

Gender and ethnicity partnership targets

Action plan - summary

1 | Improve the diversity of the partnership

We have set ourselves targets of at least 35% female partners and at least 10% ethnic minority partners by 2030.

To ensure we remain on track, we have set interim targets of at least 30% female partners and at least 7% ethnic minority partners by 2026.

We will review these targets annually.

2 | Progress diverse recruitment and attraction

Trainee recruitment

We will:

- continue to focus on the recruitment of trainees from underrepresented groups, through targeted attraction and partnering with specialist diversity organisations;
- explore the use of online assessments to ensure that candidates progress in the most fair and transparent way; and
- promote our virtual trainee experience app to make careers more accessible, irrespective of location or background.

Outreach

We will:

- reshape our outreach strategy so that all our initiatives are co-ordinated as part of a wider Macfarlanes Access Programme (MAP), encompassing a range of schemes which will enable students to experience what it is like to work at Macfarlanes. A priority will be to ensure that we are reaching and supporting more students from underrepresented groups including socially mobile candidates and those from ethnic minority backgrounds; and
- launch a new Macfarlanes Legal Academy focusing on school students in social mobility “cold spots” nationwide.

Lateral recruitment

We will:

- ask recruitment agencies to sign up to a new policy, identifying the widest talent possible for our roles;
- ask these agencies to report on the diversity metrics of the candidates they have put forward. If an agency continually falls short, we will discontinue our relationship;
- work with agencies who specialise in recruiting candidates from underrepresented groups where possible; and
- when recruiting lateral hire partners, review the market to ensure we have identified any candidates from an underrepresented background.

3 | Ensure equality of opportunity and progression

We will:

- ask an external consultancy to review our people processes and practices;
- work to improve retention of our female and ethnic minority employees by analysing attrition (i.e. numbers leaving) and the “stay gap” (i.e. how long employees stayed with the firm compared with other leavers);
- ask practice areas to set pipeline diversity targets for their groups;
- ask business services departments to review the breakdown of gender and ethnicity within their departments and monitor the progression of these populations; and
- ask each practice area to report to the firm's management board every six months on progress against its targets. A summary will be presented at the partner and firm conferences each year.

4 | Understand each other

We will:

- deliver firmwide workshops to open up conversations about race and the experience of being a minority; and
- run our reverse mentoring programme with a second cohort available firm wide, to build on the positive impact of the first cohort of reverse mentoring pairs.

5 | Be accountable

We will:

- work with a leading data analytics specialist to track our progress and inform our actions;
- publish an annual Race Fairness Commitment report;
- collaborate with clients and other firms to learn from each other and enable improvements across the legal sector; and
- provide everyone in the firm with regular updates on our actions and progress.