

2026 update

OUR DIVERSITY TARGETS

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In May 2025, we refreshed our diversity targets, building on the commitments we first set out in 2021.

This report outlines our progress as at 1 May 2026 and some actions that we're taking. As we move forward, our focus remains on embedding inclusion across the firm in a practical and sustainable way, supported by our data and our colleagues' feedback on their experiences.

“We're working hard to ensure greater diversity, underpinned by an inclusive culture.

I'm encouraged that we are progressing towards our partner ethnicity targets in the UK, and that this year's internal partner promotions were gender balanced. That said, we are behind on our goal to have 38% women partners by 1 May 2028. The challenge remains for us to attract and recruit more women into the partnership as we grow.

This is exactly why we set these goals: to keep us focused and accountable as we grow purposefully and responsibly.”



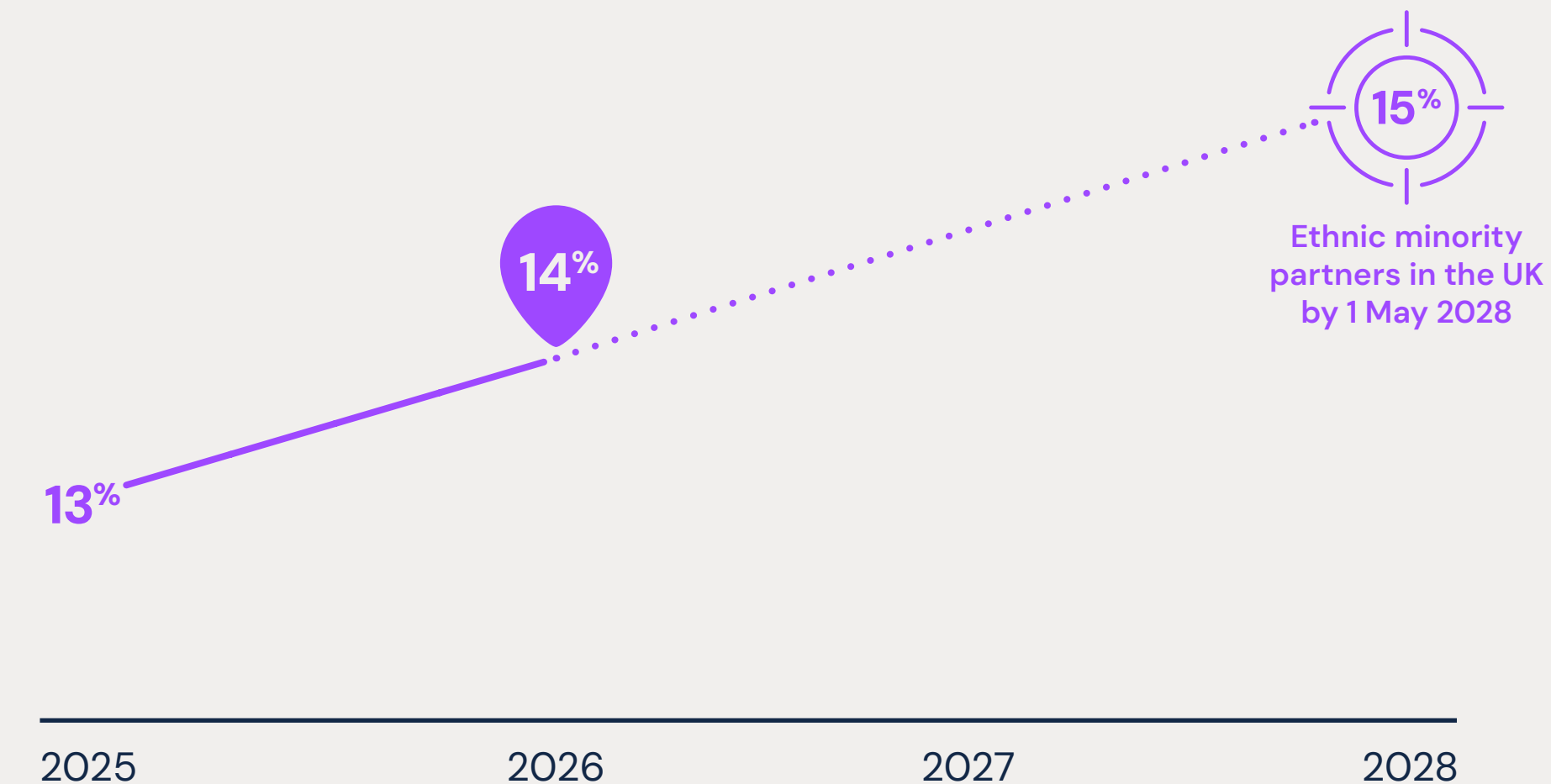
EIFION MORRIS

Chief Executive Officer



RACE/ETHNICITY

Our target is to have 15% ethnic minority partners in the UK by 1 May 2028.



ON TRACK

As at 1 May 2026, 14% of our partners in the UK are from ethnic minority backgrounds.

While our target focuses on representation at the most senior level, we also monitor representation, pay, progression and engagement across the firm with the aim of building a strong pipeline of talent at all levels.

Our Ethnicity Action Plan is informed by our quantitative and qualitative data and refreshed annually. Some actions we've taken this year are:



USING COLLEAGUE INSIGHT TO INFORM CHANGE

Last year we reported that over the last three years, compared to our White colleagues, a higher proportion of our ethnic minority business services colleagues had left the firm.

We conducted a listening exercise with our business services colleagues to better understand their experiences of inclusion, with dedicated groups for ethnic minority colleagues to test for differences in experience. This insight has informed a programme of action, including the launch of a business services mentoring programme, inclusive line manager training (attended by 70% of managers), and changes to team social activities to make them more varied and enjoyable for all.



BUILDING A STRONG PIPELINE

We continue to run the Articles Plus programme, which supports ethnic minority and working class trainees to navigate their training contracts. The programme equips trainees to have productive conversations with their supervisors, understand how to develop networks and to build on constructive feedback. The aim of this programme is to increase retention of trainees on completion of their training contracts.

This year's promotions to partner and managing associate in the UK included colleagues from ethnic minority backgrounds. Due to the small population size, we cannot publish figures for each group.



DRIVING AWARENESS AND INCLUSIVE CULTURE

We signed up to the Halo Code, a UK-based pledge created by the Halo Collective to end hair discrimination in the workplace, especially for people with Afro-textured hair.

We also hosted an event with Justice4Windrush to raise awareness of the Home Office scandal and its ongoing impact on many people from Black and minority ethnic communities. Colleagues, clients and friends joined the event to understand the role of the law in addressing these injustices and to reflect on the importance of continued advocacy and change.



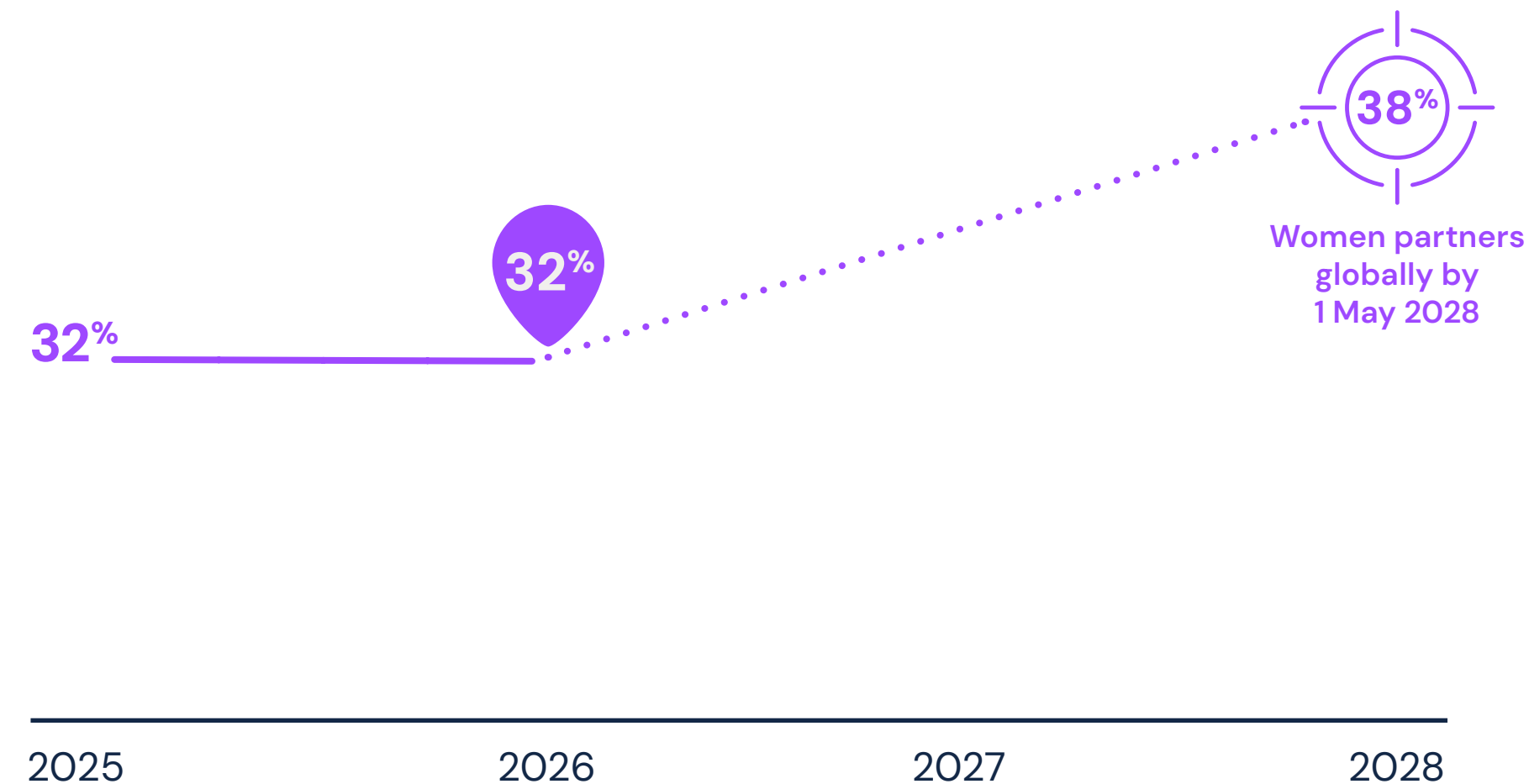
EMBEDDING INCLUSIVE POLICIES AND PRACTICES

Colleagues in London continue to utilise our flexible bank holiday exchange policy, a benefit which allows anyone to exchange up to three public holidays for an alternative day of their choice. It's for everyone but may be particularly valued by those who observe or celebrate religious or cultural events that are significant to them, and those who have family based outside of the UK.



GENDER

Our target is to have 38% women partners globally by 1 May 2028.



BEHIND TARGET

As at 1 May 2026, 32% of our global partners are women.

Women continue to enter the legal profession in strong numbers, but the challenge remains in progressing to the most senior roles. Our global gender target is focused on representation at partner level, while we also monitor representation, pay, progression and engagement across the firm with the aim of building a strong pipeline of talent at all levels.

Our Gender Action Plan is informed by both quantitative and qualitative data and is refreshed annually. We are supporting progress by:



BUILDING A STRONG PIPELINE

This year's internal partner promotions were gender balanced, with women making up 55% of promotions across our global network. The challenge remains for us to attract and recruit more women into the partnership as we grow. We are therefore continuing to focus on building a strong internal pipeline, alongside seeking to attract more women into the partnership externally.

This year 68% of women promoted to managing associate were women. We have more women at mid associate level, so this is proportionate to the eligible population.



INCREASING VISIBILITY OF PATHWAYS TO PARTNERSHIP

We often hear that people don't see relatable role models in their team or practice group, or question how partnership can fit alongside their personal lives. There is no single way of doing this. This year we profiled partners from around our global network, sharing their unique journeys and routes into partnership. We also continue to share colleagues' flexible working stories, highlighting how our people work flexibly to meet client needs while building sustainable careers.

Our Open Door Support Network also provides access to partners who can offer practical guidance, insight and encouragement on career development and progression.



SUPPORTING PARENTS AND CARERS

We are working hard to support those on the pathway to parenthood, as well as parents and carers globally. While our policies and support are for all parents and carers, we know they can have a particularly positive impact on women in our business, including by encouraging men to take up enhanced parental leave and share caring responsibilities. This support includes new parent coaching for all parents before, during, and after leave.



OUR WIDER INCLUSION COMMITMENTS

We continue to monitor pay and progression by gender and ethnicity to identify trends where applicable.

Read our [diversity pay report](#) (ethnicity, gender and socio-economic background).

See our [diversity statistics](#).

Due to smaller population sizes, we don't have explicit targets for some of our other underrepresented communities. However, our commitment to diversity and inclusion extends beyond race, ethnicity and gender.

For more information on our inclusion work, click on the links below.



The photos above have been taken at some of our recent events in the London office.

STEPHENSON HARWOOD

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