

Supporting our people

The wellbeing, safety and development of our people has always been at the heart of everything we do. This has been more important than ever over the past year.

Equipping people with the skills they need to progress while serving our clients is a key priority, and we began the financial year by launching our biggest ever upskilling project. So far, over 5,000 of our people have participated, learning how new technologies can help us work with our clients to help solve important problems.

4.5 million
participants

In the first 100 days of working from home, we hosted over one million **Google Meets** with over 4.5 million participants, to ensure we stayed more connected than ever.

5,000+
employees

Over 5,000 of our people have attended our **Digital Academies**, our largest ever training programme.

3,300
views
globally

We've had 3,300 views by children across the world on our free technology lessons as

part of our **Tech We
Can** programme.

Our investment in technology over a number of years helped us all move smoothly to home working, and our values of care, working together and reimagining the possible have been brought to life as our people adapted to new ways of working and collaborating.

We've also used technology to serve our communities, by supporting social enterprises and school students, giving them access to tools like our Digital Fitness App and online employability tools.

Employer

As a large employer, we know we can play an important role in levelling up society and providing opportunities for different groups of people. Before COVID-19, we updated our recruitment and outreach processes to improve access for diverse groups of people. This included female-friendly work experience initiatives, partnering with organisations like UK Black Tech to help us reach and offer opportunities to young people from ethnic minority groups, and ringfencing roles on our student programmes for those from lower socio-economic backgrounds.

“12,000 of our people logged in to a live conversation with a doctor and psychiatrist answering questions on physical and mental health.”

Laura Hinton, Chief People Officer

Lockdown challenged us to find different, virtual ways of welcoming new joiners to our business. Just two weeks after lockdown was announced, we managed to welcome over 180 graduates to start their careers with us. Since the start of lockdown, we've hired over 750 people either at the beginning of their careers or as experienced recruits, helping us strengthen our workforce as we prepare for the future.



Our people are at the heart of everything we do



[Read transcript](#)

Laura Hinton, Chief People Officer

Protecting jobs has been a priority, and early on we took the decision to shoulder the financial burden of COVID-19 in order to safeguard jobs. The physical health and mental wellbeing of our people has continued to be a priority. We've given all our people access to live webcasts with doctors and mental health professionals, providing regular opportunities for reassurance and to have questions answered by experts.

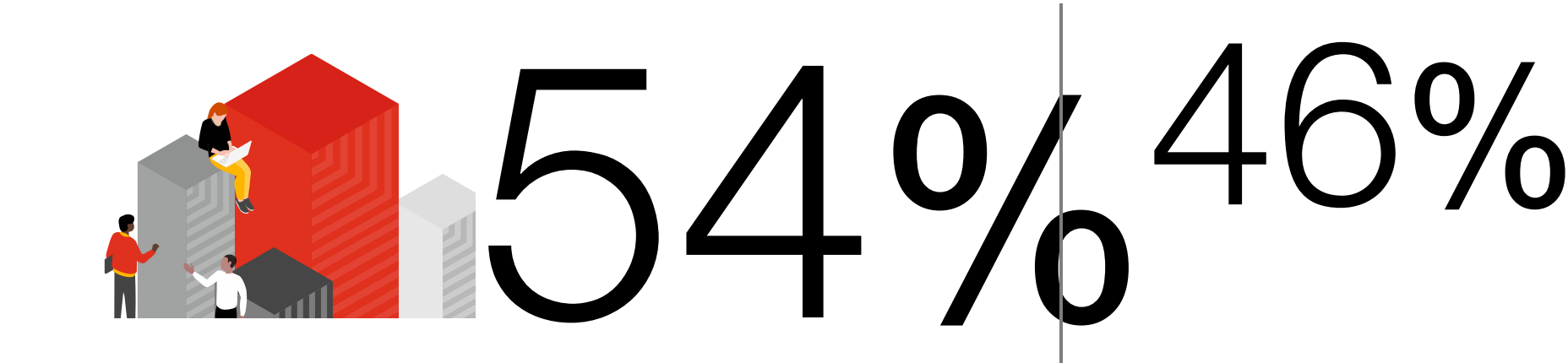
Our diversity is our strength

This is our sixth year publishing our gender pay gap, and our fourth year voluntarily publishing our ethnicity pay gap. Our data-driven approach is integral to promoting action and driving real change. Find out more about our diversity pay data and our approach to pay.

Gender data

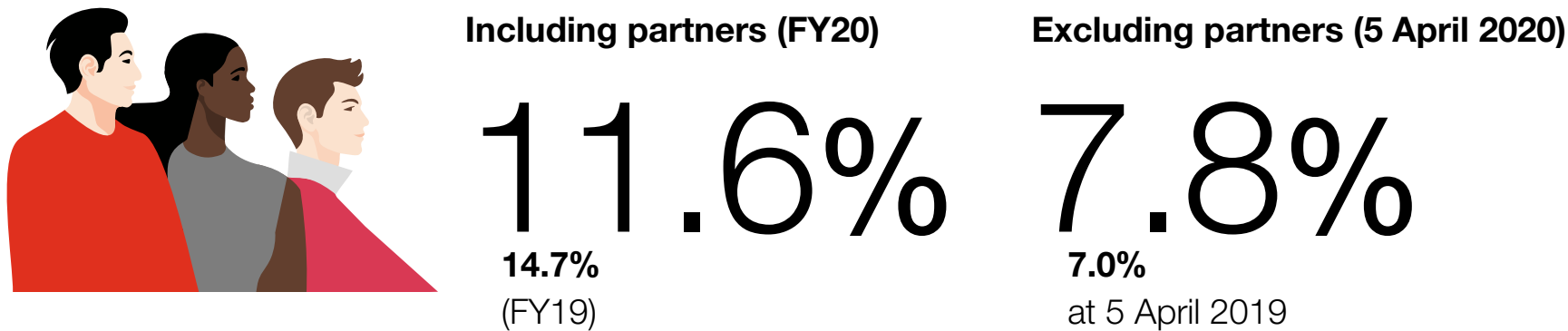
Male

Female



Whole firm Associate Senior associate Manager Senior manager Director Partner

Gender pay gap (median)



This year we’ve seen a continued reduction in nearly all of our pay gaps compared to 2019, with the exception of our regulatory gender pay gap which saw a small increase of 0.8% for the first time in five years. This serves to strengthen our commitment to address all the drivers of our diversity pay data to ensure we are on track to minimise the gaps.

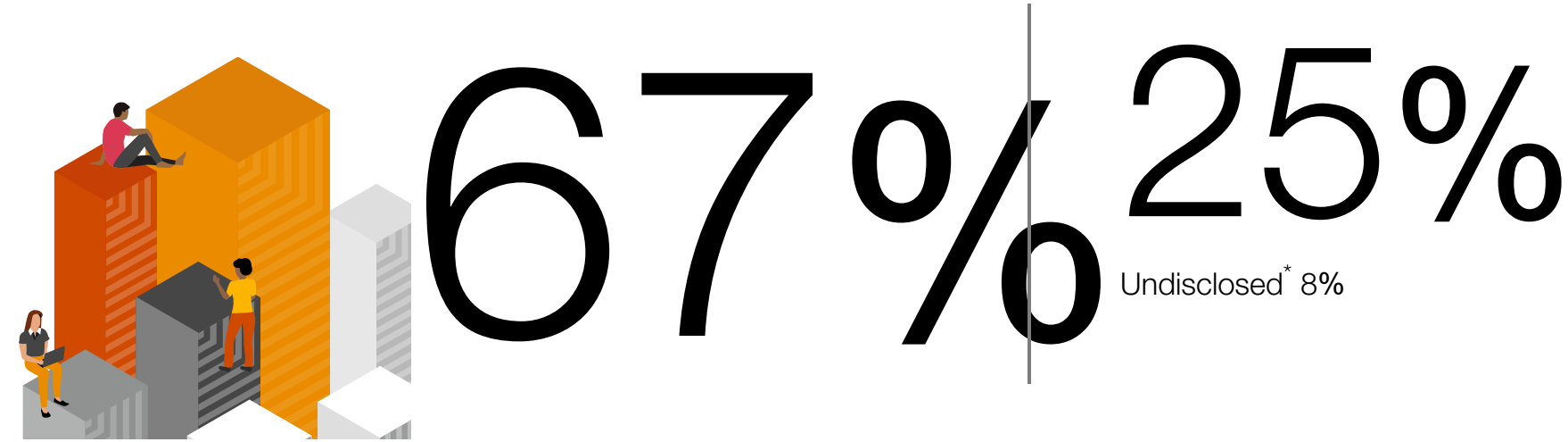
Guided by our data, we have a five point action plan outlining the steps we're taking to promote diversity and inclusion within our business.

Using data to sharpen our focus on ethnicity

Here you can interact with our diversity data explorer to view our ethnicity pay gap and performance against our targets. This year, for the first time, we’re also presenting our ethnicity pay and bonus gap data broken down into Black, Asian and Mixed Ethnic Background data.

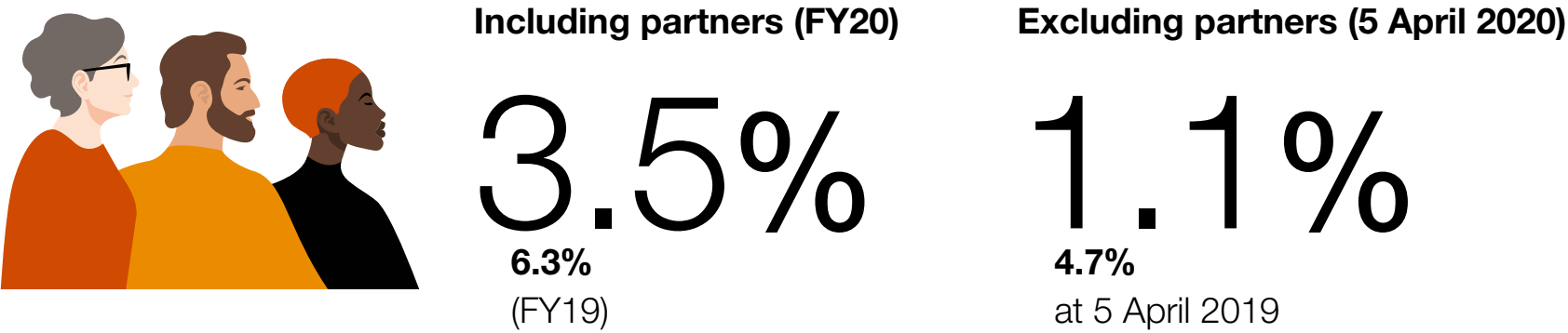
Ethnicity data

White Ethnic minority



Whole firm Associate Senior associate Manager Senior manager Director Partner

Ethnicity pay gap (median)



The black lives matter events of early summer served as an important reminder of the inequality that still exists across society. We added to our existing diversity and inclusion plan by announcing a targeted action plan focused specifically on ethnicity, and we relaunched our Speak Up campaign as a way of continuing to drive improvements in all that we do.

We first set five-year diversity targets in 2015 to measure the success of our action plan over time. This year, we've updated our targets to 2025 to ensure we continue to build a diverse workforce with an inclusive culture based on fairness, trust and belonging.