

Partnership Targets Action Plan 2021-2026

Year one update 2022

In May 2021 we launched our Partnership Targets Action Plan which sets out how we plan to improve representation of female and ethnic minority lawyers in our partnership as well as to continue to drive inclusion across the firm.

To learn more about our original commitments, please read:

- the [Action Plan summary](#)

We are now reporting on the actions that are underway one year on.

1 Improve the diversity of the partnership

Progress one year on

We are committed to being transparent about progress towards meeting our partnership targets. As of May 2022 our partnership comprises 17.8% female partners and 2% ethnic minority partners.

2 Progress diverse recruitment and attraction

Progress one year on

Trainee recruitment

During 2021/2022 we continued to focus on delivering more diversity and inclusion (D&I) focussed events at a wide range of universities.

We also launched “Your Macfarlanes” – a unique platform that enables future trainees to connect with their cohort, current trainees and others across the firm. Through the platform, they are also able to join some firm wide events.

We have been investigating whether online assessment platforms are better from an inclusion perspective. There are conflicting conclusions from research available at the moment. We will keep this concept under consideration for year two.

Between October 2021 and June 2022, 818 people downloaded the [Macfarlanes trainee experience app](#).

Outreach

Through our first-year skills development programme, we support students across seven non-Russell group universities in social mobility cold spots nationwide as identified by the Social Mobility Commission. In 2021, 73% of these students applied for our vacation scheme.

Our new Macfarlanes Legal Academy welcomed our first cohort of year 12 students from schools in Newham, Crawley and Leicester. The majority of the students were from underrepresented groups and ethnic minority backgrounds. The cohort participated in skills workshops and work experience and received support from Macfarlanes' mentors.

Lateral recruitment

Twenty of our key recruitment agencies signed up to the new policy this year. We will continue to approach additional agencies with whom we have a significant relationship.

We have also developed relationships with a number of specialist agencies.

Since May 2021, new potential partner roles are subject to a mapping exercise to review the market for all possible candidates and the lateral recruitment team produce a report for the practice area.

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3 Ensure equality of opportunity and progression

Progress one year on

During 2021, Howlett Brown consultancy reviewed the language and messaging of our people policies, particularly from a D&I perspective. We also introduced new policies e.g. adjustments, speaking up and fertility.

Diversity Partner Champions (DPCs) for each practice area were confirmed in September 2021. Each practice area also set partnership targets for their group and developed "people plans" to help them achieve these.

External consultant Laura Durrant worked with practice heads and DPCs in November 2021 and April 2022, delivering workshops to assess progress against the "people plans".

Our directors prepared departmental plans in conjunction with performance check-ins, which included gender and ethnicity data. Regular monitoring of recruitment and progression practices are already in place, and we are putting more emphasis on regular feedback and career conversations. This analysis will continue for year two.

In May 2022, the DPCs came together to form a new Diversity Champions Committee, to enable regular sharing of best practice. Monitoring of the "people plans" will continue during year two.

4 Understand each other

Progress one year on

Our reverse mentoring programme, MentorMacs, joins mentors from under-represented groups with senior leaders at the firm, such as partners, directors and senior managers. The programme offers a supportive environment for reverse mentors to share their personal experiences with reverse mentees and to discuss and explore different perspectives. During 2022, 14 pairs of reverse mentors and partner mentees participated across a broad spectrum of diversity characteristics, many with intersectional perspectives.

We are continuing to encourage everyone in the firm to complete part one of our Conversations about race programme (a mandatory programme comprising of five short videos about race and intersectionality). As of mid-2022, 63% of the firm have done this. We aim to deliver part two of the programme (firm wide workshops) when we have a completion rate of closer to 80%.

5 Be accountable

Progress one year on

During 2021/2022 we worked with external data experts, **Pirical**, to analyse our diversity data. We also have an HR data team and we will continue to monitor our data in year two to inform our actions.

We submitted our data for the Race Fairness Commitment's first full report, which was published in October 2021. We are working on the data collection for year two reporting.

We are one of the founding members of and part of the steering committee for **Legal CORE** (collaboration on race and ethnicity). We have participated in a sector-wide "think tank" and shared best practice with 25 other law firms e.g. in relation to reverse mentoring.

Firm wide updates have been provided at the 2022 firm conference and town hall. Teams have also had presentations or at least one discussion forum to share ideas and to learn more about the actions being taken within their group. These will continue for year two.