

Diversity and Inclusion Policy

We are committed to promoting equality and respecting all aspects of diversity in our firm. We believe that a welcoming, diverse and inclusive workplace enables innovation, encourages collaboration and provides employees and clients with the best possible futures.

We believe that diversity and inclusion is a social and ethical responsibility grounded in our core values and it is also a business imperative for a number of reasons:

- The weight of academic research overwhelming concludes that better diversity leads to better decision making; we do not want sub-optimal decision making for our firm, for our clients or for our people.
- The research also points to evidence of better overall business performance.
- Increasingly it will be essential for attracting and engaging with current and new clients (and in new markets).
Likewise, it is / will be essential for attracting and retaining a high quality and engaged workforce.

In our continuing effort to become a fully inclusive firm, we recognise, celebrate, leverage and respect the diversity of our workforce, our clients and our communities.

Through active promotion of diversity and inclusion in our firm, our aim is to have

- an engaged and productive workforce where everyone feels they have a place in our firm and that they belong;
- excellent decision-making, both in respect of *how* decisions are made and the *quality* of those decisions, avoiding group-think;
- a firm that continues to be attractive to future generations of clients and employees and reflects their needs;
- We maintain the highest standards of professionalism and continue to aspire to be the most admired professional services firm.

In running our business, we will strive to:

- nurture an environment and culture that allows everyone to feel safe, free to be themselves and to do their best work;
- provide career progression and opportunities for everyone, free from unconscious bias or other unintended barriers;
- actively monitor and report on our performance in implementing this policy.

Implementing our policy

We believe it will benefit our firm to reflect the profile of the wider UK population and we seek to achieve that through natural means and implement this policy without resorting to measures such as forcing a particular distribution of protected characteristics (i.e. material positive discrimination). However, we must recognise that the future generations of clients and employees already assess our firm on the basis of full diversity rather than being anchored in inherited legacy.

Our policy on diversity and inclusion is determined by what is best for our firm, people and clients. Our actions in implementing this policy will be directed in pursuit of this outcome and not to seek influence over communities beyond the limits of our firm's reach, such as wider societal change; political movement; lobbyists, etc.

We remain open to challenging ourselves as to the best way to achieve a diverse and inclusive firm and to be prepared to change long-standing conventions if that is beneficial to our business.