

EDI Review 2025



About this report

This report outlines DAC Beachcroft's Equity, Diversity and Inclusion (EDI) activity, progress and people profile during 2025. It highlights the work undertaken across our colleague networks, key initiatives, partnerships and people-related activity, alongside the latest diversity data available to help us understand the experiences and representation of our people.

2025 has been a year of transition for our EDI agenda. The period covered by our previous EDI Strategy has now concluded, providing an opportunity to reflect on the progress achieved, consider emerging priorities and assess where we can create the greatest impact in the future.

Throughout the year, we have undertaken a review of our approach to EDI, drawing on colleague feedback, people data, network insight, market developments and client expectations. This work is helping to inform the development of a refreshed EDI Strategy, which will provide a clear framework for our priorities, objectives and measures of success over the coming years.

As part of this strategic refresh, we are also reviewing our governance arrangements to strengthen leadership accountability, improve oversight and ensure EDI remains closely aligned to our wider People Strategy and business objectives. A new governance structure is expected to support the delivery of our future strategy and help drive meaningful, measurable outcomes across the business.

While the next phase of our EDI journey is being developed, our commitment to fostering a fair, inclusive and respectful workplace remains unchanged. The achievements highlighted in this report demonstrate the continued dedication of our colleagues, networks, leaders and allies who work collectively to create an environment where everyone can belong, contribute and thrive.

This report reflects our progress during 2025 and the data in the report is a snapshot on 1 May 2026.





Foreword from our Senior Partner

I am delighted to introduce DAC Beachcroft's Equity, Diversity and Inclusion Report 2025.

At DACB, we recognise that creating an inclusive workplace is fundamental to our success as a business. Equity, diversity and inclusion are not standalone initiatives; they are integral to our People Strategy, our culture and the way we work with colleagues, clients and communities.

During 2025, we continued to build on the strong foundations established over recent years. We have strengthened our colleague networks, increased collaboration with clients and external organisations, expanded opportunities for listening and learning, and continued to embed inclusion into our leadership and people practices. We have also begun an important evolution of our EDI strategy, moving towards a more outcomes-focused approach centred on fairness, access, inclusion and representation.

This report highlights both the progress we have made and the areas where further action is required. While we have made significant progress towards our ambition to improve female representation in senior leadership, our people data demonstrates the need to continue addressing barriers to progression and representation across a range of diversity characteristics.

I would like to thank all our people, and especially our colleague network leaders, EDI champions, allies and partners who continue to dedicate their time, energy and expertise to making DACB a more inclusive place to work. Their commitment plays a vital role in driving meaningful change throughout our organisation.

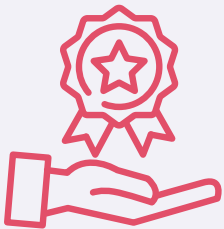
Together, we remain committed to building a workplace where everyone feels valued, respected and empowered to thrive.

Ben Daniels, Senior Partner

Target business outcomes

In 2025, we began refreshing our Equity, Diversity and Inclusion Strategy using the FAIR Framework, focusing on Fairness, Access, Inclusion and Representation. This evolution reflects our ambition to move beyond activity-led approaches and towards measurable outcomes that improve colleague experience, strengthen business performance and support our long-term strategic goals.

Our EDI Strategy is designed to deliver the following outcomes:



Attract and Retain Talent

Creating an inclusive workplace helps us attract, develop and retain talented people from diverse backgrounds. We want all colleagues to feel they belong, can contribute fully and have equitable opportunities to progress.



Improve People Outcomes

By using people data, engagement data and colleague feedback, we can better understand disparities, identify barriers and take informed action to improve recruitment, progression, retention and wellbeing outcomes.



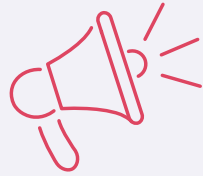
Strengthen Leadership Accountability

Creating sustainable change requires visible leadership commitment. Through strengthened governance, leadership engagement and accountability mechanisms, we aim to ensure inclusion is embedded within decision-making and organisational priorities.



Build on Our Inclusive Culture

Through allyship, reciprocal mentoring, colleague networks, listening exercises and learning opportunities, we aim to foster a culture where colleagues feel respected, heard and safe to bring their authentic selves to work.



Deepen Client Relationships

EDI provides valuable opportunities to collaborate with clients, share knowledge and build stronger relationships. Increasingly, our networks are supporting client engagement, thought leadership and sector collaboration.



Drive Business Performance

Diverse perspectives strengthen innovation, decision-making and organisational effectiveness. Our EDI Strategy supports DAC Beachcroft's wider People Strategy and our ambition to be a future-ready, high-performing business.



Enhance Our Reputation

We aim to continue building our reputation as an inclusive employer and responsible business through external partnerships, benchmarking activity and meaningful engagement within our markets and communities, being a great employer and a good place to work.



Our people

Gender

Women continue to make up the majority of our people, representing 65.1% of all colleagues. Female representation remains strong across the organisation, with women accounting for 69.8% of Business Services colleagues and 68.2% of Fee Earners. Women represent 38.3% of Partners.

During 2025, we maintained our achievement of exceeding the firm's target of 40% women in senior leadership positions. While female representation in senior leadership increased significantly over recent years, representation stood at 38% on 1 May 2026, highlighting the importance of continued focus on progression and leadership opportunities for women.

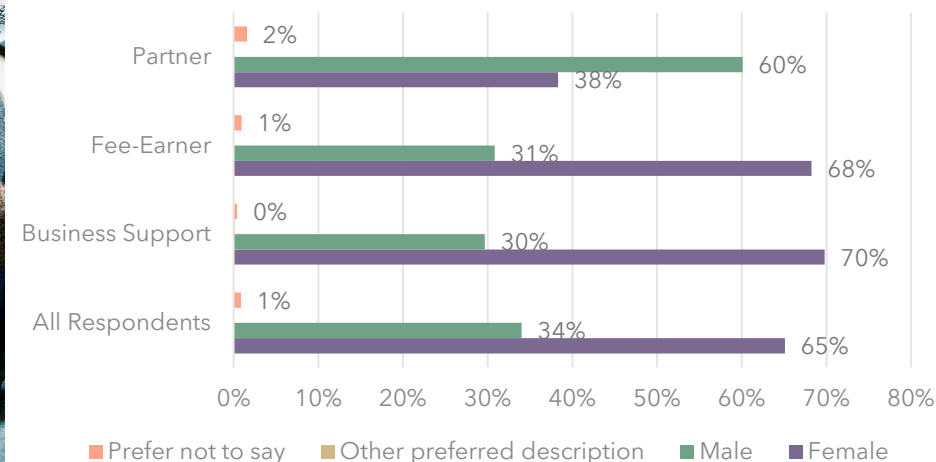
Our Women in Leadership Programme

Our first WLP concluded in February 2025. The long-term impact of the programme will continue to be evaluated over time, reflecting its objective to support and encourage women into senior leadership positions and partnership. Four of the 17 delegates (23%) entered Equity Partnership in May 2026, with an additional female Equity Partner coming from within the Developing Leaders Programme alumni.

Subject to final planning and approval, we anticipate launching a second Women in Leadership Programme in spring 2027, building on the learning and outcomes of the first cohort.



What is your sex?



Gender Equity Network

2025 marked an important milestone for the Gender Equity Network with the successful transition from Women+ to GEN (Gender Equity Network). The rebrand reflects a broader and more inclusive focus on gender equity and allyship across the business.

The network strengthened local committees across our offices, increasing colleague engagement and creating greater opportunities for local ownership and participation.



Engagement and awareness

GEN delivered a successful International Women's Day campaign themed Allyship in Action, encouraging participation through colleague stories, videos and internal engagement activity.

The network also increased visibility across internal communication channels and collaborated with the Wellbeing Team on a number of Lifting the Lid sessions, helping to create opportunities for open dialogue and education.



Supporting policy and progression

GEN continued to act as an important voice in shaping people policies, contributing insight and feedback on maternity, parental leave and domestic abuse policies.

The network also:

- Supported the implementation of the GEN Allyship Programme.
- Contributed to Back to Work mentoring support for colleagues returning from maternity and parental leave.
- Supported the evolution of Menopause Champions into the broader Three M's Champions initiative, covering menopause, menstrual health and menstruation.



Client collaboration

The network significantly expanded its external engagement during 2025, building relationships with a range of clients and external organisations. The network also hosted client roundtable discussions involving organisations from across the insurance and legal sectors.

As our people data demonstrates, continued focus on gender representation and progression remains important. GEN plays a key role in supporting these objectives through advocacy, allyship and engagement.

Our people

Ethnicity

Ethnically diverse colleagues represent 22.1% of our profile, while 77.9% identify as White. Representation among Partners stands at 11.1%, highlighting the importance of continuing to focus on progression and leadership opportunities for ethnically diverse colleagues.

Our make up includes colleagues from a broad range of ethnic backgrounds, including Asian, Black, Mixed Heritage and other ethnic groups, contributing valuable perspectives and experiences across the firm.

Ethnicity	All Respondents	Business Support	Fee-Earner	Partner
African	1.3%	1.0%	1.8%	0.0%
Any other Asian background	1.1%	0.7%	1.4%	0.5%
Any other Black background	0.3%	0.4%	0.4%	0.0%
Any other ethnic group	1.4%	1.2%	1.8%	0.3%
Any other Mixed/Multiple background	1.4%	1.2%	1.5%	1.6%
Any other White background	7.5%	10.0%	6.3%	7.3%
Arab	0.1%	0.1%	0.2%	0.0%
Bangladeshi	0.7%	0.8%	0.9%	0.0%
British/English/Welsh/Northern Irish/Scottish	66.5%	67.0%	63.9%	77.0%
Caribbean	0.9%	1.5%	0.7%	0.5%
Chinese	1.1%	0.9%	1.3%	0.5%
Indian	4.0%	3.7%	4.8%	0.8%
Irish	3.9%	2.6%	4.4%	4.6%
Pakistani	2.7%	1.8%	3.7%	0.3%
Prefer not to say	4.9%	5.1%	4.8%	5.1%
Roma	0.2%	0.1%	0.1%	0.5%
White and Asian	1.1%	1.1%	1.2%	0.5%
White and Black African	0.4%	0.1%	0.7%	0.0%
White and Black Caribbean	0.4%	0.6%	0.4%	0.0%
White and Chinese	0.1%	0.1%	0.0%	0.3%

ACCESS – Race Equity Network



Listening to colleagues

During 2025, a key focus of the Race Equity Network was improving understanding of the experiences of ethnically diverse colleagues through meaningful engagement and dialogue.

The firm conducted a Race Equity Listening Exercise, providing a confidential and supportive environment for colleagues to share experiences, identify barriers and discuss opportunities for improvement.

The feedback generated valuable insight into colleague experiences and is helping to shape future priorities and actions across the business.



Reciprocal Mentoring Programme

The Reciprocal Mentoring Programme continued during 2025, connecting senior leaders with ethnically diverse colleagues to create opportunities for meaningful two-way learning.

The programme has encouraged greater awareness of lived experiences, strengthened allyship and supported more informed leadership decision-making.

With ethnically diverse colleagues representing 22.1% of our people but 11.1% of Partners, these initiatives form an important part of our efforts to better understand barriers to progression and create a more equitable workplace.

ACCESS will continue to build on the insights gained through listening and mentoring activity, helping to drive cultural change, improve colleague experience and support greater representation throughout the organisation.

Our people

LGBTQ+

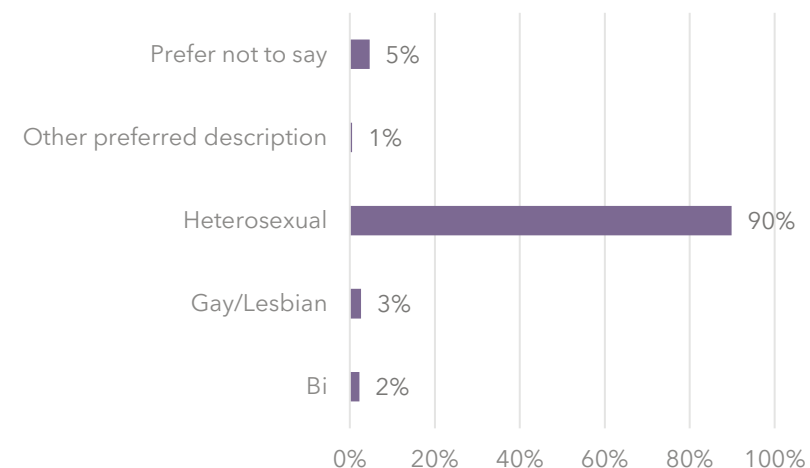
5.5% of colleagues identify as gay, lesbian, bisexual or another sexual orientation, whilst 89.9% identify as heterosexual. 4.7% preferred not to disclose their sexual orientation.

In addition, 1.6% of colleagues reported that their gender identity is not the same as their sex recorded at birth, whilst 2.5% preferred not to answer.

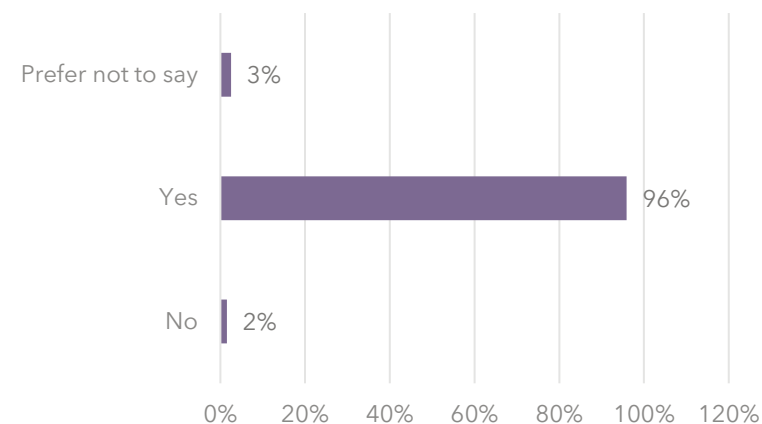
These figures reinforce the importance of fostering a culture where LGBTQ+ colleagues feel safe, supported and confident in being themselves at work.



Sexual orientation



Is your gender identity the same as registered at birth?



Spectrum: LGBTQ+ Network

During 2025, Spectrum continued its evolution from an internally focused colleague network to a strategic EDI platform that supports colleague engagement, client collaboration, thought leadership and relationship building.

The network delivered a structured programme of awareness activity aligned to key dates throughout the LGBTQ+ calendar, including:

- Transgender Day of Visibility
- Lesbian Visibility Week
- International Day Against Homophobia, Biphobia and Transphobia
- Pride Month

Quarterly newsletters and organiser plans helped maintain engagement and visibility throughout the year.



Education and thought leadership

A significant achievement during 2025 was the launch of Spectrum's first podcast mini-series through internal communication channels. Topics included:

- Spectrum: Its Aims and Objectives
- Coming Out
- Rainbow and Blended Families

The podcasts provided colleagues with opportunities to hear personal stories, increase understanding and learn from lived experiences.

Spectrum also hosted panel discussions and colleague check-ins linked to Mental Health Awareness Week and Transgender Day of Visibility, helping to educate colleagues and Mental Health First Aiders on LGBTQ+ inclusion.



Pride Month

Pride Month remained a key moment in the Spectrum calendar.

The network planned and delivered DACB Pride Day on 10 June 2025, with activity across multiple offices including Pride breakfasts, lunches, networking opportunities and fundraising initiatives.

Additional activity included:

- LINK networking events.
- LGBTQ+ guided walks.
- Participation in regional LGBTQ+ conferences.
- Firmwide Pride communications campaigns.

Through networking events, joint Pride activity and collaborative discussions, Spectrum has increasingly positioned itself as a client-facing network that supports DAC Beachcroft's wider EDI and relationship-building objectives.



Client Collaboration

Spectrum continued to develop The Spectrum Collective, providing a collaborative platform for DAC Beachcroft colleagues and external organisations to engage in cross-organisational LGBTQ+ initiatives.

Spectrum strengthened relationships with a range of external organisations through networking events, joint Pride activity and collaborative discussions.

Our people

Disability and wellbeing

6.3% of colleagues identify as disabled under the Equality Act definition. A further 7.5% report that a long-term health condition or disability limits their daily activities.

We also recognise the impact of caring responsibilities, with approximately 8.6% of colleagues providing regular care for someone with a disability, long-term health condition or age-related need.

We are committed to creating an inclusive environment where colleagues can thrive and access the support they need throughout their careers. As signatories to the Mindful Business Charter, we promote healthier ways of working and have developed a network of Accessibility Champions who provide a confidential listening ear and help signpost support and workplace adjustments. During 2025, we reviewed and enhanced our reasonable adjustments process and continued to expand the range of support available to colleagues, including neurodiversity assessments, mental health awareness resources and webinars, menopause support through our private healthcare provider and practical workplace initiatives such as menopause lockers. Through our membership of PurpleSpace and the Business Disability Forum, we continue to learn from best practice and strengthen our approach to disability inclusion and wellbeing.



Our people

Social diversity

Social mobility remains an important aspect of our inclusion agenda. Our data shows:

- 56.0%** attended a state-funded, non-selective school.
- 12.4%** attended an independent fee-paying school.
- 74.6%** attended university.
- 31.0%** attended a Russell Group university.
- 3.1%** attended Oxford or Cambridge.
- 56.8%** were the first generation in their family to attend university.
- 5.4%** received free school meals whilst at school.

Our social mobility data demonstrates that DAC Beachcroft's people come from a broad range of educational and socioeconomic backgrounds. More than half of colleagues attended a state-funded non-selective school and over half were the first generation in their family to attend university. These figures challenge traditional assumptions about pathways into the legal profession and reflect the value we place on attracting and developing talent from diverse backgrounds.

Throughout 2025, we continued to support social mobility through a range of early talent outreach initiatives designed to widen access to careers in law. This included participation in the PRIME programme, the 10,000 Interns Foundation and the West of England Legal Early Careers Network, providing work experience and internship opportunities for individuals from underrepresented backgrounds. These initiatives help raise awareness of career opportunities within the legal sector, improve employability skills and support access to the profession for a broader range of talented individuals.



Social diversity data

Which type of school did you attend for the most time between the ages 11 and 16?	Headcount %
Attended school outside the UK	9%
Independent fee paying school	12%
Independent fee paying school (>90% bursary covered)	2%
Other/Don't know	4%
Prefer not to say	4%
State-run or state-funded school (non-selective)	56%
State-run or state-funded school (selective on academic/faith/other grounds)	12%
Respondents who have been in social care in the UK or elsewhere:	Headcount %
No	96%
Prefer not to say	4%
Yes	1%
Was your family eligible for free school meals or income support?	Headcount %
Both	5%
Don't know	12%
Free school meals	5%
Income support	2%
Neither	71%
Prefer not to say	5%
What was the occupation of your main household earner when you were about 14?	Headcount %
Clerical and intermediate occupations*	5%
Long term unemployed*	2%
Modern professional and traditional professional*	34%
Other*	10%
Prefer not to say	9%
Routine/semi-routine manual and service occupations*	12%
Senior/middle/junior managers or administrators*	13%
Small business owners who employed less than 25 people*	8%
Technical and craft occupations*	8%

Have you attended University (to study a BA or BSc course or higher)?	All Respondents	Business Support	Fee-Earner	Partner
No	22%	49%	12%	2%
Prefer not to say	3%	3%	3%	3%
Yes	75%	48%	85%	95%
Sum:	100%	100%	100%	100%
Respondents who attended a Russell Group University:	All Respondents	Business Support	Fee-Earner	Partner
No University	24%	52%	12%	2%
Other / non Russell Group	44%	35%	49%	44%
Prefer not to say	1%	1%	2%	1%
Russell Group University	31%	12%	37%	53%
Sum:	100%	100%	100%	100%
Respondents who attended Oxbridge:	All Respondents	Business Support	Fee-Earner	Partner
No University	24%	52%	12%	2%
Other / non Oxbridge	72%	47%	83%	88%
Oxbridge	3%	0%	3%	9%
Prefer not to say	1%	1%	2%	1%
Sum:	100%	100%	100%	100%

Diversity data cont..

Age Bracket	Headcount %
16 to 24 years	9.6%
25 to 34 years	32.4%
35 to 44 years	24.7%
45 to 54 years	20.6%
55 to 64 years	11.3%
65+ years	1.4%
Do you consider yourself to have a disability according to the definition in the Equality Act 2010?	Headcount %
No	93.7%
Yes	6.3%
Are your daily activities limited by a long-term (12 months or more) health problem or disability?	Headcount %
No	88.1%
Prefer not to say	4.4%
Yes - limited a little	6.7%
Yes - limited a lot	0.8%
Do you look after/care for someone with long term physical or mental ill health caused by disability or age?	Headcount %
No	85.5%
Prefer not to say	5.9%
Yes; 1 - 19 hours a week	6.6%
Yes; 20 - 49 hours a week	0.9%
Yes; 50 or more hours a week	1.1%
Are you a primary carer for a child or children under 18?	Headcount %
No	65.3%
Prefer not to say	2.2%
Yes	32.5%

Religion	Headcount %
Any other religion or belief	1.6%
Buddhist	0.4%
Hindu	1.3%
Jewish	0.6%
Muslim	4.0%
No religion or belief/Atheist	46.5%
Other Christian religion/belief	19.1%
Prefer not to say	6.1%
Protestant	7.4%
Roman Catholic	11.4%
Sikh	1.5%

Looking ahead to 2026

2025 was a year of progress, reflection and strategic evolution.

Our colleague networks have continued to mature and expand their influence, moving beyond awareness-raising to contribute to policy development, client engagement, leadership learning and organisational change. Across GEN, the Race Equity Network and Spectrum, our colleagues continue to demonstrate the passion, commitment and expertise required to create lasting impact.

As we move into 2026, our priorities will include:

- Embedding the refreshed EDI Strategy and FAIR Framework.
- Strengthening leadership accountability and governance.
- Increasing confidence in diversity data collection and insight.
- Building on the findings of listening exercises and mentoring programmes.
- Continuing to strengthen collaboration with clients and external partners.
- Focusing on measurable outcomes that improve fairness, access, inclusion and representation.

While there is more work to do, we remain committed to ensuring that DAC Beachcroft is a place where everyone can belong, contribute and thrive.





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