

Ashurst

# Inclusion, Diversity & Belonging Action Plan

2021-2023

Outpacing change

## Message from our Global Managing Partner

Putting inclusion, diversity and belonging at the heart of everything we do is key to Ashurst's vision of being the most progressive law firm. It allows us to offer exceptional service to our clients and foster a high performance culture.

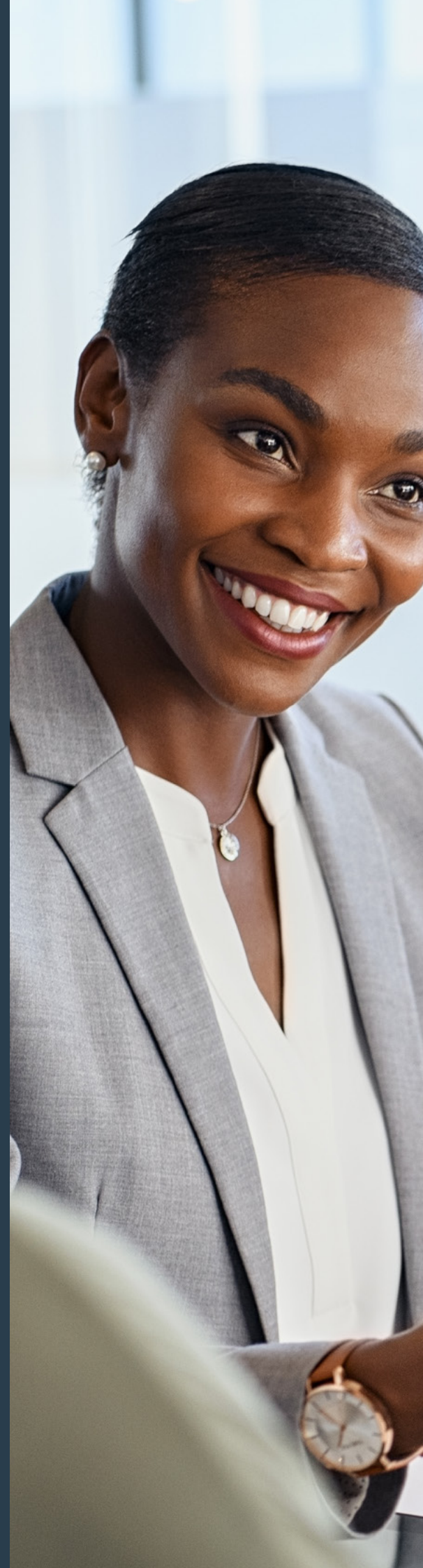
In 2019, we published our first Inclusion, Diversity & Belonging (IDB) Action Plan which outlined our IDB priorities and the practical steps and actions we would collectively take to progress our IDB strategy within Ashurst over the two year period. This plan has facilitated a sustained focus on a wide range of IDB initiatives and I am extremely proud of what we have achieved to date. However, there is still more to do and I am committed to ensuring that we continue to evolve our approach to inclusion, diversity and belonging and work together to create extraordinary outcomes in the IDB space.

I am proud to present our Inclusion, Diversity and Belonging Action Plan for 2021-2023. This ambitious plan outlines our strategy and supporting actions across eight inclusion priorities and supporting IDB strands. This plan was created following an extensive consultation process that took place across our Ashurst community and I would like to thank everyone who generously provided their thoughts and feedback to enable us to bring this plan to life.

I look forward to playing my part to support the implementation of this plan and achieving our goal of putting inclusion, diversity and belonging at the heart of everything we do.



**Paul Jenkins**  
Global Managing Partner







# Our Inclusion, Diversity and Belonging Strategy

At Ashurst, our strategy is to put Inclusion, Diversity and Belonging at the heart of everything we do. Fostering a diverse and inclusive culture where everyone feels a sense of belonging is key to Ashurst's vision of being the most progressive global law firm. It allows us to offer exceptional service to our clients and create an extraordinary place for our people to work.

We will achieve our goal of putting IDB at the heart of everything we do by focusing our efforts on eight inclusion priorities:



## Leadership

Strengthening our leadership engagement and accountability for inclusion, diversity & belonging (IDB) outcomes.



## Advocacy

Increasing the role of active allies at Ashurst who will amplify the voice of others, call out injustices and role model inclusive behaviours.



## Awareness and education

Raising awareness and providing education opportunities around inclusion, diversity & belonging issues and challenges.



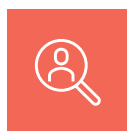
## Process and policy

Ensuring our policies, processes and systems support an inclusive and diverse working environment.



## Intersectionality

Building greater awareness and understanding of intersectionality, and applying the concept of intersectionality across our IDB strategy.



## Recruitment, retention and advancement

Recruiting, developing and retaining a diverse workforce that is reflective of the communities in which we operate.



## Data driven approach

Using a data driven approach to inform key inclusion, diversity and belonging decisions and support interventions.



## New ways of working

Using technology and hybrid/agile working to build employee engagement and a culture of inclusion.







# Inclusion, Diversity and Belonging at Ashurst

Inclusion, diversity and belonging are an integral part of who we are as a firm and why our culture is unique. By valuing differences and creating a safe space for colleagues to be themselves and thrive in their careers, we ensure our people experience a sense of belonging.

## Global snapshot



31  
Offices



19  
Countries



12  
Time zones



503  
Partners



1,904  
Lawyers



2,132  
Staff

## Nationalities and languages



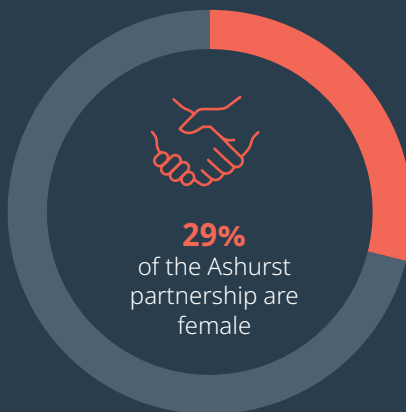
over 870 people  
with second  
language capability



Representation  
across 40  
nationalities



## Women at Ashurst



\*the above information was taken as at June 2021.

## Our employees



\* all data (except gender statistics and total employee numbers) reflects a 46.3% global completion as at June 2021 of the voluntary diversity demographic survey issued in Australia, United Kingdom & United States)

# Our Inclusion, Diversity & Belonging targets

To be achieved by 2026

## UK only



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

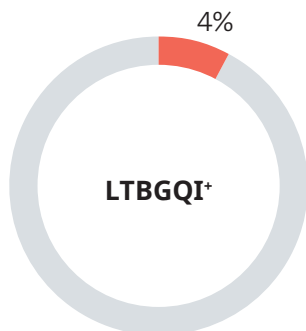


**30%** of legal staff and business services staff to be ethnically diverse, of whom **13%** will be Black.

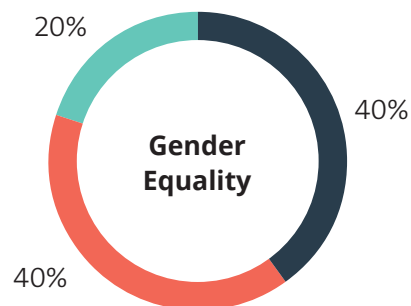


At least **35%** of trainees each year to be ethnically diverse, of whom **13%** will be Black trainees.

## Global



**4%** of LGBTIQ+ 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)\*

\* Gender - this global target applies to Partners and senior leadership roles and recognises the spectrum of gender identity and broader diversity focus areas. The target will be applied and measured separately across three groups: Global Partnership; Senior Leadership Roles (Legal) and Senior Leadership Roles (Business Services).

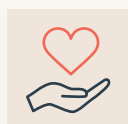


# About this plan

**Our Inclusion, Diversity & Belonging Action Plan outlines our focus, commitment and specific objectives to support the firm's strategic goal of putting IDB at the heart of everything we do.**

This plan has been developed through extensive consultation with our staff and partners through forums such as focus groups, engagement surveys, and online jam sessions. This work was led by our IDB advisory council, The Committed to Change Advisory Group which is chaired by our Global Managing Partner, Paul Jenkins, and comprises of Executive Team sponsors, Partners and Function Heads as well as employee representatives.

We recognise there are many spectrums of diversity at Ashurst. We have identified six key diversity strands for our plan which are underpinned by eight inclusion priorities.



**Caring Responsibilities**



**LGBTI+**



**Disability and Wellbeing**



**Multiculturalism**



**Gender Equality**



**Social Inclusion and Mobility**



# Our plan 2021-2023

1	Leadership
2	Advocacy
3	Awareness and education
4	Process and policy
5	Intersectionality
6	Recruitment, retention and advancement
7	Data driven approach
8	New ways of working

# Our inclusion priorities

## 1. Leadership

Key action	Responsibility	Support	Timeframe
Achievement of Diversity Targets	Board Executive Team Board Committees	IDB Team People & Culture Team CCAG	By the beginning of FY27
Promotion of and attendance (at a minimum) of 1 IDB workshops and/or event per quarter	Practice & Function Heads Industry & Sector Leads OMPs	IDB Team CCAG	Ongoing
Self-completion and encourage Team completion of the diversity demographic data collection to assist reaching benchmark level of 80% completion (where regionally appropriate)	C2C Leaders	HRIS Team IDB Team	Q1 FY23
Each Executive Team member to participate in the reverse mentoring programme		IDB Team People & Culture Team	Annually
Increase the number of Committed to Change (C2C) Leaders to at least 50% representation per office		CCAG IDB Team	Q4 FY23
Division Heads to present diversity dashboard report to the board and ET on an annual basis to demonstrate progress and ensure accountability. Ensure that any identified areas of improvement are actioned and the appropriate interventions are put in place	Division Heads	People & Culture Business Partners HRIS Team IDB Team	Q4 annually



## 2. Advocacy

Key action	Responsibility	Support	Timeframe
Extend the existing C2C programme to all people creating a C2C community of practice	IDB Team CCAG	People & Culture Team	Q3 FY23
Seek to achieve greater representation of the C2C community across all practice groups and departments (or per office for smaller offices)	CCAG Practice & Function Heads	People & Culture Team IDB Team	Q3 FY22
Continue twice yearly C2C community calls, where C2C Leaders and C2C Advocates will come together to build active allyship skills and capability	CCAG C2C Leaders C2C Advocates	People & Culture Team IDB Team	Q3 FY22



### 3. Awareness and education

Key action	Responsibility	Support	Timeframe
Develop 'Leading Inclusively' training programme targeted specifically at managers across the firm to improve inclusive leadership and cultivate a holistic focus on inclusion and belonging	IDB Team L&OD Team	Practice & Function Heads IDB Network Leads	Q4 FY22
Develop IDB education series through a blended delivery model which is available in all offices and regions	IDB Team L&OD Team	People & Culture Team Internal Communications Team	Q1 FY23
Celebrate and acknowledge key dates of significance on the IDB Calendar	Internal Communications Team	IDB Team IDB Networks People and Culture Business Partners	Ongoing
Scale and expand 'Reverse Mentoring' and general mentoring programmes to ensure all leaders have access to reverse mentors and staff have access to mentors in all offices and regions	IDB Team OMPs L&OD Team People & Culture Team	CCAG IDB Networks	Q4 FY22
Launch 'IDB' podcast channel to highlight stories and perspectives of our people	IDB Team IDB Networks	Internal Communications Team CCAG People and Culture Business Partners	Q2 FY22

## 4. Process and policy

Key action	Responsibility	Support	Timeframe
Conduct annual people and culture policy and process review to ensure they promote a culture of inclusiveness	People & Culture team	IDB Team CCAG	Annually
Action any identified areas of improvement from annual policy review process	People & Culture team IDB Team	CCAG IDB Networks	As required
Partner with Practice Resource Management & Business Development Teams to create a framework for building deal teams of diverse lawyers	Practice Resource Management Team Business Development Team	CCAG Social Impact Team IDB Team	Q1 FY23
Review the firms Procurement Policy and identify opportunities to address and improve approach to supplier diversity	Procurement Team	IDB Team Social Impact Team	Q4 FY22

## 5. Intersectionality

Key action	Responsibility	Support	Timeframe
Incorporate definitions and examples of intersectionality in IDB training and key internal and external messaging	IDB Team CCAG	Internal Communications Team	Ongoing
A minimum of 30% of Ashurst IDB events must have intersectional focus and/or panel representation	IDB Network Leads	Events Team Business Development team IDB Networks	Ongoing



## 6. Recruitment, Retention and Advancement

Key action	Responsibility	Support	Timeframe
Strengthen the firm's outreach programmes for under-represented communities with the aim to bring new talent to the firm	Social Impact Team	Resourcing Team IDB Team	Ongoing
Analyse and report on recruitment lifecycle datasets. Identify and address any interventions	Resourcing Team	IDB Team People & Culture Team IDB Networks	Q1 & Q4 annually
Conduct annual check ins with individuals from diverse backgrounds to understand their workplace experiences and how we can better support under-represented groups, in addition to exit interviews	People & Culture team	Partners and Line Managers IDB Team	Q2 annually

## 7. Data driven approach

Key action	Responsibility	Support	Timeframe
Establish 'Diversity' dashboard report for division and function heads that measures diversity demographics, progress and key indicators. Division Heads to present report to board and ET annually	HRIS Team IDB Team	People & Culture Business Partners	Q2 FY22
Publish annual progress report focused on representation and key indicators in the employee lifecycle at a firm level	Executive Team HRIS Team	IDB Teams	Annually
Conduct regular pulse checks of IDB initiatives and programmes to improve and understand effectiveness	IDB Team	People & Culture Business Partners HRIS Team	Ongoing

## 8. New ways of working

Key action	Responsibility	Support	Timeframe
Establish Inclusion Principles for technology usage & meeting protocols	Agile@Ashurst Working Group IT Team	IDB Team People & Culture Team	Q3 FY22
Track agile working trends along with impact of COVID19 in relation to work. Gather anecdotal data to ensure diverse individuals are not adversely affected by hybrid working and the new way of working post COVID19	Agile@Ashurst Working Group People & Culture Team	IDB Team IDB Networks	Ongoing
Ensure specialist resources and support related to accessibility inclusion and Hybrid are made available to staff and partners as well as being built into Agile Working processes	Agile@Ashurst Working Group People & Culture Team	IDB Team IDB Networks	Ongoing
Scale initiatives to reach smaller offices in the network, using virtual tools	IDB Team IDB Networks	CCAG	Ongoing



# Meet our employee networks



All at Ashurst



Disability Wellbeing Network



Family Matters Network



Social Inclusion and Mobility Network



Spectrum



Women's Network






# Caring Responsibilities



We know that our partners and employees can be at their best when they are supported both professionally and personally, we are focused on empowering our people to find the flexibility they need to accommodate their varied responsibilities.


Key action	Responsibility	Support	Timeframe
 Create opportunities for Ashurst Carers to build relationships and connect with other carers			
Scale 'Working Dads' networking group to better support men with caring responsibilities	IDB Team	Family Matters Networks	Q3 FY22
Relaunch and scale 'Family Matters Connect' programmes to connect Ashurst carers with those in similar situations and parental leave returners	IDB Team	Family Matters Networks	Q3 FY22
 Review best practice and support mechanisms to ensure our carers can thrive in their careers at Ashurst			
Launch updated Parental Leave policy which will be market leading and inclusive of modern family structures	IDB Team People & Culture Team	CCAG	Q2 FY22
Develop leader toolkit to equip leaders with the skills to best support carers and their careers	IDB Team People & Culture Team	Family Matters network	Q3 FY22
Investigate support programmes and initiatives designed to support carers at key milestones (e.g. School holidays, initial diagnosis of a family member requiring care, moving to aged care) and implement solutions	IDB Team People & Culture Team	People & Culture Team	Q4 FY22
Provide support and resources for women (and carers) impacted by Menopause	IDB Team People & Culture Team	Family Matters Network	Q1 FY22

Key action	Responsibility	Support	Timeframe
 Raise awareness, provide education and role modelling opportunities around focused on caring responsibilities			
Share and promote stories of Ashurst carers via internal channels and the Circle In carers portal	Internal Communications	IDB Team Family Matters Network	Ongoing
Promote and role-model partners and employees who are working flexibly whilst juggling career and care through communication campaign to reduce stigma	Internal Communications	IDB Team People & Culture Team	Ongoing
Create education series focused on varied caring responsibilities such as elder care and varied models of caring responsibilities such as caring from overseas	IDB Team Internal Communications	People & Culture Team	Q4 FY23



# Disability and Wellbeing



An inclusive environment enables everyone to thrive, whether they face physical challenges or are managing mental health and wellbeing issues.

Key action	Responsibility	Support	Timeframe
 Build greater awareness and provide education opportunities to support an environment which is inclusive of people with disabilities and promotes sustainable wellbeing			
Develop and deliver disability and accessibility awareness seminars focused on both visible and invisible disabilities (capturing local nuances)	IDB Team L&OD Team	CCAG disABILITY Network	Q3 FY22
Develop an Accessibility Confidence toolkit to support partners' and line managers' understanding of disability inclusion and accessibility as well as to build their capability and confidence to better support staff	IDB Team People & Culture Team L&OD Team	disABILITY Network	Q4 FY22
Develop manager/partner education series on supporting sustainable wellbeing practices and recognising ill mental health and profiling real life experiences	IDB Team L&OD Team	People & Culture Team	Q3 FY23
Increase the number of internal 'Mental Health First Aid Trainers' in the APAC region	L&OD Team	People & Culture Team	Q1 FY23
Launch global awareness campaign focused on neuro-diversity	disABILITY Network Internal Communications Team	CCAG	Q3 FY22
Launch global storytelling series focused on myth busting on disability and wellbeing issues	Internal Communications Team	IDB Networks	Annually



	Key action	Responsibility	Support	Timeframe
	Improve support mechanisms across disability inclusion and wellbeing			
	Review the firm's web accessibility to ensure accordance with the global Web Content Accessibility Guidelines, and action recommendations	IT Team	Communication & Brand Team	Q1 FY23
	Scale and implement 'Mindful Business Charter' framework across Ashurst practice groups globally	People & Culture Team Practice Heads	CCAG Wellbeing Allies	Ongoing
	Investigate employment pathway opportunities at Ashurst for people with disabilities (i.e. internships) and produce recommendations for implementation	Resourcing Team	IDB Team	Q1 FY23
	Undertake review of leave provisions and wellbeing support, and produce recommendations for implementation (such as wellbeing leave)	Reward & Benefits Team	IDB Team	Q1 FY23
	Partner with client and community groups to provide support and raise awareness of issues impacting wellbeing and disability inclusion			
	Partner with a minimum of one client per year to support and raise awareness of a wellbeing or disability community group or cause	BD & CRPs	IDB Networks	Annually
	Provide opportunities for Ashurst clients and community partners to access Ashurst hosted awareness and education sessions focused on wellbeing and disability inclusion	BD & CRPs	IDB Networks	Ongoing

# Gender equality



Creating a workplace that is committed to improving gender equality and balance within the firm is important to us. Women make up over half of our business and it is critical we retain and nurture this talent by providing opportunities to develop and thrive.

Key action	Responsibility	Support	Timeframe
 Review best practice and undertake benchmarking to ensure we are the most progressive law firm with IDB at the heart of everything we do			
Undertake benchmarking exercise biennially (in each region) to identify improvement opportunities. Identify and address any required interventions	IDB Team Reward & Benefits Team	CCAG	Q4 FY22
Undertake Gender Pay Gap reporting annually and publish results (and steps taken to address)	Reward & Benefits Team IDB Team	CCAG	Annually
 Develop and create development opportunities for female staff and partners to support progression			
Scale and develop internal mentoring programmes to ensure all female staff and partners have access to a formal mentor to help boost skills, experience and career progression	IDB Team People & Culture Team	CCAG Women's Network	Q3 FY22
Build sponsorship programme for female staff to work with BD & CRPs to build client and practice management experience	CRPs & BD IDB Team	CCAG Women's Network	Q3 FY23
Collaborate with a minimum of 1 client or community partner annually per region to build career development and networking opportunities for female staff and partners	Women's Network BD Team	IDB Team Events Team Social Impact Team	Annually

Key action	Responsibility	Support	Timeframe
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Raise awareness and provide education opportunities around issues impacting gender equality

Create an annual communication campaign which showcases various female leaders and employees and the diversity of career paths	IDB Team Internal Communications Team	Women's Network	Annually
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Launch formal education series to raise awareness of issues impacting gender equality including topics such as imposter syndrome, sponsorship and more	IDB Team L&OD	CCAG	Q4 FY22
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Develop framework to support those impacted by Domestic & Family violence and raise awareness of policies and support for colleagues impacted by domestic and family violence	People & Culture Team IDB Team	CCAG	Q2 FY23
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# LGBTI+



We aim to provide a truly inclusive environment where individuals are able to bring their whole self to work, whatever their sexual orientation or gender identity.

Key action	Responsibility	Support	Timeframe	
 Partner with client and community groups to provide support and raise awareness of issues impacting the LGBTI+ community	Partner with a minimum of one client per year, per region to support and raise awareness of a LGBTI+ community group or issue impacting the LGBTI+ community	BD & CRPs	Spectrum	Annually
	Provide opportunities for Ashurst clients to access Ashurst hosted LGBTI+ awareness and education sessions	BD & CRPs	Spectrum	Ongoing
	 Review best practice and support mechanisms to ensure the LGBTI+ community can thrive in their careers at Ashurst	Ensure support for LGBTI+ families is considered as part of the global parental leave policy with consideration given to surrogacy, adoption and foster leave provisions	IDB Team People & Culture Team	Spectrum
Scale the delivery of LGBTI+ awareness workshops so that it is available in all offices	IDB Team L&OD Team	Spectrum	Q3 FY23	
Develop support framework for Trans awareness and education including but not limited to gender affirmation leave.	IDB Team Spectrum	L&OD Team	Q4 FY23	
Undertake external benchmarking with approved LGBTI+ provider on a bi-annual basis	IDB Team Spectrum	CCAG	Q4 FY22	




	Key action	Responsibility	Support	Timeframe
	Recruit, develop and retain a diverse workforce that is reflective of the communities in which we operate			
	Review recruitment processes (and update if required) to ensure that there are no roadblocks that could impact trans and gender diverse people in the application to interview stages	Resourcing Team	IDB Team Spectrum	Annually
	Develop internal mentoring programme for the Ashurst LGBTI+ community to support career development and internal networking	IDB Team Spectrum	L&OD Team	Q2 FY23
	Raise awareness and provide education opportunities around issues impacting LGBTI+ inclusion			
	Increase awareness of the concept of gender and engage with gender-nonconforming individuals and/or communities to promote understanding by hosting a minimum of one (1) events or interview series annually	Internal Communications Team	IDB Team Spectrum	Annually
	Increase the visibility of LGBTI+ women in the workplace via a communications campaign series, while ensuring an intersectional focus	Internal Communications Team	IDB Team Spectrum	Q4 FY23
	Launch communications series profiling the LGBTI+ community at Ashurst	Internal Communications Team	IDB Team Spectrum	Q1 FY23

# Multiculturalism



We acknowledge the importance of understanding and celebrating colleagues' different backgrounds, faiths and cultures within the firm and in society in order to create a more inclusive culture.

Key action	Responsibility	Support	Timeframe	
 Strengthen our leadership engagement and accountability for inclusion, diversity & belonging (IDB) outcomes relevance to race, culture, ethnicity and faith	Develop a leadership programme which will provide networking opportunities, career coaching and mentorship for ethnically and culturally diverse staff	IDB Team L&OD Team	CCAG Q2 FY23	
	Develop a workshop focussed at helping managers and senior leaders to become more confident to discuss issues around race, ethnicity, faith and culture as well as promote continuous self-education	IDB Team L&OD Team	IDB Networks People & Culture Team	Q2 FY22
	Undertake Ethnicity Pay Gap reporting annually and publish results (in regions where data is available)	Rewards and Benefits Team	IDB Team People & Culture Team	Annually
	 Partner with client and community groups to provide support and raise awareness of issues aligned with race, culture and faith	Partner with a minimum of one client per year, per region to support and raise awareness of a community group or issue impacting multicultural communities	BD IDB Networks	CCAG IDB Team Annually
Provide opportunities for Ashurst clients and community partners to access Ashurst hosted multiculturalism awareness and education sessions		BD & CRPS	IDB Networks	Ongoing
Continue work to implement and undertake actions as outlined in the Race Fairness Commitment, globally where possible		IDB Team People & Culture Team CCAG	CCAG	Ongoing
Continue work to implement and undertake actions as outlined in the Reconciliation Action Plan		Social Impact Team	IDB Team Reconciliation Champions RAP Working Group	Ongoing

Key action	Responsibility	Support	Timeframe
 Raise awareness and provide education opportunities around race, culture and faith			
Develop Cultural & Religious Handbook to provide education on different faiths and cultures	IDB Team IDB Networks	CCAG	Q3 FY22
Build Anti-Racism & Zero Tolerance approach to racism into annual compliance training modules	IDB Team L&OD Team	Resourcing Team	Q4 FY22
Run Anti-Racism workshops annually for partners and staff	IDB Team L&OD Team	CCAG	Annually
Create education series focussing on ethnicity, faith and cultural diversity	IDB Team IDB Networks	CCAG	Q3 FY23




# Social Inclusion and Mobility



We are taking active steps to ensure that we appeal to those who might not have a 'typical' or 'traditional' background. Through our Social Inclusion and Mobility strategy and network, working closely with the Social Impact and Early Careers teams, we focus on issues affecting both recruitment and retention.

Key action	Responsibility	Support	Timeframe
 Develop an online portal 'The Careers Hub' that provides key support and resources for students and those seeking a career at Ashurst	Build our virtual 'Careers' hub into a one-stop-shop for students to access information about legal careers and upskilling opportunities	Resourcing Team IDB Team Social impact team	Q2 FY23
	Showcase our Ashurst people and their career journeys on the virtual 'Careers Hub' and include content designed to dispel myths about careers in law and highlight the range of career options available	Resourcing Team SoMo Network IDB Team Social Impact Team	Q2 FY23
	 Build social impact outreach programmes to support our community	Work with our Social Inclusion and Mobility charity partners to launch an annual bursary that will financially support educational opportunities for high potential candidates from less advantaged backgrounds	Resourcing Team IDB Team SoMo Network Social Impact Team
Continue to run (and scale where appropriate) virtual graduate programmes to reach students who are geographically less likely to be able to attend an in-person scheme		Early Careers Team SoMo Network IDB Team	Ongoing
Support young people in their education and career journeys. In particular, open up access to Ashurst and the broader legal profession to young people from nontraditional backgrounds and positively impact the lives of young people experiencing marginalisation, disadvantage, financial exclusion and/or hardship; and First Nations young people		Social Impact Team IDB Team Early Careers Team	Ongoing



Key action	Responsibility	Support	Timeframe
 Build an inclusive culture within our firm where candidates and our Ashurst community can thrive			
Undertake review of recruitment processes at early careers and lateral level. Identify and remove any possible barriers (i.e. covering letters and personal references) and establish new process	Resourcing Team	SoMo Network IDB Team	Q1 FY23
Create educational materials which focuses on educating partners and managers on the challenges facing individuals from lower socio-economic backgrounds to ensure a shift in culture at the firm	SoMo Network Social Impact Team	CCAG IDB Team	Q2 FY23
Develop internal Social Inclusion and Mobility mentoring programmes to support career development and internal networking	SoMo network IDB Team	CCAG Social Impact Team	Q1 FY23





# Glossary

Term	Definition
APAC	Asia-Pacific
BD	Business Development
C&B	Communication & Brand
C2C	Committed to Change
CCAG	Committed to Change Advisory Group
Circle in	Working parents and carers platform which is aimed at supporting employees through their career and caregiving journey
Comms	Communications
CRP	Client Relationship Partner
EMEA	Europe, the Middle East and Africa
ET	Executive Team
HRIS	Human Resource Information System
IDB	Inclusion, Diversity & Belonging (previously D&I)



Term	Definition
Intersectionality	The interconnected nature of social categorisations such as race, class, and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage
IT	Information Technology
L&OD	Learning & Organisational Development
MBC	Mindful Business Charter
OMPS	Office Managing Partners
People and Culture Team	People & Culture Team (previously HR Team)
Reverse Marketing	A mentoring relationship designed to support senior leaders (mentees) in seeing a different perspective through their mentor's eyes – whether from the vantage point of gender, ethnicity, culture, sexual orientation, smarter working or simply a different stage in life
RFC	Race Fairness Commitment
Senior Leadership	Board, ET, board committees, OMPs, regional heads, practice group heads and senior business service leaders
SoMo Network	Social Inclusion & Mobility Network
Spectrum	LGBTI+ Network

Ashurst