

Arthur Cox

We continue to evolve our equality, diversity and inclusion strategy and initiatives and we are proud of the progress made to date and our focus on developing and fostering an inclusive workplace where everyone can be at their best and achieve their potential. Our firm governance requires us to have a minimum representation of women across both our policy and management committees.

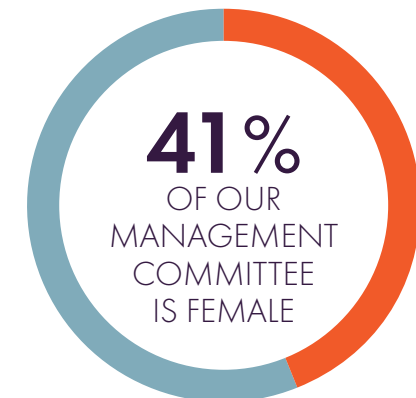
Working towards better gender balance and supporting women's careers and their progression to leadership positions is a core element of our business strategy. Our 'Gender in the Firm' strategy has been a priority area of focus for many years and we are proud of the actions taken and results achieved, ensuring that women in our firm are supported throughout their careers. But we know that there is still more work to do.

In order to ensure we are delivering on our aim, we have focused on a number of key strategic priorities and initiatives which have been central to our success to date. These priorities include sponsorship, mentoring, maternity coaching, networking lunches, bespoke training and internal seminars and events.

Our formal sponsorship programme has been rolled out across all departments and is aimed at our female senior associates who are considered to be rising leaders in the firm. Senior partners act as sponsors, and are responsible for ensuring the following:

1. The sponsee receives regular and ongoing feedback on projects they complete;
2. The sponsee is supported in identifying career goals and career paths;
3. The sponsee is given appropriate work allocation and opportunities for contact with key clients and that their profile is raised within the partnership and externally; and
4. Associates are appropriately recording their time to highlight their performance and contributions.

In order to ensure accountability, our Heads of Department provide updates to the partnership on the progress and impact of the sponsorship programme within their area. We continue to keep this process under review to ensure we get meaningful feedback on the impact for our female sponsees and their progression in the firm. In parallel, we offer mentoring to all our



associates and trainees to support them in developing their career and their path to partnership. Our mentor programme ensures that we support progression for people from the beginning of their careers. Mentors are assigned from outside the mentee's own department which facilitates further networking and career opportunity. We also continue mentoring for all females who progress to a fixed share partner role to ensure that support at this leadership level is maintained, as our fixed share partners are a key leadership group for the future of the firm.

Our Chief People Officer conducts regular roundtable discussions with our fixed share partners to obtain feedback on how we can consistently improve our efforts to support those progressing to full partnership. These sessions help ensure that we are meeting the needs of this key leadership group and evolving our initiatives as needed.

A huge support for all our female population who have children is our maternity coaching programme. During the programme, a highly regarded external business coach works with expectant mothers before, during and after their maternity leave. The purpose is to allow expectant mothers to fully understand and explore the maternity transition and be effective in meeting the challenges it can create. We are evolving this into a working parents programme and hope that it will extend well beyond

the maternity leave transition and into advance career planning. We also offer extensive support to fathers in the firm through progressive parental and paternity leave policies, which includes a novel shared parenting leave policy that allows the sharing parent to avail of any maternity leave untaken by the mother. We have also recently established coffee mornings and working parents' discussions to promote both role-modelling and sharing of personal experiences. These additional areas of focus are critical to supporting the successful progression of our female talent, facilitating improved sharing of parental responsibilities and leave in what are often dual career families.

We have worked hard to be accountable for the target we have set for women in leadership positions in the firm, and are pleased to confirm we have achieved our target of increasing the percentage of all women partners to 40%. The strategies outlined above have been pivotal to the increase in our female leadership.

We have made great strides in our firm to ensure women progress to leadership positions but we are very conscious that we cannot be complacent. We review our 'Gender in The Firm' strategy on a yearly basis and continue to seek feedback from internal stakeholders and external supporters to ensure we are being as effective as possible in enabling women in the firm to thrive.

TOP 5 TACTICS

Strategy-driven approach

Sponsorship of female senior associates who are considered to be rising leaders in the firm

Mentoring for all associates and trainees

Supporting new parents

Accountability through targets for women at partnership level

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