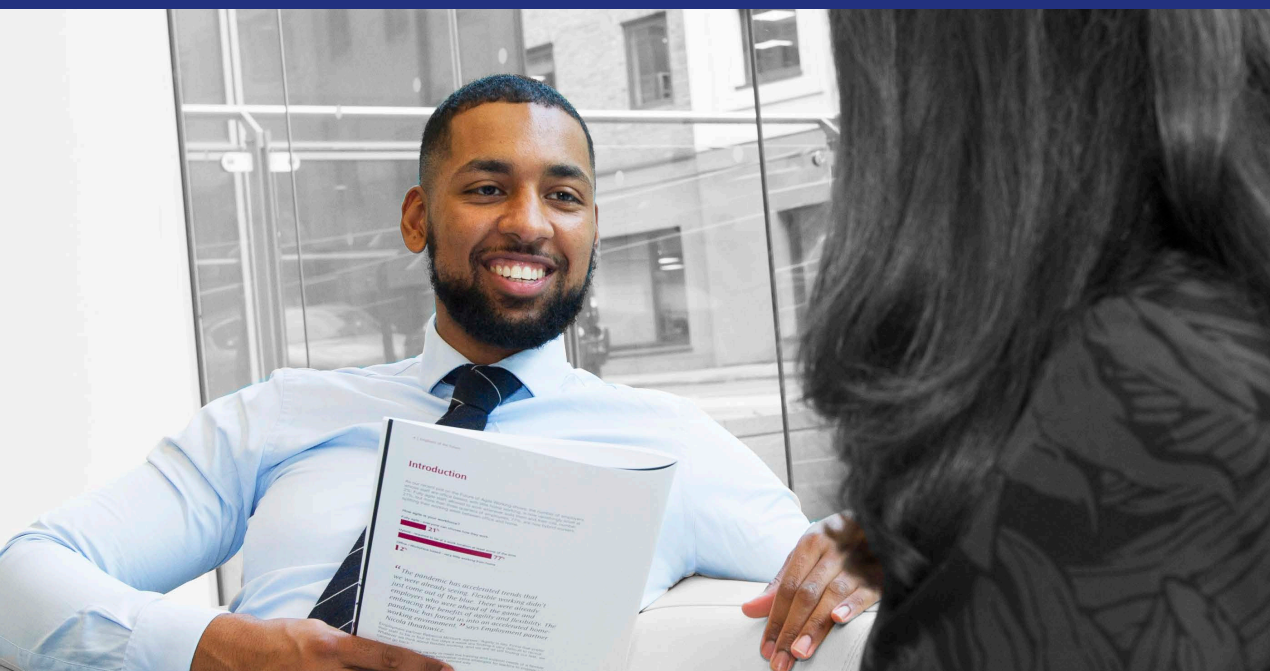
### Data collection targets.

-  Update systems to help us better measure socio-economic diversity within the next 6 months.
-  Set representation targets with regards to socio-economic diversity over the next 12 months.
-  Increase disclosure of sexual orientation in the UK to at least 80% over the next 12 months.
-  Set appropriate sexual orientation representation targets within 6 months of achieving the disclosure target above.
-  Implement systems to capture more diverse gender identity data over the next 12 months.
-  Improve disclosure of disability data.



# How will we get there?

Our inclusion priorities lay out how we are going to deliver organisational change.



*“These are our seven inclusion priorities which touch every part of our business and are the backbone of our strategy. These are the words that, in addition to our targets, we will use to measure our progress during this strategy cycle.”*



Sharron Webster, Partner and Head of Diversity and Inclusion – London

## Key inclusion priorities – actions and initiatives



### Senior leadership, ownership and accountability

We will prioritise the ownership of and engagement with equality, diversity and inclusion within senior leadership. This objective is underpinned by the existing governance structure which will be enhanced for transparency and accountability. We will develop the publication process of the diversity and inclusion strategy and how it is monitored and reported against on a periodic basis to different areas of senior leadership. We will aim for authentic engagement from senior leadership but will set out minimum expectations.



### Awareness and engagement

We want awareness and engagement across all levels, and not only by those who are from diverse backgrounds. We will develop initiatives covering all roles and levels across the business to demonstrate the value that participation in equality, diversity and inclusion initiatives has alongside and as part of peoples’ “day jobs”. We want all our employees to understand what our employee networks do and who they represent. To this end, we will utilise a variety of communication methods to get the message out. We will also communicate progress and consult on this strategy, so that everyone at Trowers is a part of it.



### Allyship and intersectionality

We will foster and encourage a culture of allyship at Trowers, to ensure people feel safe to speak and stand up for themselves and others. To do this, we will harness the new Allyship network and programmes of “Safe Space Discussions” and “Trowers Stories” events to raise awareness, create space and amplify voices across the firm. We will seek to use existing and new tools to ensure that the Intersectionality of different characteristics and experiences is understood and appreciated in a meaningful way.



### Policies and procurement

Our firmwide policies will be in accordance with the principles in this strategy. We will prioritise areas where we can take the most effective action based on risk profile. We want input from the relevant employee networks in order to respect, reflect and respond to the needs and interests of a diverse workforce. We want our supply chain, where proportionate and within our power, to align with our values as set out in this strategy.





### Recruitment, retention and personal development

We want to build upon the diversity of our workforce and will focus on the areas of underrepresentation as revealed by our data. We want to continue to develop our recruitment pipeline to ensure that we reach out to the broadest range of talent. We will pay particular attention to the data which shows us how diversity affects retention and take action to address areas of particular importance, such as work allocation and managing teams inclusively. We want everyone to be treated equally and will continue to look at our learning and development opportunities to ensure everyone has the opportunity and support to succeed and develop.



### Data and evidence driven approach

We will continue to design initiatives and hold ourselves accountable through our data driven approach, taking opportunities to capture qualitative data to cross-check that any achievements in improving diversity are accompanied by satisfaction and inclusion. We will go further than our legal obligations to identify pay gaps. We want people to feel more comfortable sharing data that we can use to measure ourselves against and will take targeted action to improve disclosure rates especially in the areas identified in our targets in order to highlight progress, areas for improvement and outliers.



### Innovation – The Future of Work

We will take steps to ensure that as the workplace changes during the course of this strategy cycle, as it has done so much over the past five years, to have diversity and inclusion at the heart of conversations as to how Trowers will operate as a business. We will consider the needs of all Trowers employees and prospective employees as we consider new ways of working. We are proud of our 'early-adopter' status of agile working and will continue to engage with our people on how our ways of working can meet their needs.





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